Dornoch
You can do it all from here

CURLEW CENTRE
DORNOCH
COMMUNITY • LEISURE • CULTURE

Project Curlew

Feasibility Study & Business Case

Report prepared for DACIC by

Ironside Farrar / EKOS

August 2019 | 50301

FEASIBILITY STUDY – PROJECT CURLEW

EXECUTIVE SUMMARY

This Outline Feasibility Study and Business Plan has been formed to assess the feasibility and financial viability of establishing a multi-use venue for the benefit of the local community and visitors at the former 'Abattoir Site', Shore Road, Dornoch. The proposed venue could include:

- New / replacement Community Centre
- Curling facility
- Car/coach parking
- Multi Use Games Area (MUGA)
- Golf driving range

The proposal, (Working Title: Project Curlew), is a partnership project being advanced by Dornoch Area Community Interest Company (DACIC), Dornoch and District Community Association (DADCA) and North Highland Curling Trust (NHCT).

The proposal has been developed with the project partners and through close engagement with the local community and local stakeholders. Consultation with the local community has identified strong support for a multi-use community venue, plus in-principle support received from:

- Highlands and Islands Enterprise - Head of Strengthening Communities
- Highland Council – Regeneration & Employment
- Scottish Curling – Chief Executive
- Key Local Stakeholders

Detailed Engineering and Technical Assessments for the former Abattoir Site have been progressed by DACIC, including collation and site-specific studies relating to ground conditions, utilities, flood risk and consents. The proposals are in accord with the Local Development Plan. DACIC submitted a Stage 1 report to the Scottish Land Fund and have secured a valuation and agreement on the land purchase from the existing site owners.

Proposals and capital cost-estimates for a multi-use venue are based on industry cost yardsticks and out-turn costs for schemes with similar requirements, specification, scale and locations. Where detailed information gaps existed, external consultation and quotations were secured.

The Feasibility Study assessed a range of Development Options with 'Option 2' – Community Centre and Curling Barn identified as the preferred option that would best meet the community's needs, with a capital cost estimated of £2,935,000.

Project funding projections have been provided by DACIC based on a range of discussions with funders. DACIC's 'Target Grant Award' identifies potential funding/grant and financial support totaling circa £2,884,070. However, this is heavily dependent on two large grant funds totaling £1.839m. DACIC are seeking to close the current funding gap of circa £50,000 through further dialogue with funding bodies.

Financial revenue/operational projections show that Project Curlew operating as a third sector community facility to be capable of positive income stream (curling, community hall hire, events and rental incomes) capable of generating an annual surplus of circa £30,000 (around £186k over its first

5.5 years of operation). Projections are based on current DADCA costs/income and projections of income from NHCT. Project Curlew presents a viable project proposition and capable of delivering major benefits to Dornoch in terms of replacement community facilities and the addition of all-weather and off-season visitor and sports facilities. Securing the scale of capital funding required will be a challenge and will require strong resources and a consistent grant funding appeal process. The recent appointment to DACIC of a Community Development Officer will be important in this regard.

The following recommendations are made to the Client Group in regard to Project Curlew:

- A Stage 2 Application be submitted to the Scottish Land Fund and the Abattoir Site secured at earliest opportunity possible;
- DACIC with DADCA and NHCT should develop a strategic Curlew Funding Plan to be coordinated with the Community Development Officer with clear milestones and targets;
- DACIC should confirm all areas of support within the key enterprise and community planning partners (HIE /Highland Council /Scottish Curling /Sports Scotland /etc) and ensure all parties are aware of the projects next steps and key milestones;
- DACIC should advance the appropriate design studies for the Community Centre and Curling Barn, including building architecture and supporting quantity surveying reporting; and
- The partners should continue to extend engagement and collaborative working with the Dornoch and Sutherland community in developing Project Curlew.

1. Introduction 5
1.1. Context & Background 5
1.2. Scope of Report 6
1.3. Consultation & Engagement 6
1.4. Structure of the Report 7
2. DACIC and NHCT – The Project Sponsors 8
2.1. Dornoch Area Community Interest Company (DACIC) 8
2.2. North Highland Curling Trust (NHCT) 10
3. Dornoch and East Sutherland Area 13
3.1. Area Context 13
3.2. Tourism 13
3.3. Dornoch – Economic Masterplan 14
3.4. Community Participation & Engagement 15
3.5. Planning Framework 16
4. Case for Investment 18
4.1. Community Needs Assessment 18
4.2. Review of Replacement Options for Social Club Building 20
4.3. The Partnership – Community Centre & Curling Barn 22
4.4. Partnership Proposition – Project Curlew 24
4.5. Project Curlew Benefits and Beneficiaries 26
5. Project Development 28
5.1. Site Selection 28
5.2. Risk Assessments & Planning Approvals 28
5.3. Consultation & Engagement on Local Needs 29
5.4. Developing a Masterplan Based Approach 31
5.5. Development of Concept Proposals 34
5.6. Evaluation of & Selection of Preferred Option 38
5.7. Preferred Option Analysis 39
5.8. Assessment of Project Risk 40
5.9. Overall Assessment of Options 41
6. Commercial Affordability 41
6.1. Overview 41
6.2. Capital Costs 43
6.3. Funding Overview 44
6.4. Capital Cost Affordability Conclusion 46
7. Market Assessment / Operational Model 48
7.1. Potential Users 48
7.2. Ownership 55

8. Financial Viability 56
8.1. Business Model 56
8.2. Sustainability of Model 62
8.3. VAT Status 63
9. Operational Management 64
9.1. Programme & Project Management 64
9.2. Delivery Plan – Delivering the Project 64
9.3. Project Management Arrangements 66
9.4. Equal Opportunities 66
9.5. Monitoring & Evaluation 67
9.6. Financial Control 67
9.7. Working with partners in the building 68
9.8. Assessing Risk 68
10. Conclusion 73

Appendix A – 2013 DADCA Reports

Appendix B – Fairhurst Reports

Appendix C – List of Consultees

Appendix D – Letters of Support

Appendix E – Drawings

Appendix F – Belgian Ice Rink Details

Appendix G – Capital Cost Quotes

Appendix H – Capital Cost Estimates

Appendix I – DADCA & DACIC Financials

Appendix J – NHCT Financial Projections

1. Introduction

Dornoch Area Community Interest Company (DACIC), working closely with Dornoch and District Community Association (DADCA) and North Highland Curling Trust (NHCT), is seeking to create a multi-use venue for the benefit of the local community and visitors at the former 'Abattoir Site', Shore Road, Dornoch. The project, titled 'Project Curlew', has been developed to address the growing needs of the local community in East Sutherland and Easter Ross.

The project involves a partnership across a range of community groups coordinated through DACIC to replace the existing and no longer fit-for-purpose Social Club building with a new, bespoke, multi-purpose facility with an estimated cost of between £1.8 - £4.7 million (subject to option) funded through asset disposal, grants, loans, stakeholder investment and other fundraising.

DACIC have developed a masterplan for the site based on mixed-use but with the core activity based on a new Community Centre and Curling Barn. The masterplan sets out the wider ambition for the site which would be advanced in phases.

DACIC secured Stage 1 Scottish Land Fund approval in December 2018 to support acquisition of the former Abattoir site on Shore Road as the site for the Community Centre and Curling Barn and propose to complete a Stage 2 Application in August 2019.

1.1. Context & Background

1.1.1. Dornoch Community Organisations

The IV25 postcode area has an approximate population of 2,586 (2017). Dornoch serves south-east Sutherland and operates as a local centre with a strong tourism sector based on the qualities of place, cathedral, Historylinks museum, golf and coastal leisure.

The centre of the town is designated a Conservation Area and Dornoch is a designated National Scenic Area. The town has strong community infrastructure with active participation and representation within a range of organisations and social groups. Important groups relative to this study and project are:

Dornoch Area Community Interest Company (DACIC)

DACIC is a company limited by guarantee without share capital registered in Scotland, no. 327565. DACIC was incorporated in 2007 and is an organisation capable of operating commercial/third sector activities on behalf of the community. DACIC has 6 part-time employees, 5 of whom are involved in managing Dornoch as a tourist destination.

The Company's principal activity is to carry out activities which benefit the community included within the post code area IV25.

Dornoch and District Community Association (DADCA)

DADCA is a registered charity and a company limited by guarantee, whose twin aims are to establish and maintain a community building in Dornoch and to help promote and encourage voluntary groups and individuals active within the Dornoch area. DADCA's main physical/property asset is the Dornoch Social Club. DADCA is a registered charity OSCR (No.SC013716).

Dornoch Area Community Council

Dornoch and Area Community Council is a formally constituted Community Council comprising elected members.

1.1.2. Need for a New Community Centre

DACIC have been working closely with DADCA, who own and operate the existing Social Club building, to explore the opportunities to upgrade, renew and/or redevelop the existing Social Club building.

DADCA bought the Social Club building on behalf of the community in 2012 and currently host and manage 750 – 800 events in the building every year for the local community.

The Social Club is often at full capacity in terms of community use and the ability to host events and accept bookings. Currently DADCA is unable to accommodate local demand and has had to turn away bookings/events due to the limited capacity and the lack of flexible space within the existing building. This along with existing building shortcomings and site constraints e.g. poor disable access, sloping site and lack of public transport access, has led to the decision to explore and seek to bring forward plans for a new community centre better suited to the needs of the community and at a more appropriate, more inclusive, and more accessible location.

DACIC and DADCA began assessing the feasibility of accommodating a new facility on the former Abattoir site, on Shore Road, after the site was cleared in 2016. The site is considered highly attractive for community use given its central location, flat gradient, large size and it being outwith Dornoch's central Conservation Area.

1.1.3. Bringing curling back to Sutherland

Following remediation of the former abattoir site, DACIC was approached by the NHCT inquiring whether a shared use building might offer mutual benefits. NHCT are a very active curling group seeking to re-establish a home for Sutherland/North Highland curling in Dornoch.

NHCT ambition is to deliver a new Dornoch curling rink, re-establish the Dornoch Bonspiels and provide to the East Sutherland and Easter Ross community new sport/cultural/tourism opportunities through local curling facilities with increased accessibility, training and participation. Additional benefits would be reinvigorating curling as a cultural and sporting winter leisure activity within the Highlands and promoting Dornoch as a winter tourist attraction for international and national visitors.

1.2. Scope of Report

DACIC, DADCA and NHCT consider that the combined proposal (Community Centre incorporating Curling Barn) could deliver numerous benefits to the community and can help support Dornoch as a tourism/visitor destination.

DACIC, DADCA and NHCT concluded that Project Curlew needed detailed appraisal in terms of developing a Project Brief for the new facility, advancing wider engagement across the varied community interests and developing a Feasibility Study and Business Plan. The assessment would need to review existing and future community needs and to achieve this must work together with the community and various stakeholder groups to shape project proposals.

This report provides both an overall Business Case for Project Curlew and individual business case assessments for each project option and sets out the capital and operating cost projections and proposed operating model together with recommendations on future facility management.

1.3. Consultation & Engagement

A key element in developing the proposals has been the need to ensure the facilities are sustainable and reflect and address the needs (now and in the future) of the whole community. Consultation and engagement with residents and the varied local groups and stakeholders has been a key part of developing the proposition and developing the overall Business Case. This has included Workshops

and public consultation events along with presentations to DACIC, DADCA and the Community Council.

1.4. Structure of the Report

The report includes and reports on the work advanced to develop the project proposals in terms of project feasibility and sets out the Business Case. The structure follows a broad Green Book style appraisal in terms of addressing:

- The Case for Investment - Need / Rationale / Case for Change
- Project Development - Developing the Best Solution /Options /Project Development
- Commercial Case - Capital Costs / Funding
- Financial Assessment - Financial Costs & Projections
- Operational Management - Management / Operations / Monitoring

2. DACIC and NHCT – The Project Sponsors

2.1. Dornoch Area Community Interest Company (DACIC)

DACIC was established in 2007 and is led by a volunteer board of directors, currently numbering 8, who collectively have a broad experience of both business and community enterprises. DACIC has over 220 members and operates throughout the IV25 post code area covering a geographical area from the Dornoch Firth to Loch Fleet.

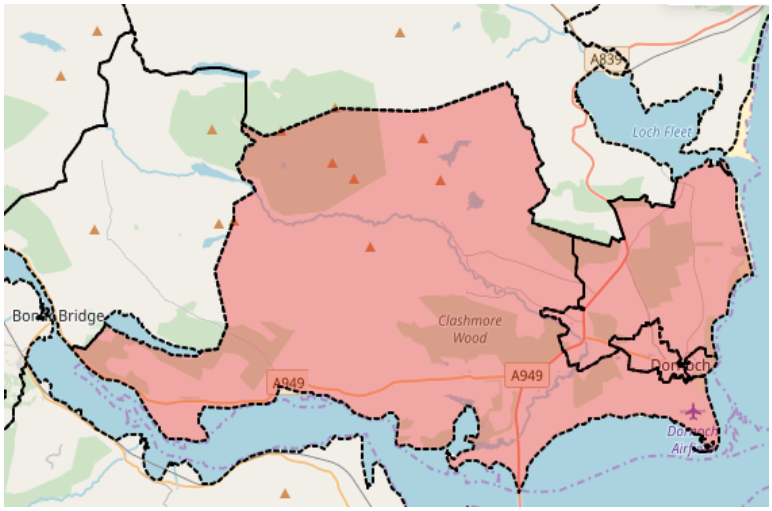


Figure 1: Area covered by DACIC

DACIC has taken the lead role in developing initiatives within the community around a range of projects that support stronger communities, enhanced access to facilities, increased opportunities for participation and activities that help to build civic place and quality. DACIC has successfully supported or promoted a range of initiatives and projects in recent years, including:

- DACIC Business Group formed September 2014
- Coastal Community Fund grant awarded January 2015
- VisitScotland Growth Fund grant awarded February 2015
- New VisitDornoch.com launched February 2015
- Marketing Development Officer appointed April 2015
- Mobile App launched July 2015
- WorldHost Destination July 2015
- First Whisky Festival in November 2015
- Second grant of £95k from Coastal Community Fund
- New Visitor Centre opened February 2016
- Great British High Street Awards 'Rising Star' category finalist in 2017
- HIE Strengthening Communities video 2017
- Discover Dornoch Video 2017

DACIC exists to carry out activities which benefit the community within all postcode units of district IV25. Relevant objectives, extracted from DACIC's Memorandum of Association, include:

- To enhance Dornoch town centre and its immediate environs for the benefit of local residents and visitors;
- to promote an integrated approach towards securing Dornoch's future;
- to encourage the development of new business employment opportunities; and
- lead reclamation, remediation, restoration or any other operation intended to facilitate the economic, social or environmental use of land, where its use has been prevented or restricted because of a previous activity on the land, which has ceased.

2.1.1. Organisation Structure

DACIC is led by an elected volunteer Board of local business people and members of the Dornoch community and serves to engage and benefit the community and businesses of Dornoch.

Current DACIC Board Membership:

Mrs Joan Bishop / Ms Alison MacWilliam / Mr Jim McGillivray / Mr Neil Hampton / Mr Gordon Sutherland / Mrs Lynne Mahoney/ Mr Patrick Murray / Mrs Yvonne Ross

2.1.2. Vision

A practical and outcomes-based vision for DACIC has been set out in the DACIC Strategic Plan 2018-2021 with the key elements for delivery by 2021 agreed as:

- Successful Common Good funding arrangements in place providing a sustainable core funding base for DACIC, and the business levy/input clearly established across businesses;
- A strong elected DACIC Board with the necessary skills/links/connections to add value and lead the work of DACIC, and the opportunity to co-opt further members and skills as needed;
- A full-time Project and Business Development Manager in post and funded for a three-year term alongside the tourism roles in place, to provide a resource to support new developments and projects; and
- Maintain the improved links and cooperation with Royal Dornoch Golf Club, DADCA and the Community Council.

2.1.3. DACIC Strategic Plan 2018-2021

The Strategic Plan sets out the work of DACIC to date, and the agreed priorities for DACIC and its Board going forward over the next three years to 2021. DACIC was established in 2007 as a voluntary organisation to enhance and develop the economy and community of Dornoch, with membership available to all within the IV25 post code.

DACIC since its inception has sought to support the growth of the local community with a focus on community needs, community infrastructure and measures to raise Dornoch's profile as a 'destination' based on quality of place and the appeal of the town's built and natural environment.

DACIC currently has 220 members, and spearheads initiatives, including Visit Dornoch, as a key delivery partner for the Dornoch Masterplan 2013-2023. Substantial grant funding from the Coastal Communities Fund, VisitScotland's Growth Fund, the Common Good Fund and Highlands & Islands Enterprise enabled DACIC to deliver a number of priority projects between 2014 & 2016 against the Masterplan, including creating the Dornoch brand, destination marketing, pedestrian signage, A9 signage, a mobile app, and business training.

Strategic Focus

There are three principal opportunities that the Board agreed should provide the focus for DACIC over the next three years:

- Secure a Project and Business Development Manager for 2 years to support the development of new initiatives and developments being advanced by DACIC and partners;
- Support the three new major projects identified by the Board, namely:
  - Project Curlew providing a multi-use Community Centre and Curling Barn
  - The Police Station as a potential asset transfer for conversion into the 'Dornoch Hub'
  - Coul Links proposed golf development; and
- Tourism development with a focus on the cruise tourism market.

DACIC recognises that, in order to support the above opportunities and to continue to support the proposed range of developments, it will need to maintain a strong and engaged Board, and work to put in place sustainable core funding to support a staff run social enterprise.

DACIC will continue to strengthen its links and engagement with other key organisations and groups and the wider community of both Dornoch and East Sutherland.

2.2. North Highland Curling Trust (NHCT)

2.2.1. Overview

NHCT was formed in 2006, following the closure of Brora Ice Rink. A steering group was elected, consisting of 8 members, all of whom are members of existing curling clubs. Their initial research and consultation have indicated that there is a demand amongst local curlers and local service providers for a curling facility in the area, with Dornoch being identified as a suitable location.

NHCT now has approximately 60 members and is led by an elected volunteer Executive Committee whose objective is to promote the game of curling in the Northern Highlands.

2.2.2. NHCT Aim

The aim of NHCT is to hire, lease, own or build a curling facility in the area and this has been pursued vigorously since 2006 with various sites and initiatives investigated. Business plans and a feasibility study were prepared for a project in 2009 in conjunction with North Highland College, but this had to be shelved due to internal changes at the College.

The Trust members continued to review all potential possibilities and then in 2017 became aware of the opportunity to work with the local community in Dornoch to incorporate curling into a multi-use building which would serve the community throughout the year. This resulted in Project Curlew and the idea that NHCT would lease a curling facility for the period November to mid-March to run curling for the surrounding Sutherland, Ross-shire and Caithness communities.

Trust members curled extensively in Switzerland, Canada and throughout Scotland and have built up a huge network of curling contacts who are very keen to play on the proposed rink.

2.2.3. Organisational Structure

NHCT has very experienced Office Bearers and Committee members who have extensive knowledge of business, curling and running a curling club with many members holding positions in the Brora Ice Rink Club until its closure in 2006. A number of members have curled in Canada and Switzerland and have established life-long connections with the curling fraternity in these countries.

2.2.3.1. NHCT Office Bearers

- **President:** Nigel Murray – farmer and longtime curler. Nigel has curled in Canada and many times in Switzerland.
- **Vice President:** Richard Mackenzie – managing director of a construction company and longtime curler. Richard was a member of the Scottish touring team to Canada that won the Strathcona Cup in 2013 and has played many times in Switzerland. Currently match secretary for Scottish Curling Highland and Moray area. Regular competitor in the Scottish Masters Championships.
- **Treasurer:** Ian Mackay – chartered accountant and founder of accounting firm Mackay & Co in Golspie, and a longtime curler. Treasurer of Brora Ice Rink Club from 1991 to 2006. Currently President of Scottish Curling Highland and Moray. Member of the Scottish Centenary tour to Canada in 2003, winning the Strathcona Cup. Ten times competitor in the Lefthanders' World Curling Championships in Canada, reaching the quarterfinals in 2019.
- **Secretary:** Sue Gardiner - retired nurse practitioner and project manager in the NHS in Edinburgh. Currently President of Sutherland Curling Province.

2.2.3.2. Committee Members

- James Campbell - managing director of a long-established electrical contractor, now specialising in solar energy. Former Captain of Royal Dornoch Golf Club.
- Hamish Macrae - retired merchant seaman and offshore worker. Also, a former Captain of Royal Dornoch Golf Club. Currently Vice President of Sutherland Curling Province.
- Christine Mackenzie - administrator with Richard Mackenzie Ltd. Responsible for overseeing fundraising.
- Emma Deeth - teacher. Responsible for fundraising.
- Scott Lyon - retired company director and longtime curler. Scott represented Wales on many occasions in European and World Championships.
- Helen Lyon - proprietor of an interior design business. Longtime curler who has also represented Wales at European level.

2.2.4. Project Curlew Vision

NHCT's vision for Project Curlew is to lease a curling barn from DACIC for 20 weeks each winter to provide and manage a first-class curling facility in the North Highland region. With the contacts they have with the World Curling Federation and with curling clubs throughout Scotland, Europe and North America they feel they can call on some of the best icemakers in the world to ensure they have excellent curling ice conditions. At present NHCT curl in Inverness, a round trip of almost 100 miles, on ice that is also used for skating and ice hockey at weekends, sports that require different ice conditions from curling. This results in curlers often having to put up with less than ideal ice conditions. A new ice rink in Dornoch would be used for curling only, giving more consistently good ice.

This winter facility would encourage visitors from Scotland and further afield to take part in NHCT bonspiels, which would also provide off-season business for retail and hospitality related businesses in the Ross and Sutherland counties. NHCT plan to have a large focus on recruiting and retaining school and youth players in order to grow their club membership.

2.2.5. Legal Structure

NHCT currently is an unincorporated association. The intention is to seek charitable status as either a Scottish Charitable Incorporated Organisation or a company limited by guarantee.

2.2.6. NHCT Membership

Until there was a viable project on the horizon membership has been limited to those listed above and other enthusiastic curlers in the area. If Project Curlew progresses, NHCT would expect the membership to reach several hundred. NHCT plans have been discussed with curlers wherever they have played – and they state the enthusiasm shown for this project has been away beyond their expectations.

2.3 Project Curlew - Objectives

DACIC in dialogue with DADCA and NHCT defined a set of Project Objectives for Project Curlew. The objectives are listed below but are not weighted by order:

- **Objective 1:** accommodate the needs of the community within a new Community Centre that is capable of being operated at reasonable cost and provides a sustainable and inclusive location for community services.
- **Objective 2:** develop a facility with capacity to meet a wider range of community and cultural events and activities that supports additional community capacity.
- **Objective 3:** develop additional uses, such as curling, that builds links across the community and which are considered compatible with a community facility and the community centre.
- **Objective 4:** encourage through community action and infrastructure additional economic activity that supports 'Visit Dornoch' and makes Dornoch a more attractive place to visit, spend time and experience.
- **Objective 5:** provide all-weather and winter/shoulder season facilities that can support footfall within the town and play a part in sustaining local business activity.

3. Dornoch and East Sutherland Area

3.1. Area Context

The Dornoch IV25 postcode area had an estimated population of 2,586 in 2017 – up from 2,467 in 2011. Table 1 shows that the area has an increasing aging population with the biggest population increase between 2011 and 2017 occurring in the 65+ age bracket and the biggest decline occurring in the 0-15 age bracket.

Table 1: Dornoch IV25 postcode demographics

Age	2011	2017	Change	% Change
0-15	382	348	-34	-9%
16-64	1401	1418	17	+1%
65+	684	820	136	+20%
Total	**2,467**	**2,586**	**119**	**+5%**

As of September 2018, there were 163 pupils enrolled at Dornoch Primary (+5% from 2011) and 183 pupils enrolled at Dornoch Academy (-38% from 2011).

The town is characterised by an attractive townscape and contains a rich architectural heritage with the jewel in the crown being the 13th century Dornoch Cathedral which famously held the baptising of Madonna and Guy Ritchie's son, Rocco, in 2000. Couple this with an exquisite natural backdrop that plays host to the world famous Royal Dornoch Championship Golf Course and golden sand beaches and you have one of the Highland's most attractive destinations.

Situated a 45-mile drive from Inverness, Dornoch has positioned itself as an important economic centre in South East Sutherland after situating itself as a place 'to get away from it all'. In addition, a wealth of cultural and historical attractions has added further to a range of appeals and attractions that has established Dornoch as a top destination in the Northern Highlands. Dornoch and South East Sutherland's economy is primarily based on a robust tourism product, supported by key community and academic infrastructure, and a strong business base that includes specialised and niche retailing.

3.2. Tourism

The Dornoch Visitors Centre has recorded visitor numbers to its centre since 2014, and since 2017 has also recorded coach passengers arriving in Dornoch from cruise ships docking in Invergordon. Table 2 shows that in 2018 the visitors centre welcomed 31,082 visitors, up from 23,140 in 2014 which results in a 34% increase. Table 2 also shows an increase in recorded coach passengers with 13,928 arriving in 2017 and 14,846 arriving in 2018.

Table 2: Dornoch Visitor Numbers

Dornoch Visitor Centre Numbers													
	Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	**Total**
2014	77	117	314	980	1426	2333	5043	6402	3691	2255	339	163	23,140
2015	102	183	477	1141	1720	2350	3903	5845	2626	1492	315	212	20,366
2016	-	176	605	1133	2053	3298	4396	7001	4968	2511	467	363	26,971
2017	216	433	711	1793	2762	3765	4008	5363	5413	3321	890	657	29,332

2018	511	570	833	1848	3457	3799	4674	6249	5199	2153	1037	752	31,082
Coach Passengers													
2017				221	1658	1665	3934	4805	1645				13,928
2018			134	208	2556	2488	3681	4176	1603				14,846

3.3. Dornoch – Economic Masterplan

Highland and Island Enterprise (HIE) commissioned a study to develop the place quality of Dornoch and define with residents and stakeholders' measures that would support investment and enhancement of the town as a place to live, work and visit.

Masterplan Objectives

To ensure that in 2023 Dornoch will be a top tier destination in the Northern Highlands, offering a wide breadth of attractions, and a competitive and distinctive product which appeals to those who live in Dornoch, wish to visit, or invest, the following key objectives will be undertaken:

- **Objective 1:** Build brand profile - a 'Quality Destination'
- **Objective 2:** Increase number of visitors to Dornoch & South East Sutherland
- **Objective 3:** Enable business development, entrepreneurship & private sector investment
- **Objective 4:** Build a local destination supported by community & academic infrastructure
- **Objective 5:** Secure effective Partnership Delivery

From these objectives an Action Plan was developed which sought to provide a context within which public and private sector investment and involvement could be maximised.

Community Infrastructure

The Economic Masterplan highlighted the need for upgrading to community infrastructure and outlined ideas and the importance and potential of the former vacant and derelict Abattoir Site and continuing to build Dornoch as a visitor destination (PP10 / PP36). The consultation and engagement undertaken for the Dornoch Economic Masterplan highlighted the 'market town' / 'regional hub' role and qualities of Dornoch alongside the importance to the community of its strong community infrastructure.

Representation at the workshop sessions highlighted the concerns within the community that lack of investment in community infrastructure (by all parties including the community) represented a threat to both the level of local services and levels of community/civic activity. Core community infrastructure (Schools/Social Club/Medical Centre/Library/etc) were seen as critical to sustainable growth and the development of a balanced community. Dornoch is host to a number of community facilities, as outlined in Table 3.

Table 3: Community Infrastructure

Community Infrastructure	
• Social Club Building • Carnegie Hall, Clashmore • North Highland College (UHI) • Dornoch Academy • Dornoch Primary School • Dornoch Medical Practice • Public library • Woodland / Links / Beach • Royal Dornoch Golf Club • Service Point & Visitor Centre • Football Club • Bowling Club	• Embo Community Centre • Historylinks Museum • Dornoch Fire Station • Sutherland Squash Club • Meadows Nursing Home • Oversteps Care Home • Police station • Cathedral & West Church Hall • Free Church & Hall • St Finnbarr's Church • Town Square • Masonic Hall

3.4. Community Participation & Engagement

Dornoch is seen to have excellent community participation and engagement with the existing Social Club holding over 750 events a year for activities ranging from: bi-monthly car boot sales, pilates, yoga and other fitness clubs, young curator's club, social dancing, ceilidhs, indoor bowling, art and craft groups, weekly coffee morning, meetings, film viewings, Sunday school and many more.

In terms of bigger events Dornoch is host to various monthly and annual events, including:

- Book Fair - bi-annually (DADCA);
- Community markets - 8 markets held May-September (DADCA);
- Sutherland Agricultural Show - annually;
- Dornoch Highland Gathering - annually;
- Donegal to Dornoch country music festival - annually (subject to marquee/venue availability);
- Festival week - annually (DADCA);
- Hogmanay Street Party - annually (DADCA);
- Fibre Fest - annually (DADCA);
- Whisky Festival -annually;
- St Andrews Fair - annually (DADCA); and
- Classic Car Tour -annually.
- Fine Art Fair - 3 times a year

DADCA reports that the Social Club often has to turn down events due to lack of capacity and accommodation flexibility e.g. Youth Club requires sole access, so they no longer attend.

3.5. Planning Framework

With respect to community development for Dornoch due regard needs to be given to the relevant national and local planning legislation and guidance. In this case, the following plans and policies should be considered:

- National Planning Framework 3 (2014)
- The Highland Wide Local Development Plan (2012)
- Caithness and Sutherland Local Development Plan (2018)

National Planning Framework

The National Planning Framework 3 acknowledges that the Highlands region offers both natural and historic environments that help create a sense of place, contribute to the quality of life and are a rich resource for tourism and leisure, creative industries, education, and national and regional marketing. Specific relevant matters of interest identified in the National Planning Framework 3 include:

- The desire to have the roles of rural towns strengthened and diversified to allow them to support clusters of services that support the wider rural community;
- For rural towns to be the focus of new technologies, including low carbon and renewable heat and digital connectivity;
- To increase community ownership of assets and have an emphasis on 'local people leading' to help stimulate further initiatives that attract ideas, investment and people; and
- A desire to have the coast and islands capitalise on their world-class environments.

Highland Wide Local Development Plan (2012)

The Highland Wide Local Development Plan (HwLDP) sets out a broad vision and spatial strategy for Caithness and Sutherland, which includes:

- To be a regenerating place with a network of strong communities;
- be a competitive place connected to the global economy;
- have a high-quality tourist industry; and
- have a more diverse economy.

The underlying themes within the HwLDP is to help meet the challenges of regeneration in the area through providing local employment opportunities and promoting sustainable economic growth.

Caithness and Sutherland Local Development Plan 2018

The Caithness and Sutherland Local Development Plan (CSLDP) outlines the strategic planning framework for Dornoch, including proposed and aspiration developments and sets out the zoning framework of the town.

The high-level vision of CSLDP includes:

- To have a network of successful, sustainable and socially inclusive communities where people want to live, which provide the most convenient access to key services, training and employment and are the primary locations for inward investment;
- A strong, diverse and sustainable economy characterised as being an internationally renowned centre for renewable energy, world class engineering, land management and sea-based industries and a tourist industry that combines culture, history, adventure and wildlife; and

- Enhanced communications, utilities and transport infrastructure that support communities and economic growth, with development anchored to existing or planned provision.

CSLP identifies that a Conservation Area covers the historic core (which includes the existing Social Club building site but excludes the Abattoir Site) and that this may be reviewed in the future. The new Town Centre First Policy directs all new footfall generating developments towards the area included within the town centre boundary and encourages a wide range of uses including promoting uses which are active during the daytime and evening. Land uses which compete with town centre businesses and risk impacting on the vibrancy and vitality are restricted by the new Town Centre First Policy. At the time of print the CSLDP was facilitating the following development opportunities:

- The provision of 19.7ha of development which could accommodate 200 dwellings at Dornoch North which is seen as the primary expansion area of Dornoch. Planning permission had been granted for 25 dwellings as part of phase one.
- Residential development over 3.6ha at Bishopsfield with a potential capacity of 40 dwellings.
- Provision for a community facility over 4.2ha of site at Meadows Park. (Note: this was for an earlier planned development of new community centre by DADCA, now abandoned)
- Final 50 houses in Deanspark

<u>Review of Highland Council Planning Portal</u>

A preliminary review of Highland Council's planning portal revealed the following residential developments have been approved over the past two years:

- Granted permission for 8 houses at 1 Fraser Avenue Dornoch (22/01/2018)
- Granted permission for 5 houses at 5 Fraser Avenue Dornoch (03/10/2018)
- Granted permission for 11 houses at the Meadows (13/03/2018)

<u>Dornoch Community Council</u>

Dornoch Community Council operate to ensure local interests and local needs are fully represented within Highland Council and help connect and link key local groups, bodies and local members to support the delivery of local projects and initiatives. The Community Council fully support Project Curlew.

4. Case for Investment

This chapter presents the factors which have resulted in the need for Project Curlew. It looks at the shortcomings of the existing Social Club building and the requirements of the local community.

4.1. Community Needs Assessment

4.1.1. Overview

The existing 150-year-old Social Club building is currently often running at or near full capacity, hosting approximately 750 events a year. The main hall hosts most activities and has the following dimensions:

- GFA: 110m^2
- Width: 7m
- Length: 15.7m
- Ceiling to roof Height: 5m

The following sections primarily reference existing work already undertaken by DADCA in their 2013 Big Lottery Bid, which looks at shortcomings of the existing Social Club building.

4.1.2. Existing Social Club Building Shortcomings

As part of the 2013 Big Lottery Bid DADCA produced a 'Planning and Design Drawing Report' which highlighted existing shortcomings of the Social Club building (Appendix A), and these are outlined below:

- The Indoor Bowls Group expressed that they have enough members to use 3 mats (2.5m each) at the same time, and that the existing hall is simply not wide enough for this at 7m in width;
- The Scottish Country Dance Group do not use the Social Club, again because at 7m the Hall is not wide enough for them to complete all their dances;
- The existing Struie Room has poor acoustics which means those with hearing difficulty cannot follow conversations;
- Existing storage at the Social Club building is limited to 20m^2 total GFA, and insufficient storage has been identified by many as an existing problem. The 2013 Design report noted 3x more storage was required to meet existing demand;
- It was noted the size of the existing kitchen is appropriate, however, the location in conjunction with the rest of the Social Club is not suitable as ideally it needs to be able to open onto the main hall;
- The existing toilets are functional but fail current building standards as there is no mechanical ventilation. There are also not enough WC's in either the Ladies or Gentlemen's to meet Public Entertainment Licence Obligations. Furthermore, the toilets can only be accessed from the Main Hall which means individuals using the Struie Room must walk outside and through the Coffee Lounge in order to use the toilets; and
- There is currently no administrative office that can be utilised as a reception area.

As part of this report DADCA outlined their desired design requirements for a new Community Centre:

- A hall of approximately 180m^2, that can also be fitted with a room divider, that can seat approximately 150 people at a meal, which would allow the hall to cater to more functions;
- It was identified that flexible space in a 50m^2 room that could be partitioned was required to meet demand from commercial bookings;
- A dedicated activity room that can be fitted with large full-height cupboards;
- Approximately 80m^2 of storage is required, some secured to allow valuable items to be left;
- A kitchen that connects onto the main hall; and
- In terms of toilets there is a need for 6 Ladies WC's and 3 Gentlemen's WC's plus urinals, all of which meet design and building standards.

Further to the Planning and Design Report, DADCA undertook consultation with the community in 2013 (Appendix A) around the use of the existing building, which included asking people about the shortcomings of the existing building, with the top shortcomings being:

- Parking – the existing site only has 10 carparks;
- Heating – the age of the building means it is inefficient and difficult to heat;
- Toilets – are in a general poor state;
- Flexible Space – the existing building cannot accommodate certain activities;
- Access – due to the sloping nature of the site it is hard to access (especially in winter) for those mobility impaired;
- General availability – DADCA have said that site usage is at full capacity and they are regularly turning away potential bookings; and
- Storage – currently there is limited secure storage which means users cannot store equipment onsite which limits activities.

In terms of operational costs and requirements consultation with DADCA found the additional shortcomings of the existing Social Club building:

- High energy (lighting and space heating) costs (£2,374 in 2018);
- High maintenance costs (£2,232 in 2018);
- Structural defects in the building:
- Absence of public transport links; and
- Lack of viable space due to general building configuration.

4.1.3. Summary of Community Centre Requirements

Overall, the existing 2013 DADCA reports which assessed the shortcomings of the existing Social Club building through both assessing operational requirements and consulting the community determined that an improved Community Centre is required which has the following characteristics:

- A main hall, that can be divided with partition, of approximately 180m^2 that can seat approximately 150 people for functions. The main hall must also be of suitable dimensions to accommodate uses such as indoor bowls and ceilidh dancing;
- Approximately 80m^2 of dedicated storage space, some of which is secured;

- Separate flexible space of approximately 50m^2 that can be partitioned and rented out for commercial use;
- A kitchen that meets community and event needs and connects onto the main hall;
- In terms of toilets there is a need for 6 Ladies WC's and 3 Gentlemen's WC's plus urinals, all of which meet design and building standards;
- An upgraded and energy efficient building that has lower lighting, heating and maintenance costs;
- A building that is structurally sound;
- Sufficient car parking to meet user needs and support active travel; and
- Full access for those that are mobility impaired.

4.2. Review of Replacement Options for Social Club Building

Taking into account the findings of Section 4.1, DADCA has undertaken an investment review for the upgrading of the Social Club building and this is outlined in Table 4. The review considered the following options:

- Significant upgrading of the existing Social Club building;
- Major refurbishment of existing building, including demolition of front wing and building a new hall; and
- New build developing a multi-use flexible community hub within Dornoch town centre.

Table 4: Social Club Investment Review

Social Club Investment Review				
Option	Description	Benefits	Disbenefits	Action
Option 1	Major refurbishment of the existing building retaining all elements	• Asset owned by DADCA • Existing facility • Strong local presence • Phased expenditure	• Building lacks flexibility space • Existing structural defects in front wing of building • Major utility renewal required • Construction limits energy options • Compromised facility • Site not very suitable / fails DDA • External space compromised due to sloping • Disruption/closure during re-build • High Cost	Not progressed due to: • High costs of renovating a 150-year old building on a sloping site. • Existing site constraints mean many benefits, such as increased car parking, cannot be realised.

Option 2	Major refurbishment of existing building, including demolition of front wing and building a new 180m^2 hall	• Asset owned by DADCA • Existing facility • Addresses structural problem in front wing • Create partial new facility • Phased expenditure • New Hall	• Asset lacks flexibility space • New build limited by sloping/ small site constraints • Major utility renewal required • Stone/traditional construction limits energy options • New hall would be small due to site constraints • Site not very suitable / fails DDA • External space compromised • Boundary uses impacted by use • Disruption/closure during re-build • High Cost	Not progressed due: • High cost resulting in limited benefits. • Existing site constraints mean many benefits, such as increased car parking, cannot be realised.
Option 3	New build developing a multi-use flexible Community Hub within Town Centre	• Delivers Project Objectives • Bespoke design • Energy efficient • Flexible space provided • 25-40 year design life • Supports Community Uses • Adaptable to future needs • Enables Inclusive Use • Meets DDA / All User interests • Supports diversity of activity • Improves access • Addresses capacity/growth • Commercially viable	• Major project • Partner support requirement • Lesser Cost than other options as facilities shared	DADCA working with DACIC to identify a preferred strategy on how to move option forward. The former Abattoir site on Shore Road identified as preferred site, and both DADCA and DACIC hold an open view on project partnership arrangements. Accepting not all of the 2013 requirements will be satisfied SLF Stage 1 Support secured for land acquisition. Conclusion to land purchase critical to site delivery.

In parallel with the assessment of the existing building and site a high-level assessment was undertaken of other local public buildings that could potentially be retro-fitted for a multi-purpose community facility. The buildings assessed and reasons for not progressing with renovation/retrofitting are set out below:

- **Carnegie Courthouse** – Shortly after being assessed it was purchased in 2015 and has been developed to include a new Dornoch Visitors Centre, The Carnegie Whisky Cellars and The Courthouse Café.

- **Police Station** – Work is currently being progressed to establish The Dornoch Hub, to include small serviced business space; fitness suite, creche, and other enterprise and community initiatives within the building.
- **Carnegie Hall** – Considered an important asset in its existing function.

The assessment identified no local building that was considered suitable for renovation and/or could meet the Social Club/community need for a flexible multi-use space with low future operational and maintenance costs.

4.2.1. Conclusion on Community Centre

Overall, DADCA's assessment identified that building a new Community Centre within the town centre represented the strongest, most sustainable and optimal investment option. The review identified significant costs associated with renovating the existing 150-year old Social Club building for relatively small benefit, and that there are no suitable alternative buildings that could be renovated to meet the community's needs

DADCA determined that a new build multi-use Community Centre represents a more sustainable investment proposal and that it would work with other community stakeholders, Highland Council and grant awarding bodies to establish a viable way forward.

4.3. The Partnership – Community Centre & Curling Barn

4.3.1. Overview

On deciding that a new build Community Centre was the preferred option DACIC then began assessing potential project partners. It had been well known that NHCT has had a long-held ambition to re-establish a curling rink in the Sutherland area and therefore were approached as a potential partner for the new-build venture. Initial discussions between DACIC, DADCA and NHCT highlighted that a combined community & curling facility could have large mutual benefits for all organisations and the community – and these are discussed in the following sections.

4.3.2. Curling in Sutherland

Sutherland has a proud curling history with Golspie being the first club to be registered with the Royal Caledonian Curling Club in 1850 and Dornoch Curling Club following in 1880. The Sutherland Trophy donated by the Duke of Sutherland in 1906 is still played for annually. Curling was played outdoors on lochs originally and then each village developed an artificial rink that could be flooded and playable within a couple of hours. Indoor rinks in Aviemore and Inverness opened in the 1960s and in 1985 The Royal Marine Hotel in Brora added a rink. This remained open until 2006, and for the last 15 years of operation was run by the Brora Ice Rink Club with 120 members. This arrangement worked well and in the last year of operation generated a profit of £15k. The Brora rink operated 6 days each week from the beginning of October to the end of March. Sutherland Leagues were played on Wednesdays, Friendly Leagues on Thursdays, practice sessions and knockout games on Tuesdays, juniors and coaching on Fridays, bonspiels on weekends and outings for groups from Caithness, Ross-shire and Inverness on the weekend days when there were no bonspiels. The weekend bonspiels attracted players from all over Scotland, as well as internationally including Switzerland and Canada and contact is still maintained with these clubs by NHCT.

However new owners at hotel had plans for apartments instead of the rink and the lease was not renewed in 2006. The North Highland Curling Trust was formed from members of the Brora Ice Rink to investigate options for a replacement facility, therefore NHCT have significant experience in running a curling rink. The ice-masters who worked at Brora are also still available to provide advice.

The loss of curling facilities was a major blow for the districts curlers as they now must make the two-hour round trip to Inverness in order to participate in the sport.

The local Sutherland bonspiel has also relocated to Inverness. The loss of the Brora Ice Rink has seen curling numbers decrease in the area – especially those of young curlers who rely on adults for transport to Inverness. With ice time often not available until after 8pm the existing situation is not seen as sustainable for retaining/increasing curling numbers in the Sutherland area.

The result for the area has been a significant reduction in levels of participation and NHCT membership, especially among young and youth participants. With the establishment of a rink in Dornoch the NHCT predicts that they could get membership numbers back-up to about 120 – the same number before the closure of the Brora Rink.

It is also a priority that a curling rink in Dornoch would encourage more youth participation, as the future of this national sport depends on engaging with the next generation. This will be through active measures and links to local schools and youth groups, as well as building the links with UHI students, Royal Dornoch Golf Club and wider community organisations.

There is a strong argument that introducing curling back to Dornoch would help improve the health and wellbeing of the local community – especially during the long winter months when rates of depression are higher. In a scattered rural community this team sport can help to prevent social isolation. With a higher than average older population it is an ideal winter activity. Curling is a community-based sport and is both physically and mentally challenging. As it can be played by both young and old, male and female, abled and disabled it will bring widespread social connection to the area.

4.3.3. Curling and the Winter Economy

There is currently a concerted effort to grow Dornoch and the wider East Sutherland, Easter Ross and Caithness economies through an integrated approach which includes growing the local tourism market. As with many Highland towns Dornoch suffers from a slow winter economy that puts pressure on the viability of local businesses. The 2013 Big Lottery Bid Community Survey found a desire for a community facility that would bring economic prosperity to Dornoch – which has been highlighted in discussions between DACIC, DADCA and NHCT.

The establishment of a curling facility has the potential to bring curlers and their family and friends to Dornoch for multi-day bonspiels, corporate events and tourism, which would in turn create demand for accommodation, food and retail, and other activities during the slow winter months.

4.3.4. NHCT Curling Feasibility Assessment

The NHCT commissioned a feasibility report (2009/10) to establish the feasibility of establishing a new curling facility in the Easter Ross/ south-east Sutherland area.

The report found there was considerable appetite for a curling facility among the community but there was a view that to enable the survival of a curling facility there needed to be participation of young people – with transportation being the main barrier to this identified.

The report identified that financial viability was heavily dependent on the level of curling activity and therefore curling membership. The project set out an ambitious 4 lane proposals with a build cost of £1,000,000. Strong support existed for the proposal with funding identified coming from a combination of loans and grants. Funding has been a major challenge and NHCT are open to reviewing alternative approaches and identifying alternative models (reduced cost/extended season/shared use) to deliver the project ambition.

NHCT advise that significant work has been undertaken to support NHCT Membership albeit within challenging circumstances where the only location for curling is in Inverness. Notwithstanding these constraints' membership of NHCT stands at 60 providing a base of membership that would create the seasonal demand capable, at an operational level of supporting a 3-lane curling rink in Dornoch.

4.4. Partnership Proposition – Project Curlew

Project Curlew identifies the potential value in developing a joint project between DACIC, DADCA and the NHCT that would involve the construction of a new Community Centre and Curling Facility as a new build project on the former Abattoir Site. The project would provide for curling over a 20 - week period between November and mid-March with the Curling Barn then utilised for the remainder of the year (April-October) as a flexible events and sports venue and community space.

4.4.1. New Facility - Potential Uses

The primary purpose of Project Curlew is to provide a Community Centre to accommodate all the events that currently take place within the Social Club building, while providing enhanced space and facilities to allow additional events and activities to take place. Additional uses that Project Curlew will look to support include:

4.4.1.1. Improved Community Uses

The existing Social Club building has constraints that inhibit some activities occurring and groups that would benefit from Project Curlew include:

- **Indoor Bowling Club** – Limited width of Social Club means they cannot utilise 3 playing mats.
- **Scottish Country Dance Group** – Limited width of Social Club means they cannot complete a lot of their dances.
- **Arts and Photography Group** – Inhibited by lack of secure storage for equipment.
- **Cinema Club** – Lack of flexible space and storage means they currently have a high setup time.
- **Youth Cafe** – Cannot meet regularly due to lack of flexible space.

4.4.1.2. Cultural Venue & Event Uses

As described above Dornoch currently hosts a number of major events a year who all would benefit from having a 'fit for purpose' base for their activities, these events include:

- **Fibre Fest** - A March event attracting 500 people that has grown over the last decade and now occupies multiple venues throughout the town.
- **Whisky Festival** – Welcomes 200+ people a year and would benefit from having improved flexible space.
- **Donegal to Dornoch** - Attracts 100s and would welcome access to a large indoor hall at an affordable cost compared to commercial marquee hire.
- **Festival Week & Highland Gathering** – Would welcome improved toilet facilities, secure storage space and indoor space to host events in case of wet weather.
- **St Andrews Fair** – Requires a larger indoor space and improved toilet facilities.
- **Book Fair** – Would benefit from larger indoor space, storage facilities and toilets.
- **Hogmanay Street Party** – Requires a larger indoor space to host the pre-party ceilidh, and the full event in case of bad weather.

4.4.1.3. Winter Curling

NHCT would lease the Curling Barn from DACIC for a defined 20 week period (18 week season plus 2 week set-up/set down time) from early November to mid-March. This model would allow curling to occur within the normal 'curling season' while also allowing the rink to be decommissioned during the off-season and used as a flexible venue and community space. It is envisaged that, as well as strong local participation, the Curling Barn will attract revenue generating corporate days and host 8

or so Bonspiels (grand matches) a season, generating economic benefit to the wider community through a significant influx of non-resident curlers.

4.4.1.4. Summer Mini-Curling

From April until November, part of the Curling Barn will be set aside for summer mini-curling. Mini-curling is a growing area of the sport and offers a fun, indoor, activity open to all ages and available for play at a moderate cost per person. Summer mini-curling would take place on synthetic ice curling sheets, each 14m long by 3m wide, to be installed at one end of the Curling Barn, which still leaves a very sizeable area to host other events and festivals. Summer curling can generate significant benefits for the Curling Club in terms of membership; promotion; tourist-visitor experience and provide an income stream to support the venue and local sport participation, civic and cultural activity.

4.4.1.5. Driving Range

DACIC has expressed that RDGC has advised that the golf club would look favourably on leasing, at a nominal rent, some of the land RDGC own immediately to the South of the Abattoir site to allow a basic driving range to be created and run by DACIC. Sometime in the future, after they have constructed their new clubhouse and have the funds available to do so, RDGC would like to reverse this arrangement and lease land from the community to construct a high-end golf practice facility.

4.4.1.6. Pickleball

Pickleball is the fastest growing sport in the world. It is a central net, rebound game played with a ball and paddle (like a hard racket) and was invented in the USA over 50 years ago. Pickleball is played on a court very similar to badminton and uses elements of racket skills from tennis, squash, badminton and table tennis. Pickleball's popularity has revolved around it being a sport for both the young, old and everyone in between. DACIC has expressed interest in setting up and supporting Pickleball in Dornoch, in partnership with 'Pickleball Scotland'.

4.4.1.7. Wider Venue – Community Activity & Use

Dornoch is a market town and hub for south-east Sutherland. It has a strong tourism economy based on its natural environment, golf, and being in close proximity to the North Coast 500 route. There is an ambition that Project Curlew can be used to attract additional events to Dornoch, including the following:

<u>Music and Cultural Activities</u>

Consultation with local music and event promoters, Eric Devenny from the Eagle Hotel and Roz Bell from Eden Court Theatre, Inverness, has revealed that there is a shortage of suitable events venues within the Highlands. They both expressed there is good demand in Dornoch for music and cultural events and both expressed they thought a new fit-for-purpose hall with good acoustics would provide a benefit through attracting additional music and cultural performers to Dornoch. DACIC and DADCA expressed they are keen to promote and accommodate events aimed at children showcasing Gaelic arts and culture.

<u>Corporate Event and Small Conference Venue</u>

DACIC has identified that Dornoch offers an attractive Highland location that has the potential to attract conferences/events. Sectors identified that could utilise Project Curlew include the agricultural/fishing industries, public sector, membership organisations and private organisations.

<u>Celebrations Venue</u>

Consultation with business leaders John Duhigg, David Sutherland, Neil Hampton and Todd Warnock found there is currently good demand within Dornoch and the wider south-east Sutherland area for

self/internally catered 'celebration' venues. Venue hire on flexible terms and complimentary with other providers can support visitors/tourism and local services.

One specific area that business and community leaders mentioned is the wedding market. After the well-publicised wedding of Madonna and Guy Ritchie at Skibo Castle and their son's christening at Dornoch Cathedral in 2000 Dornoch has become a popular Highland wedding destination. As at 2012 there were on average 60 weddings a year in Dornoch. There are a range of established wedding venues within Dornoch and the local area. The Curling Barn could offer a complimentary low-cost wedding venue for, principally, the local market. This would support the aspiration for Dornoch to more actively market itself as a wedding destination.

A Dornoch Wedding Fayre, organised with support from DACIC, was held for the first time in 2019.

Conclusion on Project Curlew

Project Curlew can provide the community with both a bespoke Community Centre and Curling Barn that provides a multi-purpose facility that caters for increased community activities, while also being a catalyst for economic activity including supporting wider cultural activities, conferences and celebratory events that will benefit the town and wider community.

4.5. Project Curlew Benefits and Beneficiaries

The establishment of Project Curlew and delivery of a new bespoke Community Centre with associated sports/leisure and venue value would deliver a range of benefits to the community and wider stakeholders.

The project supports and would form a key element in delivering the Dornoch Economic Masterplan vision and action plan. The project as evidenced through consultation has widespread support across the community and delivers a much-needed renewal of the Social Club creating a 21st century energy efficient and operationally appropriate new centre for the community. Potential beneficiaries of Project Curlew are summarised in the sections below.

4.5.1. Area Wide Regeneration & Place-Making Benefits

4.5.1.1. Investment in Community Infrastructure

Project Curlew would establish a new fit for purpose community facility in Dornoch that provides:

- A bespoke Community Centre meeting the communities needs now and into the future;
- A 21st century low maintenance/high energy efficient building; and
- A new Curling Facility that will stimulate the re-emergence of curling within the Northern Highlands.

4.5.1.2. Stimulate Economic Growth and Destination Dornoch

A key benefit that the community see in Project Curlew is that it stimulates economic activity – especially during the winter months which are traditionally a hard-economic period for Dornoch residents and businesses. The addition of curling could increase winter visitors to Dornoch through winter bonspiels and other curling events, which in turn will support winter and shoulder period economic activity through demand for accommodation, food & beverage and other visitor services.

4.5.1.3. Supports the Delivery of the Economic Masterplan

The 2013 Masterplan has been the driver for the proposed development of the Abattoir site and several other projects in Dornoch. The Masterplan highlighted the need for upgrading to community infrastructure and outlined ideas and the importance and potential of the former vacant and derelict Abattoir Site and the need to continue to build Dornoch as a visitor destination.

Project Curlew helps deliver this vision through developing a facility on the Abattoir site that will aid Dornoch host events that will attract visitors and economic benefits to Dornoch.

4.5.2. Specific Project Beneficiaries

Project Curlew will benefit a number of specific groups in Dornoch and the wider Sutherland area who can utilise the venue for a wide range of activities. A high-level overview of these groups is provided in the below sections.

4.5.2.1. Local Residents and Community

There is established demand for a multi-purpose community facility in Dornoch which is evidenced from the 750+ bookings the existing Social Club building has a year. A new facility that addresses the existing shortcomings with the Social Club building and allows more events and activities to take place would benefit local residents significantly. Furthermore, the increased economic activity expected with Project Curlew would provide locals with added economic opportunities that could be taken advantage of.

DADCA – the Community Association, its 50+ affiliated groups and over 350+ members will directly benefit from having a new and sustainable community centre accessible and available to all. They will be better able to meet the existing demand for community space, deliver on more of the needs identified by the community through surveys and expand the range of services and facilities which is offered.

4.5.2.2. Curlers

North Highland curlers would benefit through having a dedicated facility which meant they no longer had to travel to Inverness to compete. NHCT would likely see an increase in club members and the Curling Barn could be used to introduce youth players to the game – with a focus on partnering with local schools to create a school league.

4.5.2.3. Local Businesses

The increased economic revenue expected from Project Curlew through winter curling activities, increased events (such as celebrations, conferences, music etc) and ability to better support existing major events will benefit local businesses. These activities will bring increased demand for accommodation, food and beverage, increase visitors, sustain town centre footfall and extend reasons to visit Dornoch.

4.5.2.4. Visitors to Dornoch

Dornoch has a buoyant tourist trade which provides the majority of employment opportunities. Visitors to the town currently attend the Social Club building for regular events such as the Car Boot Sales and Cinema screenings, but also for the annual events such as Festival Week, St. Andrews Fair, Fibre Fest and the Book Fair, which all produce economic benefits for Dornoch. The Dornoch Economic Masterplan identified these types of events as offering significant potential to attract more visitors to Dornoch, thus boosting the local economy.

5. Project Development

The development of Project Curlew has been a 'fluid' process as separate proposals for establishing a new Community Centre and Curling Barn have been under discussion / in the pipeline for over 10 years. This chapter provides an up to date overview of options proposed for Project Curlew.

5.1. Site Selection

Two sites were shortlisted for the location of the Community Centre and Project Curlew, and these were:

- The Meadows; and
- The former Abattoir site on Shore Road.

Originally the Meadows was identified in the 2009 Community Centre Feasibility Assessment as a suitable location for development, with reasons being:

- The Meadows Park Recreation Ground was already allocated for community development in the Sutherland Local Plan; and
- There were at the time considered to be no other appropriate sites either inside or outside Dornoch.

However, when the Abattoir closed down and the site was subsequently cleared by Highland Council in 2016, DACIC opened discussions with the landowner, ANM Group, about acquiring the site for community interest purposes. These discussions have been positive, and the Abattoir site is seen to have more strategic advantages over the Meadows for the following reasons:

- It would provide a community facility in the 'heart' of Dornoch;
- It could support town centre activities and visits;
- Secures the development of an important site for community use;
- Develops a town centre 'brownfield' site
- Pre-application discussions with Highland Council showed they are positive and supportive about the use of the former Abattoir site;
- The site is outwith the Conservation area and is considered suitable for a use as a new build site;
- The site has good services and supporting infrastructure;
- It has strong active adjacent uses (UHI student accommodation/Historylinks Museum);
- Graded and remediated site with very limited abnormal costs;
- Limited conflicts or potential for nuisance/ sensitive receptors; and
- Identified for development under Economic Master Plan.

DACIC applied and were successful with a Stage 1 Bid to the Scottish Land Fund to acquire the Dornoch South (Abattoir site) in December 2018.

5.2. Risk Assessments & Planning Approvals

Fairhurst were commissioned to undertake a Flood Risk Assessment, Water Environment Risk Assessment Report and Ground Investigation Rationale Report for the Abattoir site in relation to the proposed development, and these reports can be found in Appendix B.

These reports concluded the following in relation to the former Abattoir site:

- The Water Environment Risk Assessment Report concluded that there is no significant contamination risk to the Black Burn from the proposed development;
- The Ground Investigation Rationale Report concluded that no further investigation or risk assessment is required of the Water Environment at the site; and
- The Flood Risk Assessment concluded that the location of the planned building is largely outwith the 1 in 200-year flood plain.

During 2018 pre-planning advice was applied for and received from Highland Council who were supportive of the project. Project Curlew is in accordance with the Local Development Plan.

The Contamination Assessments and Flood Risk Assessment were required to be prepared as part of the planning application and were funded through the grant from SLF Stage 1.

The SLF 2 application in August will include the costs of Planning Permission and this will be submitted in November 2019 and Building Warrant in January 2020. SLF will also provide support for further contamination and flood risk assessment work if the need is identified.

5.3. Consultation & Engagement on Local Needs

Various rounds of consultation have occurred in Dornoch for Project Curlew, and these included:

- Economic Masterplan Review - 2016
- Community Council Consultation - 20th February 2019
- Targeted Stakeholder One-2-One Consultation - 21st February 2019
- Wider public/ community consultation - 22nd March 2019

During review of the Economic Masterplan in 2016 community consultation was undertaken to understand the changing priorities of the community. Development of the former Abattoir site for the benefit of the community was identified as a key outcome to be driven by the Economic Masterplan.

After the SLF1 application in 2018 DACIC organised various consultation sessions to help further develop options for Project Curlew. DACIC held consultation with the Community Council in February 2019 to present project options, which the Community Council were supportive of, and then Ironside Farrar held further consultation sessions with the community which are outlined in the sections below. A list of consultees consulted during the development of this report is contained in Appendix C.

5.3.1. Targeted One-2-One Consultation

Ironside Farrar, with assistance from DACIC, held this session on 21st February 2019 in order to discuss the proposal with local business and community leaders to determine the overall level of need and desire for Project Curlew. This session occurred at the Social Club building and included discussions with the following individuals:

Table 5: Targeted Stakeholders

Stakeholder Engagement	
Name	**Organisation**
• **Yvonne Ross**	**Chair – Community Council**
• **Richard MacKenzie**	**North Highland Curling Trust**
• **Scott Lyon**	**North Highland Curling Trust**
• **John Duhigg**	**Dornoch Stores**
• **Jim McGillivray**	**Highland Council Councillor**
• **David Sutherland**	**Royal Golf Hotel**
• **Michael Hanratty**	**Carnegie Whisky Cellars**
• **Neil Hampton**	**Royal Dornoch Golf Club**
• **Carol Mackay**	**Co-Chair DADCA**
• **Colin Thompson**	**Dornoch Castle Hotel**
• **Phil Thompson**	**Dornoch Distillery**
• **Joan Bishop**	**DACIC Chair**
• **Todd Warnock**	**Links House Hotel**

From the targeted consultation session, the following themes emerged:

- There was a clear consensus that Dornoch requires a new community facility that has flexible space and increased storage;
- There was a strong belief that curling could bring 'winter tourism' to Dornoch which is much needed to sustain existing businesses;
- Belief that public investment should not duplicate/compete with private investment in the effort to support winter/shoulder month economic activity;
- Reinforced that the existing Social Club building is expensive to run and is not fit for purpose to serve existing community needs; and
- Belief a joint building could be utilised to host further community festivals and events

5.3.2. Wider Community Consultation

The wider community consultation session was organised between Ironside Farrar and DACIC and was held at the Social Club building on the 22nd of March. The focus of the session was to present to the community proposed options which had been developed through a combination of existing community feedback on previous proposals, feedback from the 'targeted consultation session' and early financial appraisal undertaken. These options were:

- Option 1 – Development of the existing Social Club
- Option 2 – Development of New Community Centre + Curling Barn
- Option 3 – Development of New Single-Use Community Centre

The following overarching questions were posed to the community:

- What would be your priorities for Community Space in Dornoch?
- What would be your preferred Option?

Results

A total of 47-49 people attended the consultation session. When asked what your priority for community space in Dornoch would be the following answers were given – ranked in order:

- 1. Community Hall
- 2. Curling Rink
- 3. Events Space

When asked what for preferred option for a community facility the following answers were given:

- 2% preferred Option 1
- 85% preferred Option 2
- 13% preferred Option 3

Overall, during the consultation there was overwhelming support for a community building that incorporated a curling rink. Participants noted their enthusiasm for a facility that presented winter economic opportunities for Dornoch – and which also in their view presented a much-needed recreational activity for community youth in the district including the 50 or so UHI students.

5.3.3. Letters of Support

Consultation has occurred with various persons/organisations regarding Project Curlew and the desire to have a combined Community Centre and Curling Facility. Letters of support (Appendix D) for Project Curlew have been received from the following persons/organisations:

- Rev. Susan M. Brown – Church of Scotland and immediate past Moderator
- Yvonne Ross – Chair, Dornoch Area Community Council
- Carol Mackay – Chair, Dornoch and District Community Association
- Bruce Crawford – CEO, Scottish Curling
- Kate Caithness – President, World Curling Federation
- Alan Webster - Regeneration Adviser, Highland Council (supporting an application for funding to the Capital Regeneration Fund)
- Neil Hampton – General Manager, Dornoch Royal Golf Club
- Bob Buskie – CEO, Port of Cromarty Forth
- Angela Simpson – Head of Strengthening Communities, Highlands and Islands Enterprise
- Ginny and Jim Knox – Owners, Embo House
- 64 letters of support from the curling fraternity both nationally and internationally (not included in Appendix D due to large number)

5.4. Developing a Masterplan Based Approach

5.4.1. Overview

DACIC is advancing two significant initiatives in Dornoch building on engagement and stakeholder work developed and captured in the Dornoch Economic Masterplan prepared with support from Highland and Islands Enterprise.

DACIC has secured funding for a 'Community Development Manager' Post to assist with project development and funding with an appropriate project management resource. The two core projects are:

- Project Curlew - Developing a New Community Centre and Curling Facility
- Dornoch Hub - Asset transfer and redevelopment of the Police Station

DACIC has developed a Project Curlew masterplan for the site that would create a new hub for the town based around community, leisure and cultural uses.

The masterplan supports the proposal to secure the acquisition of the site for which Heads of Terms for purchase have been agreed with the site owners ANM Group.

DACIC have secured support across the community and from key stakeholders including Highland Council, Highland and Islands Enterprise, Dornoch Area Community Council, DADCA and NHCT.

DACIC have secured Scottish Land Fund (Stage 1 SLF) funding approval.

5.4.2. Masterplan Design Principals

The Flood Risk Assessment (Appendix B) shows much of the site is within the 1:200 flood plain, aside from an area in the north-west of the site. Taking this in to account a stringent effort has been made to ensure the masterplan locates buildings outwith the 1 in 200 year flood plain (Figure 2).

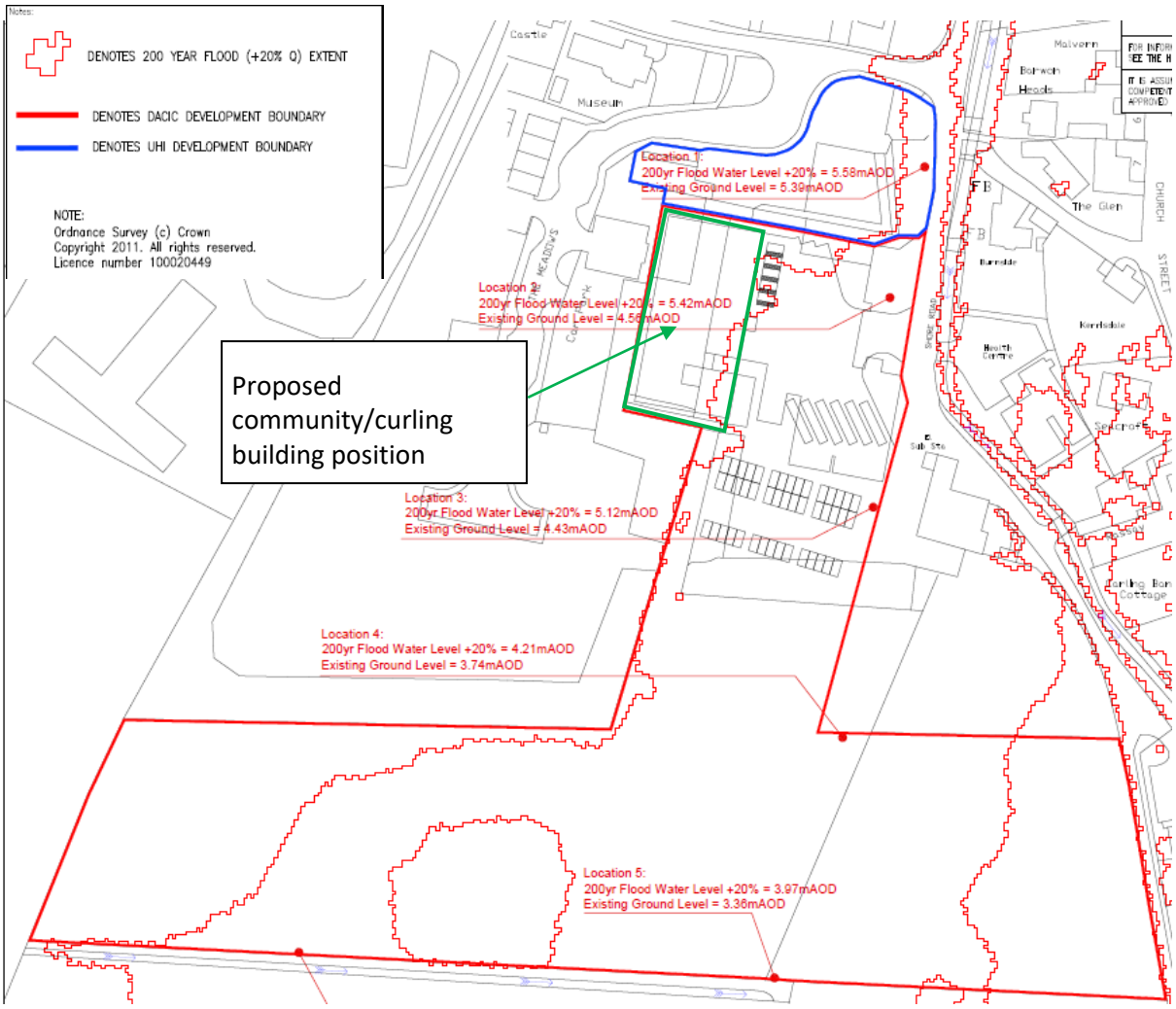


Figure 2: Extent of 1:200 Year Flood Plain

The proposed masterplan (Figure 3/Appendix E) promotes the site as a phased development built on community and wider stakeholder ambitions and the Dornoch Economic Masterplan. The masterplan supports the development of a range of activities located within the Project Curlew site and would potentially include:

- New / replacement community centre;

- Curling facility;
- A range of indoor facilities;
- MUGA courts;
- Coach and car parking; and
- Golf driving range

The site is readily accessible from the town centre and has good strategic links to the green/ path network of the town and would provide a facility within a short walk (100m) of the local transport/ bus stops in The Square/ Castle Street. Demolition of the former works and remediation of the site was completed in 2015/16.

The site is accessed from Shore Road, extends to 3.4ha, and offers an unrivalled opportunity to develop a Community Hub supporting wider tourism/ leisure/cultural and sporting activity within the centre of the town.

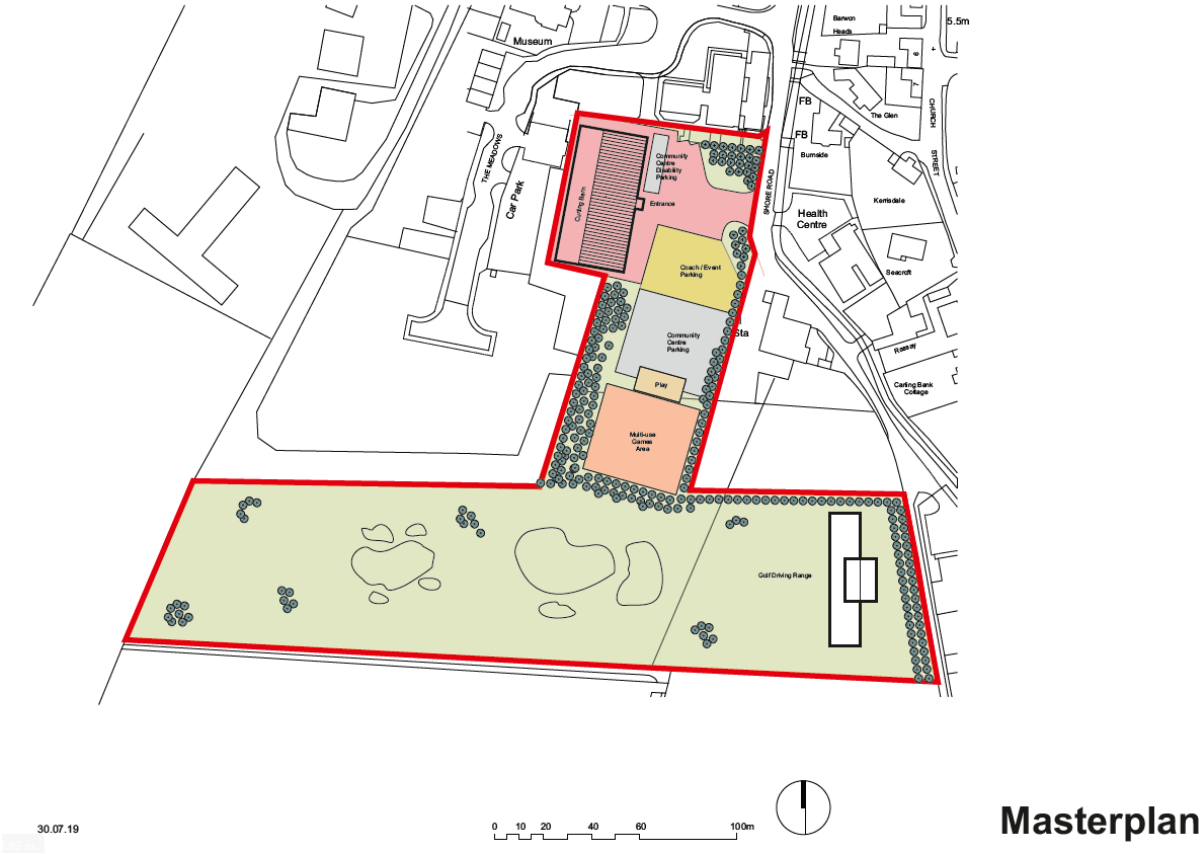


Figure 3: Indicative Project Curlew Masterplan

5.5. Development of Concept Proposals

Masterplanning and site/facility development has taken into account the feedback received at consultation. Engagement confirmed the clear community support for Project Curlew and the interest and value in establishing a joint community and curling facility.

The Community Centre needs to have the ability to accommodate all current activities that occur in the existing Social Club building, plus provide for enhanced levels and types of activities and adaptability to meet the growing needs of the community. In terms of curling, NHCT has identified the minimum requirement would be for a 3-sheet curling rink that complies with World Curling Federation requirements.

The following sections outline how options for Project Curlew have been developed utilising existing information, case studies and industry knowledge.

5.5.1. New Community Centre

The development of the community centre design has been led by Blueprint Architecture / Ironside Farrar as architects and masterplanners. The basic characteristics are outlined in Table 6. Specifications have been determined through assessing the 2013 DADCA reports, whose findings are discussed in Section 4.1 and 4.2, consultation with the community and industry knowledge.

Table 6: Proposed Community Centre Elements

	Dimensions (m)	**Gross Floor Area (m^2)**	**Capacity**	**Comments**
Main hall	Length: 12.8 Width: 10 Height: 3.6	128	Circa. 150 for music and cultural events	These characteristics reflect many of the needs identified in the 2013 DADCA reports and community consultation.
Small hall	Length: 10 Width: 5.2 Height: 3.6	52	Circa. 50	This space will be able to be merged with the main hall on removing a partition to create a space 18m x 10m = 180m^2
Standard kitchen	Length: 7 Width: 3.9 Height: 3.6	27.6	Must be able to cater for events of Circa. 200	Must be readily accessible from both the community halls and the curling facility
Dedicated storage spaces	Various	78.2	Meets DADCA minimum requirement identified in 2013 report	To store chairs, tables, kitchen equipment, activity equipment etc.
Separate Ladies, Gentlemen's and Mobility Toilets and Changing Facilities	Various	56.1	Ladies – 5 WC's Men's – 2 WC's + two urinals Mobility – 2 WC's	Will fully comply with building standards and regulations.
Shared Use Foyer, Reception, Cloakroom and Office	Various	100		To contain all support services, including all ICT based security. Must incorporate Curling Heritage exhibition, be suitable for event use and allow

				controlled access/egress of the building.
Curling Experience, Videos & Simulator	Length: 10 Width: 4.8	48	Circa. 45	Space to educate visitors on the history of curling in the area.

External / Parking & Public Realm

Vehicle parking spaces will meet operational needs and comply with all Highland Council consent requirements. Community consultation resulted in the following parking requirements:

- Provision of 40 surfaced car parking spaces including 5 disabled spaces;
- Coach parking;
- Cycle Parking; and
- Public realm to include landscaped entrances and provision of service access.

Internal Fit-Out Community Centre

Internal fit-out to be specified. Community requirement is for a ready to operate, energy efficient facility with all core services. The specification included:

- All utilities including space heating with low carbon SMART / renewable energy system;
- Minimum standard to apply Scottish Building Standard insulation and air-tightness;
- Standard kitchen;
- ICT Digital – Wi-Fi plus secure facility monitoring; and
- Tables/Chairs/etc.

5.5.2. New Curling Facility

The curling facility requires a curling rink of standard dimensions. Areas for curling are defined by World Curling Federation rules. The requirement is for a rectangular area of ice (a sheet), carefully prepared to be as flat and level as possible. Each sheet should be 45.72m in length and 4.42m to 5.00m in width.

Architectural layouts have provided options for storage, seating and mezzanine levels and viewing areas as options. These are all subject to value engineering and non-essential for the provision of a basic operating facility. The core curling facility contains:

- A curling rink of 45.72m x 14.25m (providing for 3 sheets each 4.75m wide);
- Walkways of 1m on three sides of the curling rink and 2.78m at the 'home' end;
- Glazed viewing area; and
- Storage space to accommodate plant and curling related material.

The overall internal dimensions of the curling facility (ice and walkways) are therefore 49.50m in length and 16.25m in width.

In order to gain an understanding of potential costs benchmarking has been undertaken and has included reviewing the following facility developments/upgrades:

- Elewijt Curling Facility – Belgium (details contained in Appendix F)
- Refurbishment of the Kinross Curling Rink – Scotland
- Refurbishment of the Murrayfield Curling Rink – Scotland

A brief outline of each of these proposals is provided below.

5.5.2.1. Elewijt Curling Facility – Belgium (2016)

Built Cost: €600,000-€650,000
Description: New build 3 sheet rink that operates over 35 weeks
Building: 61m x 16m steel barn style building
Curling Members: 70-80

Table 7: Building Costs

Building Costs		Budget	
Building	Cost (€)	Funder	Cost (€)
Steel Building	165,000	Municipality	100,000
Architect Drawings	7,500	Crowdfunding	30,000
Chiller	65,000	Club Funds	18,000
Piping	65,000	WCF Sheet Loan	135,000
Dehumidification	18,000	WCF Chiller Loan	130,000
Safety Coordination	7,000	Bank loan	200,000
Foundations	65,000		
Lighting	20,000		
Sanitary	10,000		
Walls and electricity	50,000		
Window	20,000		
Total (incl 21% tax)	€594,715	Total	€613,000

Table 8: Operating Expenses and Income 2018

Expenses (€)	Cost (€)	Income (€)	Cost (€)
Energy	34,000	Members fees (70pp)	21,000
Employment costs	25,400	Initiations	120,000
Maintenance Contract	4,200	Bar income	25,000
Volunteer allowances	5,000	Operating grants	1,500
Accountancy	2,500	Rental from other clubs	5,000
Insurance costs	1,420	Subsidies for heat pump	10,000
Bank loan repayment	15,100	Sponsorship	6,500
Investment to heat hall	15,000		
Advertisement	1,000		
Building and machine maintenance	10,000		
IT services	15,000		
Management costs	8,000		
WCF loan	45,000		
Determine VAT	4,000		
Member reimbursement	2,000		
Voluntary administration fees	1,500		
Total	€189,000	Total	€189,000

The Elewijt facility is a stand alone curling rink situated in Zemst, Belgium. An initiative by club members with a construction budget of €613,000 it is a low-cost fully functioning facility that breaks even operationally. The business model has been based on:

- Minimising Capital Costs;
- Securing Best Value; and
- Strong Club Participation & Membership.

The facility is housed in what is effectively a simple ‘steel barn’ and incorporates a basic fit-out which can be assessed further in Appendix G.

5.5.2.2. Kinross & Murrayfield Curling Rink Refurbishments – Scotland (2014 & 2018)

Kinross 2014

Cost: £1 million
Description: Refurbishment of a 4-sheet curling rink to allow the building to comply with EU regulations regarding refrigerant used in ice plant. A number of energy-saving measures were also installed during the refurbishment, including new heating and boilers, an electricity substation, and roof and wall insulation.
Building: 52m x 21m steel building
Members: 400

Murrayfield 2018

Cost: £1.1 million
Description: Refurbishment of a 7-sheet curling rink including replacement of concrete cooling floor which includes an underfloor heater mat with enhanced insulation. Also, replacement of the building's external cladding with modern insulated composite panels.
Building: 52m x 35m concrete and steel building
Members: 1600 from 30 clubs

Both the Kinross and Murrayfield refurbishments focused on upgrading existing large-scale concrete and steel buildings that required extensive upgrading to outdated heating and cooling infrastructure, installation & cladding and replacement of an electricity substation. It is noted that both the Kinross and Murrayfield rinks are significantly larger and contain more extensive infrastructure than what is anticipated for Project Curlew.

The benchmark studies and discussion with operators (Inverness Ice Rink) and providers (Star Refrigeration) suggest that the model for Dornoch needs to be developed around a small, limited capacity facility capable of operating with a modest membership and limited costs.

Overall, this project has referenced the Elewijt Curling Facility which demonstrates the ability to be able to establish a low-cost, value engineered curling rink which is operationally successful and capable of being revenue positive. Similar to the Elewijt facility, Project Curlew is being driven by small volunteer organisations who are committed to delivering positive outcomes for the community whilst having only limited access to capital funding and a need to ensure the facilitate is viable with a modest membership.

5.6. Evaluation of & Selection of Preferred Option

The development of options for Project Curlew has been an iterative process informed by consultations and benchmark studies, together with consultation with the Client Group (DACIC/DADCA/NHCT) and interim assessments on project viability, costs and grant support from within the study team. From this iterative process the following three options emerged for assessment:

Table 9: Project Curlew Options

Options for Assessment	
Option 1	Community Centre & Integrated Curling Facility
Option 2	Community Centre & Curling Barn
Option 3	Community Centre allowing for subsequent development of curling

The following sections provide a brief outline and description of each project option. Each option has been carefully value engineered to reflect funding viability.

5.6.1. Option 1: Community Centre with Integrated Curling Facility

Option 1 revolves around going beyond a 'simple' design for both the community centre and curling rink and instead involves establishing enhanced facilities, which would include the following:

- Combined curling and community two-storey building;
- Mezzanine level and viewing area;
- Lager toilet and changing facilities;
- Enhanced external building treatment;
- 60 car parks, 6 coach parks and SUDS attenuation;
- Golf driving range;
- Summer mini-curling
- Enhanced landscape and border treatment; and
- Simple priority traffic junction.

5.6.2. Option 2: Community Centre & Curling Barn

Option 2 is based on utilising a basic single storey community facility configuration, based on Table 6 requirements, and incorporating a single storey 3-rink 'curling barn' – much like the Elewijt Curling Facility. This option is considered the most 'low-cost' curling option, and would include the following:

- Simple 55.5m x 17.5m steel barn to be utilised as a 3-sheet curling rink;
- Basic rectangular community centre built in-line with Table 6 design layout;
- Simple external building treatment;
- 30 car parks, 3 coach parks and SUDS attenuation;
- Coach parking
- Summer mini-curling;
- Golf driving range;
- Basic landscape and border treatment; and
- Simple priority traffic junction.

5.6.3. Option 3: Community Centre only but allowing for subsequent development of Curling Facility

Option 3 involves establishing a basic single storey community facility configuration, based on Table 6 requirements, with the view of establishing a curling rink at the site at a later date. This option would include:

- Basic rectangular Community Centre built in-line with Table 6 design layout;
- Simple external building treatment;
- 30 car parks, 3 coach parks plus SUDS attenuation;
- Golf driving range;
- Basic landscape and border treatment; and
- Simple priority traffic junction.

5.7. Preferred Option Analysis

5.7.1. Assessment Against Project Objectives

The initial option appraisal consisted of assessing each of the options against the Project Objectives. These are tabulated in Table 10 with each option scored 1-5 (1 low to 5 high) to identify the preferred option.

Table 10: Assessment against Project Objectives

Objective/ Option	Community Centre Integrated Curling Option 1	Community Centre Basic Curling Barn Option 2	Community Centre Future Curling Option 3
Accommodate the needs of the community within a new Community Centre building that is capable of being operated at reasonable cost and provides a sustainable and inclusive location for community services	2	5	5
Develop a facility with capacity to meet a wider range of community and cultural events and activities that supports additional community capacity	5	4	3
Develop additional uses such as Curling that builds links across the community and which are considered compatible with a community facility and the community centre	5	4	3
Encourage through community action and infrastructure additional economic activity that supports 'Destination Dornoch' and makes Dornoch a more attractive place to visit, spend time and experience	5	4	2
Provide all-weather and winter/shoulder season facilities that can support footfall within the town and play a part in sustaining local business activity	5	4	2
Totals	22	21	15

The assessment found that Option 1 – Integrated Community and Curling Centre - best met the Project Objectives, followed by Option 2 then Option 3.

5.8. Assessment of Project Risk

The next phase of the assessment process involved running each option through a risk assessment, which is tabulated and scored (1 = low risk; 5 = high risk) in Table 11.

Table 11: Risk Analysis Assessment

Risk / Option	Community Centre Integrated Curling Option 1	Community Centre & Curling Barn Option 2	Community Centre Future Curling Option 3
Community Support	2	2	2
Consents/ Approvals	2	2	3
Capital Funding Viability **CAPEX**	5	1	3
Operational Viability **OPEX** **Community Centre**	3	2	3
Operational Viability **OPEX** **Curling Facility**	4	2	4
Site Availability	2	2	2
Totals	18	11	17

The Project Risk assessment concluded that Option 2 – Community Centre & Curling Barn - carried the least risk, followed by Option 3 then Option 1.

5.9. Overall Assessment of Options

The Client Group and stakeholders collectively assessed the results of the Option Analysis, which had resulted in both Option 1 and Option 2 being identified as the preferred options during the Project Objective and Project Risk scoring exercises.

6. Commercial Affordability

6.1. Overview

The purpose of this section is to set out the projected capital costs for Project Curlew. The proposed development encompasses two main functions:

- A 3-sheet curling rink which provides for flooring to be installed for the remainder of the year. This will allow other events such as concerts, indoor sports and large community events to be held, as well as celebratory events and conferences.

- A Community Centre, providing a community hall, increased storage space and vital flexible meeting space for local groups and social and cultural activity, serving a similar but enhanced role to the existing Social Club building.

The facility will also include a foyer & reception area, cloakroom, office/shop, kitchen facilities, toilets, and car parking, all shared between the two functions.

The key strengths and weaknesses of each of the three options developed for further consideration are outlined in the tables below. Options 1 and 2 include community and curling uses, while Option 3 includes a community facility only.

Table 12: Option 1 – Integrated Community Facility

Option 1	**Integrated Community Facility**
Scope	The 3-sheet curling rink and community hall are consolidated within one structure, with both elements built using conventional materials.
Capital costs	£4,702,800
Strengths	• Includes curling and space for summer concerts, events etc, maximising economic/ tourism opportunities • Delivers high quality community facility to meet identified requirements of local users and groups • Curling is fully integrated in new building and higher quality/ more visually attractive build than steel shed • Dual use (curling and community) means wider eligibility for grant funding (e.g. SportScotland, Natural & Cultural Heritage Fund)
Weaknesses	• Much higher capital costs for construction of curling facility – more difficult to secure • Higher risk associated with setting up a curling facility (e.g. high cost of equipment) • Higher running costs associated with curling (energy, staffing)

Table 13: Option 2 – Community Centre & Curling Barn

Option 2	**Community Centre & Curling Barn**
Scope	The 3-sheet curling rink is developed as a steel framed 'hangar style' Barn, adjoined to the conventionally built community centre. There are successful examples of curling rinks being built in this way elsewhere, notably a 3-sheet rink by Curling Club Zemst in Belgium, completed in 2017. Using a steel building will considerably reduce build costs for the curling rink, while still allowing for a fit-for-purpose facility to be delivered.
Capital costs	£2,935,000

Strengths	• Includes curling rink and space for summer mini-curling plus concerts and events etc., thereby maximising economic/tourism opportunities • Delivers high quality community facility to meet identified requirements of local users and groups • Much lower capital costs for construction of curling rink than a conventional building • Dual use (curling and community) means wider eligibility for grant funding (e.g. SportScotland, Natural & Cultural Heritage Fund)
Weaknesses	• Steel 'shed' may be less aesthetically attractive than a conventional building. However, the front of the building will be conventional. and the rear faces the Retail Park where it is adjacent to another steel building • Higher risk associated with running curling rink (high cost of equipment) • Higher running costs associated with curling (energy, staffing)

Table 14: Option 3 – Community Centre Only

Option 3	**Community Centre Only – Curling phased for future development**
Scope	A new community centre is constructed on the acquired land, with a hall, meeting room, kitchen facilities, toilets and parking. Under this option, the curling rink is not pursued, although there would be potential to construct this (likely on the basis of an adjoining steel shed, as per Option 2) at a future date.
Capital costs	£1,800,000
Strengths	• Delivers high quality community facility to meet identified requirements of local users and groups • Lower capital costs • Lack of winter curling means lower revenue costs • Lower risk – operators have good experience of running a community hall • Curling Barn can be added if funds are secured at a later date
Weaknesses	• Does not deliver a curling hall – local curlers need to continue travelling to Inverness and heritage sport not developed • Does not provide a space for summer concerts, events etc • Failure to maximise economic/tourism opportunity of winter tourism and summer events • More restricted in capital funding options – no sports or cultural heritage element

6.2. Capital Costs

The estimate of capital costs, detailed in Appendix H, has been based on a combination of quotation estimates, industry knowledge and consultation. Ironside Farrar Ltd and Ekos are multi-discipline development planning and economic consultancies. Further detailed work will be progressed with

Blueprint Architecture or others to develop the final specification and building schedules for the core project elements. A full design team will be required following confirmation of grant support and land acquisition.

The cost-estimates presented in this report are based on industry cost yardsticks and out-turn costs for schemes with similar requirements, specification, scale and locations. Where detailed information gaps existed, external consultation and quotations were secured, such as from Star Refrigeration who are considered experts in curling rink design and installation, and who undertook both the Murrayfield and Kinross Curling Rink refurbishments.

In order to gain 'curling barn' estimated costs, a quotation was received from Cyclone Steel Buildings for a 16.7m x 55m x 6m building – based on requirements for a 3-sheet rink. Cost allowances for foundation/basic services and fit-out were added.

Cost estimates have also been provided for establishing a golf driving range and summer mini-curling facilities.

Annotations are provided on the cost-estimates provided in Appendix H detailing how cost estimates were determined for each option.

6.3. Funding Overview

DACIC and the consultancy team have reviewed potential funding sources and held discussions with a number of relevant grant awarding bodies (SportScotland/Highland Council/World Curling Federation/SNH/others).

Table 15 shows funding projections provided by DACIC, who have been actively pursuing funding avenues. DACIC have had discussions with various funding providers and have secured letters of support from a number of institutions (which can be seen in Table 15). They lodged a full aapplication with the Natural and Cultural Heritage Fund on 22/04/2019 for £903,270 and will know the outcome in September 2019. Highland Council submitted a Stage 1 Application to the Scottish Government's Regeneration & Capital Grant Fund (RCGF) of £895,800 in June. The outcome will be known in August and if successful, a Stage 2 application will be lodged in October for a January 2020 decision.

Table 15 shows Project Curlew capital works under three scenarios: a high level of grant funding, an ambitious level, and a low level.

An interest free loan of US$50,000 per curling sheet is available for the development of new curling facilities from the World Curling Federation. This would provide $150,000 (around £115,000), with repayments commencing three years after the loan is received, then spread over eight annual payments.

Table 15: Client Funding Projections

	High Grant Awards	**Target Grant Awards**	**Low Grant Awards**	**Comment**
Sale of Social Club Building (includes £50k in new build fund)	350,000	300,000	250,000	Assessment made on selling the site, plus £50k in new build fund
Common Good Fund	100,000	100,000	100,000	Letter of support from Community Council

Community Lottery Funding	20,000	10,000	10,000	Dougie Spence meeting June 19. £10k Awards for all most likely fit
Benefactors	200,000	50,000	50,000	Targeting high net worth individuals with strong Dornoch or North Highland connections.
Crowd/Local Funding	150,000	100,000	100,000	DADCA with £100k underwriting offer from a director
Highland Council – Regeneration Capital Grant Fund (RCGF)	895,800	895,800	300,000	£895,800 Stage 1 bid made by Alan Webster, Highland Council in June 19
Highland & Island Enterprise	150,000	100,000	100,000	Letter of Support from Angela Simpson – Head of Supporting Communities at HIE
Highland Council VDL Funds	100,000	100,000	100,000	Letter of Support from Alan Webser, Highland Council
Natural and Cultural Heritage Fund	903,270	903,270	0	Application made 22/04/2019. Outcome known Sept 19
World Curling Federation	115,000	115,000	0	Letter of support received from WCF
Curling Club Funding	5,000	5,000	0	Last from funding account.
Charitable Trusts (Various)	50,000	25,000	10,000	Looking at various applications
SSE Beatrice	100,000	50,000	0	Over two years
SSE Sustainability Fund	150,000	50,000	50,000	

SportScotland	100,000	80,000	0	Sarah Robertson meeting June 19.
Total	**3,389,070**	**2,884,070**	**1,070,000**	

6.4. Capital Cost Affordability Conclusion

A realistic assessment of the funding landscape favours the development of Option 2 – Community Centre and Curling Barn - which has a capital cost estimation of £2,935,000.

At this cost point there is considered to be a real opportunity to achieve the funding requirement. As currently stands, an estimated funding gap of circa £50,000 exists between the 'Target' grant award sum and the estimated capital cost of Option 2. DACIC has received strong indications of support and believes this funding gap can be closed. Nevertheless, the scale of funding applications requiring to be submitted to grant awarding and public bodies represents a substantive challenge and will need the full attention of DACIC's Community Development Manager and additional support to secure success.

Option 2 would achieve the overarching goals of Project Curlew to deliver a curling rink in Dornoch and a long desired and much needed new Community Centre; thereby maximising the economic and tourism benefits of the project and supporting the development of curling, which has a strong following and a long history in the area.

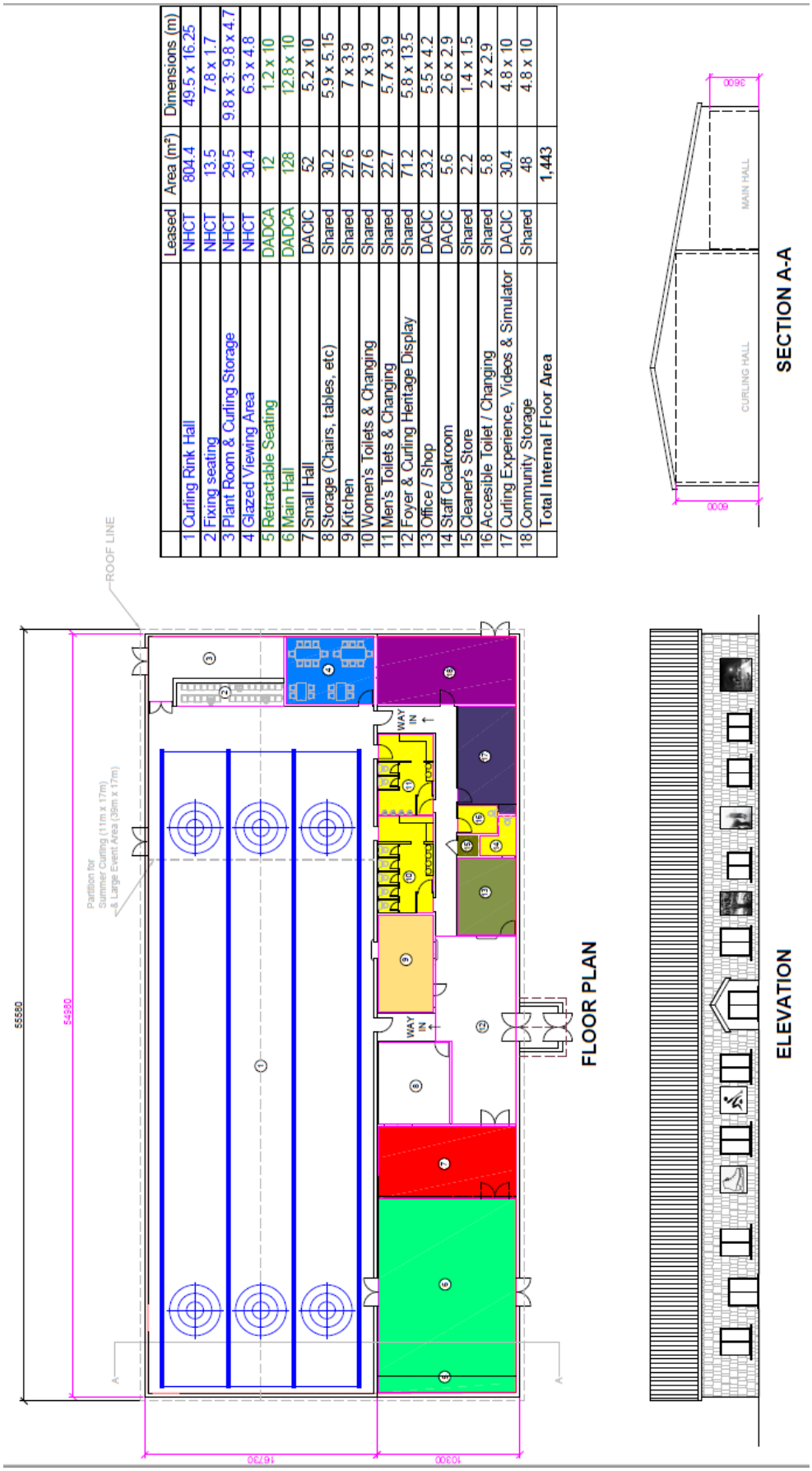
A constraint with Option 2, when set against Option 1, is of a less integrated facility with the inevitable reduction in adaptability/flexibility of use. However, with significantly higher build costs in Option 1 and extended timescales to secure and align funders, the risk of the project not proceeding at all is increased and, this risk outweighs the limited perceived constraints associated with a Community Centre and Curling Barn (Option 2).

The curling element is heavily dependent on securing loan funding from the World Curling Federation and grant funding from the Natural and Cultural Heritage Fund (which DACIC applied for on 22/04/2019) and the Highland Council Regeneration Capital Grant Fund (for which a stage 1 application was made in June) and is unlikely to be viable without these.

The capital costs for each option are shown in full in Appendix H and take account of professional fees and a 10% allowance for contingencies.

6.4.1. Option 2 Proposed Building Design

With the emergence of Option2 as the preferred building option a detailed building design was developed which can be seen in Figure 4 below and also in Appendix E.



		Leased	Area (m²)	Dimensions (m)
1	Curling Rink Hall	NHCT	804.4	49.5 x 16.25
2	Fixing seating	NHCT	13.5	7.8 x 1.7
3	Plant Room & Curling Storage	NHCT	29.5	9.8 x 3: 9.8 x 4.7
4	Glazed Viewing Area	NHCT	30.4	6.3 x 4.8
5	Retractable Seating	DADCA	12	1.2 x 10
6	Main Hall	DADCA	128	12.8 x 10
7	Small Hall	DACIC	52	5.2 x 10
8	Storage (Chairs, tables, etc)	Shared	30.2	5.9 x 5.15
9	Kitchen	Shared	27.6	7 x 3.9
10	Women's Toilets & Changing	Shared	27.6	7 x 3.9
11	Men's Toilets & Changing	Shared	22.7	5.7 x 3.9
12	Foyer & Curling Heritage Display	Shared	71.2	5.8 x 13.5
13	Office / Shop	DACIC	23.2	5.5 x 4.2
14	Staff Cloakroom	DACIC	5.6	2.6 x 2.9
15	Cleaner's Store	Shared	2.2	1.4 x 1.5
16	Accesible Toilet / Changing	Shared	5.8	2 x 2.9
17	Curling Experience, Videos & Simulator	DACIC	30.4	4.8 x 10
18	Community Storage	Shared	48	4.8 x 10
	Total Internal Floor Area		1,443	

Figure 4: Option 2 Proposed Building Design

7. Market Assessment / Operational Model

The operational model for the new facility addresses its main functions. This section looks at the level of market and operational demand for each of the main proposed uses/users and activities and proposed operating model.

7.1. Potential Users

Key users for the new facility include residents of all ages, students from local schools and the local University of the Highlands & Islands (UHI) campus, and visitors, each of which are assessed in more detail below.

7.1.1. Local Population

Dornoch is a growing community, with an ongoing programme of new house building (290 dwellings) and a rising population. The IV25 postcode area currently has a population of around 2,600.

Table 16: Dornoch Population (2017)

Age	2011	2017	Change	% Change
0-15	382	348	-34	-9%
16-64	1,401	1,418	17	+1%
65+	684	820	136	+20%
Total	**2,467**	**2,586**	**119**	**+5%**

Covers datazones S01010758, S01010759, S01010760 & S01010761 (approx. area of IV25 postcode)
Source: Scottish Statistics.

Nearly one third of Dornoch's population is aged over 65 (32%), compared to a Highland average of 22%. Curling is accessible to all ages and abilities and, as a social team activity, it is good for mental and physical health and well-being. Afternoon curling sessions will be geared to attract this older age group.

Provision of good quality recreational facilities is also essential for ensuring Dornoch continues to attract families and retain its young people – 13% of Dornoch's population is aged under 16, compared to a Highland average of 17% (2017).

Survey work undertaken by DACIC with the Dornoch community in October 2018 also showed a high level of enthusiasm for a curling rink. With 98 responses, 90% supported developing a new community hall to replace the existing Social Club and 82% supported developing a curling rink open between November and March. In addition:

- 69% of respondents expressed interest in using the curling rink, the vast majority of whom said they would be at beginner level;
- 83% of respondents believed a curling rink would be beneficial to local businesses; and
- 89% said they would attend music and cultural events in the new centre.

The survey therefore indicates a strong level of support for the proposed centre and its key uses. It does, however, need to be viewed in the context of earlier rounds of consultation on a community hall in 2009 and 2013, a fitness suite in 2011, a curling rink in 2009, and a school sports hall project that was shelved by Highland Council in 2017. There is frustration and disillusionment at the failure of these projects to come to fruition, and some level of consultation fatigue. Survey work for the

2013 business case had over 500 responses, similarly, finding a high level of support for a new community hall.

7.1.2. Schools and UHI

As of September 2018, there were 163 pupils enrolled at Dornoch Primary (+5% from 2011) and 183 pupils enrolled at Dornoch Academy (-38% from 2011). The increasing primary roll is encouraging and likely to be a result of new house building. With longstanding plans for a new sports hall at Dornoch Academy recently removed from Highland Council's capital programme, there is an opportunity for the school to take advantage of the new facility for indoor sports, outside of the curling season. The proposed location is 0.7 miles from the school campus – a 10-15-minute walk. It would therefore be feasible for the school to use the hall during PE double periods.

With schools closing at 1pm on Fridays, it is intended to dedicate Friday afternoons to developing young curlers, in partnership with the Active Schools Co-Ordinator. This will help to ensure the sport grows and thrives. As well as Dornoch Academy, this will also be targeted at Tain Royal Academy (9 miles away, 450 pupils), Golspie High (11 miles away, 240 pupils).

Dornoch is home to one of four campuses of North Highland College, part of the University of the Highlands and Islands (UHI). The Dornoch campus takes in Burghfield House, which specialises in hospitality and professional cookery training, and Ross House, offering professional golf and golf management degrees. There is a good case for attracting students, particularly those studying golf, to taking part in curling – there is a lack of other evening activities in Dornoch, particular during winter. A new accommodation block, completed in 2017, provides rooms for 40 students and is directly adjacent to the Project Curlew site.

7.1.3. Visitors

Dornoch has a large and growing number of visitors – data recorded at its Tourist Information Centre within the Carnegie Courthouse shows an increase in footfall from 23,000 in 2014 to upwards of 31,000 in 2018. In particular, there has been steep growth in 'off season' footfall. A number of factors are driving this, over and above Dornoch's well established tourism offering: a growing range of tourism businesses and activities, more events within the shoulder months, improving quality, increased winter opening, new investment; and active promotion via the Visit Dornoch web site and social media marketing.

Survey work undertaken by DACIC in 2013 showed the extent to which accommodation occupancy drops off during the winter months- see Figure 5 below. The 'Curling Experience and Heritage Centre', and particularly the weekend bonspiels, will attract winter visitors to 'stay and play', increasing bed-nights at a quiet time of year and with associated spend on food, drink and retail.

A destination facility with the ability to attract winter visitors is very rare in the northern Highlands. Dornoch already has good experience of offering summer golfing packages in a partnership between the hotels and the golf club and a similar arrangement is planned for winter curling. Many golfers are from North America & Canada so are also winter curlers. DACIC and NHCT will work with the golf club to target this niche market.

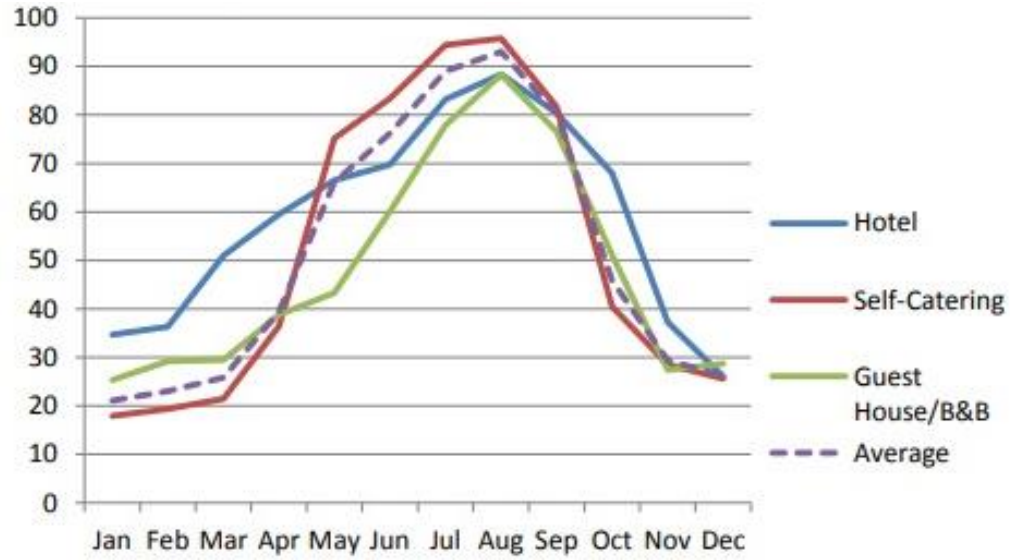


Figure 5: Dornoch Accommodation Occupancy by Month

Source: DACIC

7.1.4. Driving Range

Dornoch is an established golf destination, with two 18-hole courses at the Royal Dornoch Golf Club, including the famous and acclaimed Championship Course. As such, it attracts a high volume of golf tourists, particularly during the summer months, and much of its accommodation offer is built around meeting the needs of this market. During discussion with RDGC, it has emerged that they would be open to leasing – for a nominal fee – part of the land that they own directly adjacent to the Curlew site to DACIC in order for a basic driving range to be constructed. RDGC have previously investigated the feasibility of constructing a driving range, finding a strong case for investment. However, they are currently concentrating on completing their new clubhouse project.

For now, the driving range would take the form of a series of covered or uncovered bays on a concrete base. The financial appraisal factors in 15 golfers per day between October and March and 50 golfers per day during the summer months. The driving range would be self-service, with a machine dispensing balls to customers, and therefore have fairly minimal revenue costs. A cost of £4 per basket of balls is proposed.

There is an existing driving range located one mile south west of Dornoch, which is a relatively small family-owned operation, offered alongside fishing and outdoor games. Consultation has taken place with the owner of the existing driving range at The Lochans, and he has no objection to DACIC operating a driving range on adjacent to the Curlew site, seeing each operation as complimentary and with the opportunity for cross marketing. The driving range at The Lochans is aimed at families whereas, giving the proximity to Royal Dornoch Golf Club, a driving range on the Curlew site would likely attract the more serious golfer.

There is also some crossover between golfers and curlers and there would be mutual benefits in exploring opportunities to maximise the dual appeal of Dornoch as a destination.

7.1.5. Cruise Ships

2019 is set to be a record year for the Port of Cromarty, with 180,000 passengers and 68,000 crew berthing in Invergordon, across 109 cruise ships. A high proportion of passengers disembark at the port and are then looking for a range of quality activities and novel and authentic Scottish experiences within a short timeframe.

Located 20 miles from the Port of Cromarty, Dornoch is currently a stop on many tours, being well positioned between key attractions at Dunrobin Castle, near Golspie, and Glenmorangie Distillery, near Tain. In 2018, 394 coaches were met over the course of the summer.

However, Dornoch is currently constrained by a lack of off-street parking. Up to 6 coaches can park 'on the road' in the town square at one time, severely restricting how long they can stay in the town. By providing increased off-road coach parking as part of Project Curlew the coaches can be moved off the town square. They will be able to stay for longer, with passengers having more time to explore the town and increasing spend.

Adding to the range of 'things to do' in Dornoch will also encourage cruise tourists to visit. The curling heritage centre displays, both static and interactive, will be accessible all year round. The chance to join a game of curling with local players in the winter will provide an authentic Highland experience.

The Port of Cromarty Firth are supportive of Project Curlew and will be an important partner in ensuring that Dornoch benefits more from cruise tourism over the summer months. Cruise passengers will be able to participate in mini-curling on synthetic ice and also in Highland Ceilidh Dancing

7.1.6. Community Use

Providing a space for community groups to meet and function is the primary purpose of the new community hall. Ensuring it meets the needs of existing groups, as well as potential new users, is the key requirement. The centre will replace the existing Social Club building, run by DADCA, and it is therefore assumed that all activity currently taking place there will transfer to the new centre. In addition, both the new community hall and the larger Curling Barn provide an opportunity to expand the range of community activities and events held.

A review of bookings at the Social Club shows that, on average, the main hall is in use by regular bookings for 16 hours per week and smaller rooms for 10.5 hours. There are also many less regular and one-off events held throughout the year, such as the monthly cinema, festival events, fundraisers, children's parties, art events, concerts, and so on. In 2018, this amounted to between 750 and 800 bookings a year in total. This is, however, subject to fluctuations in use.

Table 17: Typical Social Club Bookings

	Mon	Tues	Wed	Thu	Fri	Sat	Sun
Main Hall							
Seniors Indoor Bowling	2.5		2.5				
Yoga	1.75				1		
Ladies Club			1.5				
Pilates			1	2.25			
Social Dancers				2			

Sunday School (they are looking to have their own building, so this will be short term, say next 2 years)							1.5
Sub-total	4.25	0	5	4.25	1	0	1.5
Struie Room and/or Coffee Lounge							
Coffee morning		2					
Alcoholics Anonymous		2.5					
Fine Art Group			2				
Sewing/knitting				2			
Young Curator's Club			2				
Sub-total	0	4.5	4	2	0	0	0
Total hours	**4.25**	**4.5**	**9**	**6.25**	**1**	**0**	**1.5**

The current level of hires allows the Social Club to operate on a sustainable financial footing. Fees have recently been raised. Ensuring that the fee structure of the new facility remains at an acceptable and affordable level for the variety of clubs that utilise the hall is a crucial consideration. Currently, groups affiliated to DADCA receive a discount of 10% (recently reduced from 20%) on regular bookings, excluding deposits and PRS fees. Affiliation is open to groups within the IV25 postcode, at no cost. The financial assessment (Section 8) has assumed this will remain in place.

Nonetheless, it is anticipated that an increase in rental fees of 10% from the current level would be an acceptable rise, taking account of the vast improvement in the facilities on offer and that some increase is applied annually thereafter to keep pace with costs.

7.1.7. Celebration Events

Project Curlew can act as an important location for 'celebration events' including weddings, birthdays, anniversaries and corporate events. For the purpose of feasibility assessment, a specific focus has been put on weddings in this section, given the Highlands are a popular wedding destination and access to readily available information.

Around 30,000 weddings are registered in Scotland annually, a number which has remained fairly stable over the last 20 years. Around 1,600 of these are registered within the Highland local authority area each year.

More than half of UK weddings are estimated to take place on Saturdays and the vast majority (84%) between Friday and Sunday. Furthermore, in 2017, two-thirds of weddings in Scotland were registered between April and September. This places wedding venues under heavy demand on a relatively small proportion of days i.e. weekends during the summer months.

Dornoch is a well-established and popular wedding venue, in large part due to the influence of Dornoch Cathedral. The town and surrounding area has a number of hotels which operate in the wedding market. However, for those who do not want to hire a catered hotel package and are

simply looking to hire a hall (a different market segment), the choice is much more limited. In some cases, this means that those getting married in Dornoch will hire coaches to take their guests elsewhere – even as far as Inverness.

The market for wedding receptions in Dornoch is already established and Project Curlew is very mindful not to displace the existing hotel-based suppliers in the town. However, the opportunity to hire the curling barn as a relatively low-cost wedding venue would appeal to a different, mainly local, market segment.

This additional capacity would support the aspiration for Dornoch to more actively market itself as a wedding destination, an objective included within the town's Economic Masterplan.

A Dornoch Wedding Fayre, organised with DACIC, was held for the first time in 2019.

The Carnegie Hall in Clashmore, offering seating for up to 140 people, would be the main direct competitor, and there is a risk of displacing some weddings from this community-run venue. While the number of weddings held at the Carnegie Hall each year is fairly low (c. 5 in 2019), it does provide an important income stream that supports the running of the hall. Those hiring the venue are required to take it for a full three days, at a cost of £1,150.

Through supporting an increase in the number of hall wedding receptions held, it would lessen the risk of simply displacing wedding activity currently being held at other venues in the locality (e.g. the Carnegie Hall). Nonetheless, we have taken a cautious approach to the number of weddings held at the new facility, with incremental growth to seven each year by Year 5 of the financial projections.

7.1.8. Conferences

Dornoch is an attractive location with an established reputation. Provision of a suitable modern venue has potential to bring in conferences and similar events. Some public, third sector, and membership organisations, particularly in rural development, agriculture and related areas, will look outside of the larger cities for conferences, meetings, training days etc, and there is an opportunity to tap into this market.

Off-season accommodation provision in Dornoch is good, although public transport to the town is very limited. This will act to disadvantage its ability to attract national or regional conferences and events, particularly when competing against comparable visitor destinations that do have rail links to major cities (Birnam, Pitlochry, Aviemore, etc).

On this basis, we have factored in four conferences/all day events per year in the financial projections.

7.1.9. Events

As detailed in Section 2, Dornoch has an established calendar of festivals and events from March to October. The Hogmanay festival is also popular, with most of the local accommodation providers organising packages and hosting events as part of it.

Some events in Dornoch, such as the Agricultural Show and Highland Gathering, have been running for many years, while others like the Whisky Festival and Fibre Fest are more recent developments. The Social Club currently has a role in some of these events but is constrained by its limited capacity as a venue.

There is a specific opportunity for Project Curlew, whether in the new community hall or in the curling barn, to host more music events in Dornoch, whether individual concerts or larger festivals such as the existing Donegal to Dornoch country music festival. These events could be held all year but are likely to be particularly successful during the peak tourist months, notably around traditional music.

7.1.10. Curling

The Sutherland Curling Province is comprised of eight clubs with 10 teams who compete in a league each season: Brora, Dornoch, Loch Fleet, Locheye and St Duthus, North Highland Curling Trust (NHCT), Rogart, Alness and Ross Sutherland Farmers. At present, the Sutherland league takes place on one night every three weeks on five sheets of ice during at the Inverness Ice Centre. This would transfer to Dornoch, with proposals for 3 leagues running involving 60 participants in a revised format to accommodate less ice, plus a junior league running earlier in the evening.

In addition, the annual Sutherland bonspiel – which transferred to Inverness when the curling rink in Brora closed – would return to Dornoch.

Although a curling team in itself, the NHCT is also an umbrella group which brings together the various Sutherland teams, having been formed around a decade ago to investigate establishing a curling rink north of Inverness, following the closure of the Brora rink.

NHCT will act as the curling operator within the Curling Barn, with a guaranteed let for 20 weeks of the year (18 weeks curling and a week at either end for set up and thaw). NHCT will be responsible for costs specifically arising from the operation of the Curling Barn, including energy costs, insurance, equipment costs, and curling related staffing. However, keeping revenue costs to a minimum will be crucial to ensure the sustainability of curling, necessitating a high level of volunteer input.

An Ice Manager will be recruited to oversee the making of ice during the curling season, with assistance from volunteers. This will be a seasonal appointment, lasting 20 weeks. Inverness Ice Centre have indicated they would be happy to provide support where required – if any difficulties arise with recruitment of an Ice Manager, this could provide a stopgap. In Canada golf management courses are combined with curling and as there are no such courses available in the UK there would be an opportunity for UHI to offer such a course in Dornoch and possibly attract exchange students. NHCT could give these students the opportunity to assist in running the Curlew facility.

Ice time will also be set aside for coaching and 'Try Curling' lessons, helping to develop the sport within the area and encourage new players. There is potential to market this to tourists – although curling takes place is what is traditionally the quieter time of the year, curling could form part of the Hogmanay events line-up. In Skibo Castle and Links House Hotel, Dornoch is home to high profile luxury accommodation providers, both of which promote a variety of experiences – including golf, country sports and adventure activities – to their guests. Curling would be an attractive and innovative addition to this offer. NHCT would also offer mid-week day time curling packages in association with local hotels. This could be of interest to people wanting to learn and also groups of curlers who may not have easy access to a rink. e.g. Bute curlers go to Ayr or Stranraer about 3 times a year for a few days.

DACIC and NHCT will also work with local hotels to market curling weekend breaks and 'bonspiels', on a model similar to that used by the Stranraer Ice Rink. This would attract visitors from the curling community in Scotland – Scottish Curling takes in 12,000 members with over 600 registered clubs - and from abroad, in a similar fashion to what used to occur at the now defunct Brora curling rink. The bonspiels alone are expected to attract 40 -50 visitors to stay in the town for 2 to 3 nights 8 weekends during the season.

Following the closure of the curling rink in Brora in 2006, the number of curlers in the North Highlands has declined, a result of having to travel to Inverness (a two hour round trip from Dornoch). The Brora rink had operated a membership model, with around 120 members at the time it closed. NHCT believe that the number of local curlers can increase back to this level, and perhaps further, once a curling rink has been established in Dornoch. A mixed membership and 'pay per play' model is proposed, with membership tentatively priced at £250 per season, for which members will receive free practice ice and 50% off standard use, e.g. participation in the Evening Leagues. In

comparison, the Inverness Ice Centre charges £330 for a season's membership, which covers all ice fees. NHCT are keen to attract as many members as possible and anticipate a good level of support in the local community as well as in Highland and Scottish curling circles.

7.1.11. Summer Mini-Curling

Although curling is traditionally seen as a winter activity, recent advances in technology will allow DACIC to offer a version of this ancient game to the many summer visitors to Dornoch, including the many cruise ship passengers visiting the town. Visitors and locals alike will be able to experience and enjoy a 'cut down' family friendly version of Scotland's heritage game.

From April until November, three synthetic ice curling sheets, each 14m long by 2.5m wide, will be installed at one end of the curling hall. This leaves a sizeable area for other uses.

Summer mini-curling will offer a fun, indoor, social activity open to all ages and available for play at a moderate cost per person – the financial assessment (Section 8) proposes a cost of £12 for four people on one sheet for 30 minutes. The 'feel' of mini-curling for participants can be compared to taking part in ten-pin bowling.

Summer mini-curling will generate significant overall income to support the operation of Project Curlew and the wider local community. A quotation provided by supplier Xtraice comes to €51,469 (around £45,000), including delivery and assembly and with a strong guarantee. We have estimated that the equipment could cover its costs within around five years – the cost per session outlined above is broadly in line with what other locations with Xtraice curling in France and Sweden charge.

7.2. Ownership

All elements of the project, including the Community Centre and the Curling Barn, will be owned by DACIC. The Curling Barn will be leased by NCHT for 20 weeks over the winter. The community hall will be leased by DADCA, who will manage bookings.

NHCT will be responsible for all costs specifically arising from the operation of the Curling Barn, including energy costs, equipment costs, and curling related staffing. This will be factored in to their agreement with DACIC.

8. Financial Viability

This section provides details of the capital costs, revenue, income and expenditure, and a five-year income and expenditure model for the preferred option. It confirms that the preferred option can operate sustainably over five years, returning a small net surplus.

8.1. Business Model

The largest source of income for Community Centre is regular hires by local groups. The demand for this is proven by and consistent with the existing set-up with the Social Club, with hire income complemented by regular fundraising events through the year. The new centre will, however, present opportunities for new activities – we have projected regular use of the main hall for 25 hours per week and the function room for 15 hours per week, the majority at a reduced rental rate for affiliated groups. We have assumed that the Social Club's 10% discount for regular hires by affiliated groups will remain. There will, however, be a moderate uplift (10%) in hire fees from the current pricing structure to take account of the improved facility.

As discussed in the market/operational assessment, a range of new activities can also be attracted to the Curling Barn during the April to October period, including conferences and other all-day events, festivals, concerts and wedding receptions. We have attached cautious estimates for the number of each being held on annual basis. Hall rental costs will inevitably have to increase at some stage in the future, after consultation with hall users, and we have factored in 2% per year into the five-year financial projections.

Table 18: Income Projection – Community (in first full year of operation)

	Hire hours per week		**Per hour £**	**Weekly £**	**Annually £**
Hires by the hour	Discounted*	Full			
Community hall (Room 6 in plan) DADCA	16	2	13.2	216	11,257
Function room (Room 7 in plan) DACIC (ex VAT)	10	2	7	77	4,004
Sub-total	**26**	**4**	**-**	**293**	**15,261**
Hires with set rate	**Number per year**		**Rate**		**£**
Children's parties	6		30		180
Weddings (2 full days)	3		1,000		3,000
Conferences/all day events – curling barn	2		336 (excl. VAT)		672
Conferences/all day events – comm. hall	4		160		640
Concerts (6pm-midnight)	5		250		1,250
Whisky festival	1		1,200 (excl. VAT)		1,200
Donegal to Dornoch music festival	1		1,200 (excl. VAT)		1,200
Dances – community hall	4		180		720
Sub-total	**29**		**-**		**8,862**

Other Income	**Income**
Golf driving range (excl. VAT)	£36,720
NHCT fee (excl. VAT)	8,000
Fundraising	3,500
Highland Council grant	500
Mini-curling (excl. VAT)	11,290
Total	**£84,133**

*affiliated groups receive a 10% discount on standard booking fees

This is shown over five years and five months in the Revenue Income section below.

In the absence of funding being secured to enable the Curling Barn to be developed, the proposals will revert to Option 3 (community centre only). This would operate on a similar basis to the existing Social Club, with a surplus of around £34,000 over the same period (five years and five months).

8.1.1. Curling Barn

The curling element of Project Curlew will need be financially self-sustaining in revenue terms. NHCT will employ the Ice Manager directly and be responsible for overall maintenance of the ice equipment, as well as utilities/energy in the Curling Barn, which will be separately metered. As DACIC will own the Curling Barn, NHCT will pay a base rental fee (£10,000 incl. VAT) each year.

Due to the costs involved, it is crucial to consider the income potential of curling and whether NHCT will be able to meet these costs annually. Income projections from curling are based on indicative pricing and estimates of usage drawn up by NHCT. This anticipates a membership of 40, an additional 60 curlers playing in the weekly league on a pay per play basis, and a further 72 curlers playing in a junior league. In effect this is around 120 regular curlers. There will be three sessions on the ice each day from Tuesday to Friday. From the Brora rink experience, it is anticipated that a number of supporters will pay the membership fee, but not be regular curlers.

It also anticipates regular bonspiels (eight per season), each with 48 participants, plus one day sessions on six other weekends. Mondays will be used for maintenance and time off for the Ice Manager.

'Try Curling' and coaching sessions are also planned, although not expected to bring in income, so have been excluded from the projections.

Table 19: Curling Income for NHCT

	Participants	Cost	Weeks	Total
Prepaid membership – ice at half price	40	£250	Whole season	£10,000
Weekend Bonspiel	48	£44	8	£16,896
Evening League 1	14	£14	18	£3,528

Evening League 1 - members	10	£7	18	£1,260
Evening League 2	20	£14	18	£5,040
Evening League 2 - members	4	£7	18	£504
Evening League 3	24	£14	18	£6,048
Junior League 1	24	£5	16	£1,920
Junior League 2	24	£5	16	£1,920
Junior League 3	24	£5	16	£1,920
Day sessions (Wed, Thurs, Fri)	72	£10	18	£12,960
Weekend sessions (not bonspiel)	24	£22	6	£3,168
Misc day sessions - visitors, practice ice etc	-	-	-	£3,000
Corporate days	-	-	-	£5,000
Raffles, fundraising etc	-	-	-	4,000
Total	**-**	**-**	**-**	**£77,164**

The above table represents a 'best case' for curling and is dependent on a regular pool of 100 adult curlers plus significant additional participation. If this level of participation cannot be achieved, the income to NHCT will drop substantially.

Take-up of curling must be at least 57%+ of the projected level each year to meet all NHCT costs and rental payments to DACIC.

However, electricity is a major cost (see Revenue Costs section) and any reduction in this will have favourable impact on annual running costs. This is highly dependent on the efficiency of refrigeration equipment and type of system used. Consultation with a leading provider of curling equipment (Star Refrigeration) and Scottish facilities that have recently installed new rinks (Murrayfield and Inverness) confirms that more efficient plant, while a considerably higher initial cost, can incur much lower energy costs.

Curling rink suppliers will be able to supply estimates of energy usage and quotes for the upfront purchase and installation costs of refrigeration systems – a cost-benefit analysis can then be undertaken on this basis, taking into account that the Dornoch rink will only be in use for four months each year. It will also be influenced by the rate secured from an electricity supplier.

It may also be possible to install a heat pump system, which has been used at the Belgian ice rink noted earlier. The technical feasibility and financial and environmental pros and cons of different refrigeration/heating subjects will require a more detailed assessment by specialists in this field.

A new four-sheet extension at The Peak Sports Centre in Stirling came to around £575,000 in 2017, covering the cost of the ammonia chiller, rink and installation. Lifespan of a curling rink and chilling plant is likely to be 20-30 years.

Tables 20 and 21 provide a five-year projection of income and costs for Project Curlew. No change is forecast in the level of community use in the facility, which is based on an increase from the existing Social Club figures, to take account of new sports and activities the new hall will be able to offer.

Other income streams will see a steady increase in usage over five years, particularly weddings, conferences and music concerts, as the venue's reputation grows and from word of mouth recommendations.

NHCT will directly employ an Ice Manager and pay for energy use in the Curling Barn.

Table 20: Project Curlew Revenue Income

Projected Revenue (£)	Nov 2021 - March 2022	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Income to DADCA							
Community hall (hourly hires)	6,359	15,261	15,566	15,878	16,1995	16,519	85,777
Wedding hires		3,000	4,000	3,000	6,000	7,000	23,000
Children's parties	60	180	180	180	180	180	960
Conferences/all day events – comm. hall		640	800	960	960	960	4,320
Concerts/dances - community hall	660	1,760	1,980	1,980	1,980	2,200	10,560
Entertainment Events		1,250	1,250	1,250	1,250	1,250	6,250
Fundraising		8,000	8,080	8,161	8,242	8,325	40,808
Highland Council grant		500	500	500	500	500	2,500
Total	**7,079**	**30,591**	**32,356**	**31,908**	**35,307**	**36,934**	**174,175**
Income to DACIC (liable for VAT, except donations/grants)							
Golf driving range		36,720	33,048	34,039	35,061	36,112	174,981
Iceless curling activity		11,290	10,161	10,161	10,161	10,161	51,932
Whisky Festival		1,200	1,224	1,248	1,273	1,299	6,245
Donegal to Dornoch		1,200	1,224	1,248	1,273	1,299	6,245
Curling Club fee	8.000	8,240	8,487	8,742	9,004	9,274	51,747
DADCA fee	1	1	1	1	1	1	6
Conferences/all day events – curling hall		672	1,008	1,008	1,344	1,680	5,712
Golf driving range		36,720	33,048	34,039	35,061	36,112	174,981
Total	**8,001**	**59,963**	**56,113**	**59,077**	**60,466**	**60,466**	**300,708**
Income to NHCT							
Franchise for bar/catering	3,500	3,553	3,606	3,660	3,715	3,770	21,803
Curling income	73,164	73,164	73,164	73,164	73,164	73,164	438,984
Total	**76,664**	**76,717**	**76,770**	**76,824**	**76,879**	**76,934**	**460,787**

Table 21: Project Curlew Revenue Costs

Projected Costs (£)	Nov 2020 - Mar 2021	2022/23	2023/24	2024/25	2025/26	2026/27	Total
DACIC/DADCA Costs							
Cleaning	3,900	9,360	9,547	9,738	9,933	10,132	52,610
Event manager (8 months)		17,312	17,658	18,011	18,371	18,739	90,091
Golf driving range costs	0	17,377	17,725	18,079	18,441	18,809	90,431
Iceless curling costs	0	5,000	5,100	5,202	5,306	5,412	26,020
PRS	167	400	400	400	400	400	2,167
Repairs and maintenance	0	1000	1,000	1,000	1,000	1,000	5,000
Marketing	500	1000	1000	1000	1000	1000	5,500
Payroll	100	240	240	240	240	240	1,300
Insurance	500	1,000	1,010	1,020	1,030	1,041	5,601
Sundries, cleaning materials	300	500	510	520	531	541	2,902
Accounting	1,000	1,000	1,000	1,000	1,000	1,000	6,000
Rates	958	2,300	2,346	2,393	2,441	2,490	12,928
Public ent. license – indoor (community & public halls)	177	177	177	177	177	177	1,062
Indoor sports license	305	305	305	305	305	305	1,830
Heat and light	1500	3000	3,060	3,121	3,184	3,247	17,112
Alcohol premises license	957	157	157	157	157	157	1,742
Contribution to Community Development Manager post	0	8,250	8,415	8,583	8,755	8,930	42,933
Total	**10,364**	**68,378**	**69,650**	**70,947**	**72,270**	**73,520**	**365,229**
NHCT COSTS							
Ice manager (20 weeks)	10,088	10,088	10,290	10,496	10,706	10,920	62,589
Rent to DACIC	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Loan payments to WCF	0	0	14,375	14,375	14,375	14,375	57,500
Curling repairs/ maintenance	0	1,500	1,500	1,500	1,500	1,500	7,500
Heat and light	20,000	20,000	20,400	20,808	21,224	21,649	124,081
Payroll	100	240	240	240	240	240	1,300
Insurance	1,000	1,010	1,030	1,051	1,072	1,093	6,256
Marketing	800	808	816	824	832	841	4,922
Sundries	1,400	1,428	1,457	1,486	1,515	1,546	8,831
Total	**43,388**	**45,074**	**60,108**	**60,780**	**61,465**	**62,163**	**332,979**

The projections show that Project Curlew – taking into account the combined income streams from curling, community hall hire, and DACIC-run events and attractions (iceless curling and golf range) – will turn a comfortable net surplus (around £186k) over its first 5.5 years of operation. This is based on a review of evidence available at the current time, with estimates of curling uptake provided by NHCT.

Table 22: Net Surplus/ Deficit

	Nov 2021 - March 2021	2022/23	2023/24	2024/25	2025/26	2026/27	Total
Income	83,743	159,029	156,751	157,077	162,258	165,059	883,917
Costs	53,752	113,452	129,758	131,727	133,735	135,783	698,108
Net surplus/ deficit	**29,990**	**45,577**	**26,993**	**25,350**	**28,523**	**29,276**	**185,809**

8.1.2. NHCT Financial Underwriting

NHCT have provided revenue and cost projections and to ensure the credibility of these projections will be required to underwrite them to provide security to Project Curlew's financial feasibility moving forward.

8.2. Sustainability of Model

Sensitivity testing examines the robustness of the proposed model. The below table shows each scenario where costs increase or decrease by 5% or 10%.

The base case income and costs shows a net surplus of £186k over the period concerned, taking account of income to all three organisations (without double counting).

This shows some room for manoeuvre within the model presented, although is highly dependent on curling reaching the forecast level. The iceless curling and golf driving range are also important net income generators for DACIC and if either of these projects fail to get off the ground, or are less successful than anticipated, then this would have a negative impact on finances. Nonetheless, curling remains the key factor in the project's overall sustainability.

Table 23: Sensitivity Testing of Financial Model (cumulative, November 2021 to March 2027)

		Income				
	Variance	**-10%**	**-5%**	**Base case**	**+5%**	**+10%**
Costs	**+10%**	£27,497	£71,693	£115,889	£160,085	£204,280
	+5%	£62,407	£106,603	£150,799	£194,995	£239,191
	Base case	£97,318	£141,514	**£185,709**	£229,905	£274,101
	-5%	£132,228	£176,424	£220,620	£264,816	£309,012
	-10%	£167,138	£211,334	£255,530	£299,726	£343,922

Although costs will rise over time, repayments of the World Curling Federation loan will conclude after ten years, effectively adding around £14,000 to the balance sheet each year. The WCF loan will be repaid over eight instalments from three years after the initial payment.

8.3. VAT Status

DACIC have sought specialist advice on the VAT status of the construction and operation of Project Curlew. While VAT will be incurred on all costs related to construction, it is the intention of DACIC to fully recover this, subject to usual restrictions.

To allow this to occur, DACIC has opted to tax. This means that the principal supplies made by DACIC – the running of events and hire of event space to third parties – will be subject to VAT at the standard rate.

The hiring of space to third parties is primarily the rental of the community hall to DADCA on a year-round basis and the curling hall to NHCT from November to March i.e. the respective fees paid by DADCA and NHCT to DACIC will be liable for VAT.

However, hires of the community hall where payment is being made to DADCA, a registered charity, will not incur VAT. In addition, it is not anticipated that charges for participation in sporting activities to NHCT will incur VAT.

This situation is slightly complicated by DADCA's role as a 'development financier' in Project Curlew, due to the contribution being made to the project from the sale of the existing Social Club. Under 'anti-avoidance' provisions, a limit of 10% is therefore applied on the area of exclusive occupancy by DADCA. The proposed floorplans are compliant with this rule, with the community hall over which DADCA will be granted a lease (together with non-exclusive access to toilet and storage facilities) less than 10% of the total floor area.

Where it is believed to apply, VAT has been factored in to the financial appraisal.

9. Operational Management

9.1. Programme & Project Management

DACIC after securing funding from the Beatrice Offshore Windfarm Ltd and Dornoch Common Good Fund advertised for a 2 year full time Community Development Manager for fundraising and project management. However there was no interest in the combined post but Catherine Moodie was appointed for the 0.6 FTE Fundraising element of the post in January 2019. This funding is to support the implementation of two new asset-based projects: Project Curlew and the Dornoch Hub.

A project manager will be appointed in August 2019 to progress the construction programme.

DACIC will employ an Events Manager on a seasonal basis. NHCT will employ an Ice Manager to oversee the making of ice each day during the curling season.

Cleaning and maintenance will be outsourced on contract rather than directly employed – this is the current arrangement with the Social Club. A planned maintenance schedule will be drawn up annually.

9.2. Delivery Plan – Delivering the Project

A detailed timetable has been prepared for Project Curlew, as below.

April 2019:	Natural and Cultural Heritage Fund (NCHF) application submitted
May 2019:	Highland Council Regeneration Capital Grant Fund (RCGF) Application Stage 1 submitted
May/June 2019:	Desktop study Contamination & Flood Risk funded SLF1
January 2020:	SportScotland application submitted (following a meeting in June 2019)
July 2019	Feasibility Study and Business Plan completed funded SLF1
July 2019:	Options Agreement with Aberdeen & Northern Marts signed, and deposit paid so site secured
Sept 2019:	Application to World Curling Federation for loan
August 2019:	Local funding launched
August 2019:	SLF Stage 2 funding application
Nov 2019:	Design team appointed for Stage 1 & 2 RIBA funded SLF2 - Architect, Structural Engineer, Mechanical & Electrical, Quantity Surveyor, CDM, Ice Rink Consultant.
Nov 2019:	Carry out any further studies and remedial work on site identified in SLF1 development
Sept 2019:	NCHF decision
Oct 2019:	Highland Council SRCGF Application Stage 2 submitted
Sept 2019:	Benefactors identified and approached
August 2019:	Project Manager appointed

Nov 2019:	SLF Stage 2 funding application decision
Jan 2020	Planning Permission and Building Warrant applied for
Jan 2020:	Highland Council SRCGF Application Stage 2 decision (from Scottish Government)
March 2020:	Request to tender for building work
April 2020:	Purchase of land completed meaning project can start
May 2020:	Tender(s) awarded for building work
June 2020:	Site cleared and material up-fill – supply, layer & compact to floor level
July 2020:	Order Steel Shed (8-week lead time)
Sept 2020:	Upgrade to water main, substation & pavement
Sept 2020:	Service connections
October 2020:	Road Infrastructure, simple priority junction
October 2020:	Foundations, pads for steel shed, steel shed erection, concrete slab with piping
October 2020:	Social Club building put up for sale
October 2020:	Marketing Consultant appointed. Marketing plan agreed and Awareness Raising launched.
Nov 2020:	Job Descriptions for Ice Manager & Events Manager agreed
Nov 2020:	Building & Grounds Maintenance plan agreed
Dec 2020:	Monitoring & Evaluation Consultant Appointed. Framework agreed
Nov 20 - Mar 2021:	Building fit –out-electrics, ventilation, ice-making, plumbing
Oct 20 - June 2021:	Front extension for Community Hall and Common Areas (toilets, kitchen, reception), storage and curling virtual experience room
Sept 2021:	Building work completed. Health & Safety handover.
Sept 2021:	Heritage Interpretation panels, IT equipment, simulator game, curling videos installed
Sept 2021:	Curling equipment is delivered
October 2021:	Operational Community Centre & Curling Barn - start of curling season

9.3. Project Management Arrangements

Project Curlew will be a joint project, initiated by DACIC and supported by DADCA and NHCT. The asset will be owned and managed by DACIC. The Curling Barn will be leased by NHCT for 20 weeks over the winter. In the summer the mini-curling on synthetic ice will be managed by DACIC. Community hall bookings will be managed by DADCA. DACIC will be responsible for all other hires.

NHCT will be responsible for running all aspects of the curling facility; for example, running leagues and competitions, bonspiels, 'try curling' sessions, corporate curling days, wheelchair curling, training and practice sessions.

DADCA will be responsible for letting out the Community Hall to groups in a similar way to how it has successfully run the Social Club over the last 10 years. DADCA currently operates an online 'request' booking system, with a plan to upgrade this to a fully online system with pre-payment. Cleaning and maintenance may be outsourced on contract rather than directly employed. An online booking system and electronic door entry system will be used to allow community groups to access the hall, meaning there will not be a requirement for volunteers or staff to be on hand to allow groups in or lock up. This is the current arrangement at the Social Club and works well.

DACIC and DADCA will support wider stakeholders market the facilities and events (e.g. Whisky Festival etc) and arranging a programme of music and theatre via 'The Touring Network', who provide a platform specifically for the Highlands and Islands where performers and venues can connect with each other to bring performances to rural communities. DACIC will work with Highlife Highland to develop a programme of summer activities for families and young people in the Curling Barn. DACIC through its 'VisitDornoch' project will also support marketing of the Curling Experience and Heritage Centre and developing a cultural experience package with the cruise liner ground handlers in the summer.

9.4. Equal Opportunities

Anyone living in the IV25 postcode, aged 18+ and on the electoral register may become a member of DACIC and DADCA.

Curling is an activity men and women are equally able to play and is an activity which fully engages participants of all ages and backgrounds. Disabled curling is a growing facet of the game. Curling is an intergenerational co-ed activity played by boys and girls separately or together at school level and by young people and men and women at community level. Open to visitors and complete novices as well as those wishing to compete at a high level, this facility will support people of all ages and abilities to learn and improve at curling.

Project Curlew will encourage young people to participate in curling by establishing school leagues and tournaments and by providing coaching on Friday afternoons (where schools finish early). UHI Students staying in the adjacent accommodation block will also be encouraged to use the venue.

Sessions in the off-peak periods will look to extend participation and will encourage retired group activity together with fun sessions / informal 'try curling' sessions for stay-at-home male and female parents / carers / etc.

In the first year of operation, players will be asked to complete an anonymous monitoring form to identify their age range and sex. This will give a baseline for future monitoring.

9.5. Monitoring & Evaluation

The following measures will be used to monitor the performance of the project.

Measure 1: Employment Generation

Working with local tourism businesses we will monitor FTE jobs from a baseline in 2019 to measure new jobs created and existing ones sustained as a result of Project Curlew. There will also be jobs created/sustained during the construction phase.

Measure 2: Visitor Experience and Perception

We will record visitor numbers to the 'Curling Experience and Heritage Centre' and review the feedback forms as detailed in 5.2 above.

Measure 3: Increase in length of tourist season

DACIC record monthly totals of the number of visitors to the Visitor Centre in the Carnegie Courthouse, where the 'VisitDornoch' staff are based. This data goes back to 2014. The numbers from November to March each year will be reviewed to monitor the impact of Project Curlew on extending the season. DACIC's business group members who are accommodation providers will be asked to provide data on increased stays/ length of stays during the curling season (e.g. from Bonspiel weekends).

Measure 4: New products & Services based on heritage assets

To monitor the benefit to the local community we will record the number of local curlers using the facility. In particular we will record use by young people and those 65 and over as described in 6.2 above. The productive and economic use of the asset occupancy and attendance rates will be monitored.

Measure 5: Increase in opportunities to spend see and stay

Dornoch has a wide range of independent shops, a variety of cafés, restaurants and pubs as well as a selection of quality accommodation. 95 of these businesses are members of the 'VisitDornoch' business group. Feedback from these members on increased business from Project Curlew will allow us to measure the impact. We will run a visitor survey (via forms in accommodation providers) to ask about date of stay, length of stay, and activities while here.

Measure 6: Improved perceptions from local people

DACIC is a member organisation with 220 local members and 95 business members. DADCA has a personal membership of 200 and 60 affiliated community groups. A questionnaire will be circulated to all of these members once Project Curlew has been running for a year. This will allow DACIC to gather feedback on the effect the project has had on their quality of life, their view of Dornoch as a good place to live, the activities on offer, the effect of more visitors to the town and the opportunity to be involved in decision making. It will also offer local people the chance to tell their story as a case study.

9.6. Financial Control

The Business Plan for the Dornoch Curling Experience and Heritage Centre (see Section 8) has established high level projections of the income required to meet forecast costs, for both the community and curling elements of Project Curlew. Actual spend and usage of the facility will be closely monitored by project staff and the DACIC Board, allowing any over or under spend to be identified and mitigating action taken where required.

9.7. Working with partners in the building

As well as having ownership and overall management control of the entire building, DACIC will record the summer lets of the Curling Barn and where events are run directly (e.g. Music concerts) the number of attendees will be noted. Success of the large summer events venue will be measured in terms of number of events held and the level of income generated from them by all participating businesses.

DADCA will monitor the number of lets within the Community Centre and compare with their records for the Social Club.

NHCT will be responsible for monitoring the number of curlers to identify local, national and international men, women, young people (18 and under), 19-64 age group and 65 and over numbers.

DACIC will monitor users of the synthetic mini-curling ice in summer, and of users of the driving range, MUGA and pickleball courts, as they come on stream.

All users of the building will be encouraged to give feedback, and this will be monitored and reviewed and acted on if necessary. This will include a Visitor Book, Trip Adviser and Google reviews.

Quarterly meetings between DACIC, DADCA and NHCT will give opportunities for verbal and written feedback, to review progress and address any issues promptly. After each year of operation, the budgets will be reviewed and set for the following year as more knowledge and experience is gained. This is particularly crucial for the curling side of the operation, given the high costs involved and associated risk.

9.8. Assessing Risk

Risk management is about using informed decision making to address threats and opportunities to the likelihood of project success. DACIC will implement a risk management process that takes a pragmatic approach, by undertaking a number of clearly defined steps and techniques to improve understanding of risk and facilitate improved decision making.

The Risk Register is defined as a:

- database, or catalogue, of all the risks identified, alongside their assessment details (probability and impact), mitigation/fallback plans and an owner for each risk;
- central control point for risk which can be updated with new risks and progress made in their management; and
- 'live' document which should be updated continuously in order to give an accurate account of the project's risk profile.

We have assessed the risk of undertaking Project Curlew and have presented this within the risk register – **Tables 24 and 25.** The probability of risk and the level of effect have each been apportioned a score of 1 to 5. The overall effect is determined by multiplying the probability of risk and level of effect score, with the following outcomes:

- 1- 5 – low or 'green' risks;
- 6-12 – medium or 'amber' risks; and
- 15-25 – high or 'red' risks.

The main risks associated with the development and delivery of Project Curlew are securing the capital funds, and then ensuring that take-up of the facility is sufficient to meet ongoing revenue costs.

A plan is being actioned to secure capital funding for the project, with applications already sent or being worked on, in line with the funding options set out in **Section 6** and the timetable set out in

Section 9. If funding cannot be secured for the curling element (particularly from the Natural and Cultural Heritage Fund) then the scope of the project would revert to Option 3, without a curling rink.

Major ongoing revenue costs are associated with the curling element of Project Curlew. If this proves unsustainable, and income to NHCT is not sufficient to support annual costs (rent, energy, employment of an Ice Manager etc.) then a contingency plan would be required to extend use/hires of the facility. A contingency plan should form part of the detailed Business Plan.

Monitoring of performance is critical for community uses and a robust assessment of income/expenditure and management operations will need to be further developed and confirmed with DACIC, DADCA and NHCT based on this Feasibility Study and Business Case.

Table 24: Risk Register – Capital Works

Nature of risk	Description of risk	Probability of risk	What effect of risk?	Level of effect	Overall effect	How risk will be addressed
Technical	Unforeseen work required on site	3	Overspend of budget Delays in work	4	**12**	A contingency budget has been included.
	Unsatisfactory quality of workmanship	1	Repeat work is required Costs increase and work is delayed	5	**5**	Ensure contractors are selected based on cost and quality Ensure appropriate penalty clauses in contracts. Ensure DACIC and partners have oversight of quality during delivery of capital works.
	Delays in planning process	1	Delay in construction starting	4	**4**	Site is allocated for proposed use class. Positive early discussion with Highland Council planning.
Financial	Failure to secure sufficient capital funding	3	Significant impact on project feasibility Delays in procurements	5	**15**	Funding will be in place before work starts A phased approach to the project could allow either the curling or community centre to proceed ahead of the other, as funds allow.
Economic	Capital works exceeds available budget	3	Overspend of budget	5	**15**	A contingency budget has been included.
Management	Poor management of capital works	3	Possible time delays and/or overspend of budget	3	**9**	Develop a detailed timetable of capital works.
	Failure to manage budget effectively	2	Overspend of budget, possible reduction in capital works scope	4	**8**	Develop detailed financial schedule, identifying key financial milestones.
Market	Delays to build resulting from a downturn in the Construction sector	2	Possible need to re-procure a construction team	4	**8**	Contractual agreement signed with procured construction company to complete work.
	Unable to acquire land	1	Project cannot proceed without land	5	**5**	Land owner has agreed to sell site and agreed on price. Work to identify alternative sites if this falls through. **Risk closed – sale terms agreed.**
Legal	Dispute between DACIC and partners (DADCA/ NHCT)	1	Possible time delays in decisions being made	5	**5**	Agreement signed by all parties prior to works being undertaken – potentially the creation of a new Dornoch Trust with directors from all organisations.

Table 25: Risk Register – Project Delivery

Nature of risk	Description of risk	Probability of risk	What effect of risk?	Level of effect	Overall effect	How risk will be addressed
Technical	Unsatisfactory quality/ design of curling rink	2	Facility does not offer quality curling experience, lessens usage	5	**10**	NHCT to be closely involved with design process. Involvement of specialist providers of curling rink/ refrigeration equipment at early stage of design work.
	Unsatisfactory quality/ design of interpretation panels	1	Lower quality visitor experience	2	**2**	Close working relationship with designers to ensure high quality of output is achieved. Reviewing of panels at draft stage to highlight any changes required.
	Unsatisfactory quality/ design of community hall	2	Facility does not meet the needs of local groups, lessens usage	5	**10**	Close working relationship with architect. Community consultation on design proposals.
Financial	Community use of the hall is less than anticipated	1	Less income to support revenue costs	5	**5**	Scale back costs, with more use of volunteer time to manage facility.
	Curling uptake is significantly lower than forecast	3	Insufficient funds to meet payments to DACIC/ pay energy + Ice Manager costs	5	**15**	Marketing plan and schedule of bonspiels and events to be agreed well in advance of opening. If no improvement after 3 years, consideration of ending winter curling and sale of equipment, with immediate saving on energy/ staff costs.
Economic	Project delivery exceeds revenue budget	3	Overspend of budget	5	**15**	Scale back costs, with more use of volunteer time to manage facility. Consideration of viability of curling, if relevant.
Management	Unable to find suitable Events Manager	1	Tasks undertaken by DACIC board/ volunteers	3	**3**	DACIC will undertake recruitment procedures in advance of first summer opening. Tasks taken on by DACIC volunteers in interim (the status quo).
	Unable to find suitable Ice Manager	3	Curling cannot happen to same extent (or at all)	4	**12**	DACIC/NHCT will undertake recruitment procedures in advance of first winter opening. Support sought from Inverness Ice Centre in interim.
Market	Inability to market and promote Curling Experience to potential markets	1	Limited awareness/ knowledge of Project Curlew	4	**4**	Discussions already underway with Scottish Curling, curling clubs and other potential users. Marketing plan to be developed.
Legal	Dispute between DACIC and partners (DADCA or NHCT)	1	Possible time delays in decisions being made	5	**5**	Agreement signed by all parties prior to works being undertaken – potentially the creation of a new Dornoch Trust with directors from all organisations

10. Conclusion

This Outline Feasibility Study and Business Plan has been formed to assess the feasibility and financial viability of establishing a multi-use venue for the benefit of the local community and visitors at the former 'Abattoir Site', Shore Road, Dornoch. The proposed venue could include:

- New / replacement Community Centre
- Curling facility
- Car/coach parking
- Multi Use Games Area (MUGA)
- Golf driving range

The proposal, (Working Title: Project Curlew), is a partnership project being advanced by Dornoch Area Community Interest Company (DACIC), Dornoch and District Community Association (DADCA) and North Highland Curling Trust (NHCT).

The proposal has been developed with the project partners and through close engagement with the local community and local stakeholders. Consultation with the local community has identified strong support for a multi-use community venue, plus in-principle support received from:

- Highlands and Islands Enterprise - Head of Strengthening Communities
- Highland Council – Regeneration & Employment
- Scottish Curling – Chief Executive
- Key Local Stakeholders

Detailed Engineering and Technical Assessments for the former Abattoir Site have been progressed by DACIC, including collation and site-specific studies relating to ground conditions, utilities, flood risk and consents. The proposals are in accord with the Local Development Plan. DACIC submitted a Stage 1 report to the Scottish Land Fund and have secured a valuation and agreement on the land purchase from the existing site owners.

Proposals and capital cost-estimates for a multi-use venue are based on industry cost yardsticks and out-turn costs for schemes with similar requirements, specification, scale and locations. Where detailed information gaps existed, external consultation and quotations were secured.

The Feasibility Study assessed a range of Development Options with 'Option 2' – Community Centre and Curling Barn identified as the preferred option that would best meet the community's needs, with a capital cost estimated of £2,935,000.

Project funding projections have been provided by DACIC based on a range of discussions with funders. DACIC's 'Target Grant Award' identifies potential funding/grant and financial support totalling circa £2,884,070. However, this is heavily dependent on two large grant funds totaling £1.839m. DACIC are seeking to close the current funding gap of circa £50,000 through further dialogue with funding bodies.

Financial revenue/operational projections show that Project Curlew operating as a third sector community facility to be capable of positive income stream (curling, community hall hire, events and rental incomes) capable of generating an annual surplus of circa £30,000 (around £186k over its first 5.5 years of operation). Projections are based on current DADCA costs/income and projections of income from NHCT. Project Curlew presents a viable project proposition and capable of delivering major benefits to Dornoch in terms of replacement community facilities and the addition of all-

weather and off-season visitor and sports facilities. Securing the scale of capital funding required will be a challenge and will require strong resources and a consistent grant funding appeal process. The recent appointment to DACIC of a Community Development Officer will be important in this regard.

The following recommendations are made to the Client Group in regard to Project Curlew:

- A Stage 2 Application be submitted to the Scottish Land Fund and the Abattoir Site secured at earliest opportunity possible;
- DACIC with DADCA and NHCT should develop a strategic Curlew Funding Plan to be coordinated with the Community Development Officer with clear milestones and targets;
- DACIC should confirm all areas of support within the key enterprise and community planning partners (HIE /Highland Council /Scottish Curling /Sports Scotland /etc) and ensure all parties are aware of the projects next steps and key milestones;
- DACIC should advance the appropriate design studies for the Community Centre and Curling Barn, including building architecture and supporting quantity surveying reporting; and
- The partners should continue to extend engagement and collaborative working with the Dornoch and Sutherland community in developing Project Curlew.

Appendix A – 2013 DADCA Reports

DADCA

New Build Project
- Big Lottery Bid -

Planning & Design Drawings

October 2013

DORNOCH & DISTRICT COMMUNITY ASSOCIATION

Scottish Charity No. SC013716 - Company Limited by Guarantee registered in Scotland No. 375856 - Registered Office: Rubhan Beag, Hilton, Dornoch, Sutherland, IV25 3PW

Contents

1. Introduction 3

2. Meadows Park Site 4

2.1 History 4

2.2 Ownership 4

2.3 Existing Users 4

2.4 Consultation 5

Trustees 5

Planning 6

Roads 6

Tress 6

Neighbours 6

3. Proposed Buildings 8

3.1 Design Philosophy 8

3.2 Spaces 8

3.3 Fitness Suite 10

3.4 Viewing Gallery 11

4. Proposed Storage Facility 12

4.1 Highland Gathering requirements 12

4.2 DADCA requirements 12

4.3 Other uses 12

Appendix A - Meadows Park Trustees - Letter of Comfort 13

Appendix B - Highland Council Pre-Application Planning Response 14

Appendix C - Site Options Drawing 18

Appendix D - Site Plan Drawing 19

Appendix E - Services Plan Drawing 20

Appendix F - Floor Plan Drawing 21

Appendix G - Section View Drawing 22

Appendix H - Site Photographs 23

1. INTRODUCTION

The DADCA Board have worked hard to try and clear all the obstacles to building a new Community Centre on our preferred site at Meadows Park.

In this document we outline the specific consultation that we have undertaken with interested third parties, detail the site itself and the reason behind our choice of preferred location within the site. We then look at the reasoning behind the design of the building and its internal layout, and then finally look at the requirement to provide a new community storage facility alongside the new building.

The work done on consulting with the community to identify needs, business planning, project feasibility and options appraisals is listed in other documents accompanying this one, as follows :

Document	Authors	Date
Feasibility Study	**Phillips Aitchison Consultants**	**2009**
Feasibility Study (Update)	**DADCA Board**	**2013**
Options Appraisal	**DADCA Board**	**2013**
Building Surveys	**Various**	**2008-12**
Consultation Document	**DADCA Board**	**2013**
Business Plan	**DADCA Board**	**2013**
Planning & Design	**DADCA Board** *(this document)*	**2013**

The documents are all available in electronic format if required.

2. MEADOWS PARK SITE

Meadows Park was identified in the 2009 Feasibility Study as the preferred option for a new Community Centre.

Following the publication of the Feasibility Study a representation was made by DADCA to get the land zoned for Community Use in the 2010 Highland Council Local Plan for Dornoch. This was accepted by the Council and the current Local Plan, adopted in June 2010, contains the following note pertaining to the area :

'Site maintained for community and associated uses. Potential for development of community centre subject to suitable access, landscaping, siting and design.'

2.1 History

The Meadows Park was originally gifted to the people of Dornoch by Sutherland Estates. The gift was processed under the Feudal Tenure Act and a group of Trustees was established to look after the Park.

2.2 Ownership

There were six nominated Trustees : Town Clerk, Provost, Minister of the Dornoch Cathedral, Rector of Dornoch Academy, President of the Highland Gathering and President of the Football Club. The last two representatives reflected the intended (and indeed future) use of the land, namely as a football pitch and as the Highland Games field.

2.3 Existing Users

Meadows Park is often referred to locally as the 'Games Field', and once a year on the first Friday in August the whole Park is transformed by the Dornoch Highland Gathering Committee into a first class Highland Games field, attracting competitors (amateur and professional) and spectators (over 5,000 in 2013) from all around the world.

Whilst the annual Highland Gathering is the most high-profile use of the field, the rest of the year the park is used regularly by Dornoch City Football Club, who compete in the Ross - Sutherland Amateur Football Association summer league and Cup competitions. In 2013 a new team, Sutherland United, was formed to compete in the North Caledonian Football League system over the winter.

In addition to the Highland Games and football, since 2008 Meadows Park has been the venue for the annual Bonfire Night & Fireworks Display organised by the Dornoch Festival Week, a sub-committee of DADCA.

The Festival Week team also part-funded the purchase of a Community Marquee (along with the Highland Gathering, Community Council and Sutherland Agricultural Show) and for the past 2 years the Festival Week events have been largely based at the Meadows, which has proved to be very popular with both residents and visitors alike.

Meadows Park was also the home of the now defunct Dornoch Cricket Club, although the artificial wicket is still in place and cricket was again played at Meadows Park in 2013 for the first time in over 10 years. There are a number of local youngsters who have expressed an interest and it is hoped to arrange more games in 2014.

Finally, Meadows Park is a wide open, well tended grass area just off Dornoch's main thoroughfare, Castle Street, and is used regularly by local people and visitors for all manner of recreational purposes, from families flying kites and having picnics, to model car enthusiast meetings!

2.4 Consultations

The DADCA Board has been keen to engage with as many people and groups as possible in an attempt to clear a path towards our goal of a new Community Centre without adversely affecting any existing users. In addition to the Public Consultation process we have met with and undertaken exploratory discussions with a number of groups and agencies concerned with permitting development on Meadows Park.

Trustees

Our first task was to consult the Trustees to see if they would be willing (and able) to sell us enough land to build a new community centre. We obtained a copy of the original Deed document from the local solicitors (Arthur & Carmichael) which established the 6 Trustees. Unfortunately two of the Trustees no longer existed (the Provost and Town Clerk). However, following representations to Highland Council, they took a decision and nominated our local Councillor (Jim McGillivray) and Ward Manager (Phil Tomalin) to be their nominated representatives to replace the Provost & Town Clerk.

At the same time as confirming the actual Trustees we became aware of a clause in the Deed of Covenant which expressly prohibited the sale of Meadows Park. This clause (one of six in the Deed) had been cited by a number of people as being an absolute barrier to our plans. We decided to seek legal advice on this matter, and contacted Nigel Jones of MacKenzie & Cormack in Tain who had offered to act for DADCA on a *pro bono* basis. We passed a copy of the Deeds to him and his opinion was that the clause had no legal basis following the abolition of the Feudal Tenure Act (Scotland) in 2000, unless a 'Continuation' of the clause had been registered by the Feu Landlord (Sutherland Estates). We arranged for a check of the Land Records in Edinburgh and no such continuation of the clause had been registered. This news was subsequently relayed by letter to the Trustees, who later confirmed this opinion with the Legal Department of Highland Council.

Once these matters had been resolved, the Trustees met under the Chairmanship of Willie D.M. MacKay (President of the Highland Gathering) to discuss our request. We met with some or all of the Trustees on a number of occasions, including site meetings at Meadows Park. The initial offer of two possible sites on the Park came in time for us to proceed with the Public Consultation in April 2013.

However, neither of the two options was our preferred choice and so we held further meetings with the Trustees to present our vision of developing the 'Option 3' site next to the football pitch, which we believe will result in the maximum community benefit. Further meetings ensued and on 3rd July 2013 we received written confirmation from the Trustees expressing their unanimous support for

our plans (*see Letter of Comfort - Appendix A*).

Planning

Following advice received from Mr. Howard Brindley via Planning Aid Scotland, we submitted a Pre-Application Planning Enquiry to our local planning department at Highland Council in June 2013. The drawings submitted for the enquiry are enclosed *(see Appendices C to G)*, and were prepared by a DADCA Board member based on information developed during our discussions and consultations.

On 28th August 2013 we received a positive response to our application, confirming that the Planners would support a Planning Application based on the information that we had supplied (*see Appendix B*).

Roads

Part of the 2009 Feasibility Study work had been discussions with the Roads Department of TEC Services regarding access to the various sites under consideration. The proposed site was their preferred option at the time owing to the direct access from Castle Street. However, we wanted to check their opinion again and so Cllr. McGillivray organised a site meeting with Simon Young from TEC Services in February 2013 to look at the options and to highlight any difficulties.

Following advice from Mr. Young it was decided that the best option would be to form a new entrance to the Park in a position which would aid sight lines and visibility for all road users in the area, and this proposed new entrance formed part of the subsequent Pre-Application Enquiry.

Trees

We also wanted to check that the Tree Officer had no serious objections to our plans, as the new entrance (see above) would require removing a number of trees. Cllr. McGillivray again assisted in organising a site meeting with Nick Richards from Highland Council which took place on 18th April 2013.

Mr. Richards subsequently confirmed by email that there were no serious issues with removing the trees in questions (in fact some of them need removing sooner rather than later in his opinion), and he was happy for us to submit a Pre-Application Enquiry, as he would be consulted on this as a matter of course.

Neighbours

At the initial Public Meeting following the 2008 Consultation community response to our plans was overwhelmingly positive, and the only opposition voiced was by some (but not all) residents living in houses adjacent to Meadows Park.

When we took the decision to restart the project in 2013 we discussed at length what we could do to engage these local residents (approximately 10 houses). We decided to write to each resident individually, inviting them to the first meeting on 9th March, enclosing a Questionnaire and FAQ sheet and asking them to contact us if they had any questions.

In the event we did not receive any contact prior to the meeting, but a number of them did attend this first meeting and again voiced some concerns regarding visual impact, possible noise nuisance and increased traffic in the area.

We discussed a number of options at the meeting, pointing out that the building's visual impact was likely to be less than a 2 storey house (given that we are determined to make a new building fully accessible and thus single storey) and that it had been moved back 6m from the football pitch,

taking it out of the line of sight of the houses in Sinclair Court.

We also noted that the Main Hall had been moved to the side of the building furthest away from any houses, again in an attempt to minimise noise levels. It was also pointed out at the meeting that with the experience of running the Social Club for over 5 years, the vast majority (i.e. over 99.5%) of the lets we have are finished before 10 p.m. and have no ‘loud’ music content.

Everyone was encouraged to complete Questionnaires with the assurance that all comments would be recorded and any questions or suggestions for improving the building would be welcome at any time.

In a small community where many people know each other it is not difficult to engage people in conversation, and over the following weeks a number of the Board members (in particular Secretary Judi Sutherland and Chair Jerry Bishop) spent time chatting to a number of the people resident in the area of Meadows Park, and it became clear that many of the reservations revolved around a problem which had occurred at a Festival Week dance the previous year, to which the Police had been called.

This somewhat disturbing news was indeed ‘news’ to the Board, and so we held a meeting with the Festival Week organisers to see what changes might be made. In transpired that there had indeed been a considerable amount of disorder at this particular event, to the point where they were not minded to repeat it!

We wrote again to the residents to remind them of the second meeting and to confirm the news that the troublesome event of 2012 would not be repeated. We again received no specific replies from the residents in the area, and the few adverse comments we did receive were noted *(see Pages 32 -35 of the Consultation Document)*. The second meeting and exhibition were very well attended and the plans received unanimous support from those present!

The Board remain convinced that Meadows Park is the best site for a new Community Centre and are committed to working with all interested parties to develop and deliver a solution for the benefit of, and acceptable to, as many people as possible.

3. PROPOSED BUILDINGS

The new Community Centre must be better than the Social Club in all respects, and specifically it must address all the issues which have been highlighted by the various consultations, namely:

- better (and more) toilets accessible from all spaces at all times;
- adequate parking on a level site;
- eco-friendly heating system powered by renewable energy;
- fully accessibility (inside and outside) for all ages and abilities;
- flexible spaces designed to meet a variety of needs;
- larger main hall wide enough for 3 indoor bowls mats and Scottish Ceilidh Dancing;
- enough accessible storage space for all users.

In addition to improving on the Social Club, a new building must also provide the following additional facilities:

- a Fitness Suite with changing facilities large enough for team sports;
- retractable seating in the Main Hall to create a Cinema easily;
- a replacement viewing stand for the Highland Games and football pitch;
- able to integrate with the community marquee for larger events;
- industrial-standard kitchen suitable for weddings, etc..

3.1 Design Philosophy

The overall philosophy should be to create a simple, functional building designed in such a way as to be capable of future expansion as and when required. The building must be accessible by people of all abilities and ages, and a single storey design is envisaged.

The building must be ecologically sustainable. We hope that locally produced wood pellets will be suitable for the heating system, allied to solar panels for hot water and passive solar gain to reduce costs.

The building should use the latest technology to ensure that it can be easily used by all local people - for example use of swipe card type devices for door entrances and an automated heating system linked into the booking system to minimise costs.

The building should be finished in durable materials requiring little or no maintenance, and the lighting should be designed to be suitable for people with impaired vision or hearing (e.g. diffused uplighters rather than bright, central ‘point’ lights, good acoustics, etc.).

3.2 Spaces

Main Hall. The Main Hall in the Social Club (110m²) is large enough for many events, but the Indoor Bowls group have enough members to use 3 mats at the same time and the Hall is simply not wide enough for this. Also, the Scottish Country Dance Group do not use the Social Club at the moment, again because at 7m the Hall is not wide enough for them to complete all their dances. A wider Hall would attract more usage.

Some regular events have become so popular that additional space is required. The Car Boot Sales in August and September both attracted 19 tables in addition to the Farmers Market, which is the absolute limit of the Main Hall. Also, the Dornoch Cinema has been an outstanding success to the point that at some showings (e.g. The Angel’s Share) the Hall is simply not big enough, even with the new staged seating in place.

Taking all this into consideration the DADCA Board have concluded that we need a Hall about 50% larger than the one we have at around 180 m².

A Hall of this size would also allow us to seat c. 150 people at a meal, which in turn would allow us to cater for more wedding functions. Dornoch is a popular location for weddings, both at the Cathedral (with the Madonna influence) and with Civil Weddings - there are over 60 per year in total. With the loss of the Burghfield House Hotel's function room the only option now available in Dornoch for a larger wedding is a Marquee in the grounds of the Castle Hotel.

We would like the Main Hall to be fitted with a room divider with a 60:40 split to allow the flexibility of hiring a Hall the size of the existing Social Club (110 m²) or one 2/3rds the size (70 m²) or the full hall.

Meeting Rooms. We currently let out the Struie Room for meetings, and although this is large enough for most events the acoustics are appalling, to the point where we have decided to hold our own Board meetings in the Kitchen as one of our directors has a hearing problem and finds it impossible to follow the conversations in the Struie Room.

We don't need a space much bigger than the Struie Room, but do need flexibility in a 50 m² room to be able to divide it 60:40 again using a room divider.

Such a room would also be offered as a meeting / conference room during the day with the aim of satisfying more of the commercial bookings that we current have to turn away. Such a room could also be used as a small exhibition space for Arts & Craft shows.

Activity Room. We have a regular demand for an Activity Room which would be primarily shared by the Art Group and the Youth Group. We require a spacious room fitted with large full-height cupboards to allow storage by both groups - one of the cupboards will need to be fitted with running water and a sink to allow people to wash brushes and mix paints.

Storage. At the moment the Storage capacity at the Social Club is limited to 2 small cupboards off the Main Hall of less than 20 m² total floor area. In these we store all our tables & chairs as well as 3 bowling mats, assorted ladders, signs, and most of our janitorial supplies. Additional space has been found in a loft (which now houses our stock of second-hand books) and also in rooms upstairs where Dornoch Allsorts After School Club store their toys, Festival Week keep all their things (including 1000 plastics ducks for the annual duck race) and where the overflow of the DADCA merchandise is kept.

Storage has been identified as an issue by many of our existing users and sub-committees, and we have calculated that we need more than 3 times the space offered by our present store cupboards inside the building. This excludes the external storage requirements detailed below.

Kitchen. The current kitchen has been renovated on a budget thanks to £3,500 as part of an Awards for All grant in 2010. The size of the current kitchen is fine at about 20 m², but we need industrial standard equipment in a new kitchen to allow preparation and cooking of complete meals for large wedding parties. Ideally the kitchen should be on an outside wall with an external door (to aid loading and unloading) and a refuse bin store located close by.

A larger servery than at present, opening to a lounge or foyer, is essential for coffee mornings and car boot sales, etc.. Ideally the Kitchen will also connect directly to the Main Hall for ease of serving.

Toilets. The toilets in the existing building are a constant cause for complaint.

They are functional but fail current building standards in that there is no mechanical ventilation - the only ventilation is provided by open slats on the windows! Also, they are only heated by an exposed panel heater (again contrary to current regulations) and despite this they are extremely cold in winter.

Of more concern is that there are not strictly enough WC's in either the Ladies or Gents toilets to meet our Public Entertainment Licence obligations. Also, whilst there are nominally 'disabled' cubicles in both toilets, they are not accessible due to the restricted width entrances into the toilets and the design of the 'double-door' entrances (*see Building Surveys document - Appendix B*).

However, the worst feature of the existing toilets is that they can only be accessed via the Main Hall, and we have received complaints from older members of the Art Group, amongst others, that it is most inconvenient having to walk outside and through the Coffee Lounge to use the toilets when in the Struie Room if there is another event on in the Main Hall (Tai Chi is at the same time on a Wednesday morning) - particularly in wintery weather.

We think our new building will need 6 Ladies WC's and 3 Gents WC's plus urinals. There should be a separate fully accessible disabled toilet large enough to support a carer and which can also be fitted out as a baby changing room. These facilities would be particularly useful to the Highland Games committee for use on Games day.

Office. Central to the plan of making a new Community Centre sustainable is the creation of at least one full time (equivalent) job for a person to manage the Hall, take bookings, oversee the Fitness Suite, etc. This will require a small administration office off a reception area near the main entrance. We would like this space to be large enough to hold a display of Arts & Crafts as we know from our experience of the Dornoch Gallery that we have enough potential exhibitors locally and enough demand from locals and tourists to both generate income and help our local craft workers.

3.3 Fitness Suite

The recent public consultation questionnaire revealed a significant demand for a fitness suite in Dornoch. This confirmed the support that we received from the public for our failed attempt to create one by purchasing a vacant Industrial Unit in August 2011. The latest survey showed that at least 148 people are currently travelling out of Dornoch to use a fitness suite and 300 out of 580 respondents said they would use one if we had one.

We have to deliver a Fitness Suite as part of any new building. In consultation with one of our existing users (Julie Brown), who is a professional Fitness instructor, the DADCA Board have determined that an area of approximately 50 m² will be enough area to provide 8-10 machines and a free weights area. This room needs to be capable of extension if demand requires it, so should be on the end of the building.

There will need to be changing facilities adjacent to the Fitness Suite, and provision will need to be made for Ladies, Gents and a fully accessible Disabled changing room. Given the proximity of the football pitch (although there is currently a separate Football changing room) it would make sense to make these changing rooms large enough for team sports (e.g. football, shinty or cricket) and the disabled room could then also be used as an Officials changing room on match days. The changing rooms would be used by competitors on Games Day - facilities which are not currently available.

This whole Fitness Suite / Changing Room area will need to be accessed by a separate door to allow suitably inducted members access to the facilities at all times via an electronic keypad. There are similar existing 'unsupervised' fitness suites in the Highlands which we will use as our model.

3.4 Viewing Gallery

One of the benefits of developing our preferred ‘Option 3’ site is that it requires the demolition of the existing viewing gallery/stand (which is only used once a year on Games day). This construction would be replaced by a new permanent stand aligned with the football/games field and use an extension of the roof of the new building as its cover (*see Appendix G*).

The Highland Gathering spend a great deal of time each year fitting planks for the seats and roping on tarpaulins for a roof of this temporary stand. The proposed replacement stand would greatly enhance the Games field, significantly reduce their setup time (and cost) and give them the opportunity of selling more seats, thus creating more revenue. In addition, the stand would be in place all year round and could be used to improve the spectator experience at football matches, and would also open up new revenue streams by possibly attracting larger spectator events such as Pipe Band championships, etc. to Dornoch.

The initial plan would be to create simple steps from concrete, but this ‘terrace’ would be designed in such a way that tip-up stadium seats could be added as and when finance allowed.

4. EXTERNAL STORAGE FACILITY

Developing the ‘Option 3’ site will also require the demolition and removal of three existing buildings which the Highland Gathering Committee use to store various pieces of equipment. The plan is to create a separate Storage Shed which can be accessed from the new car park and which is large enough to securely store all the items identified.

4.1 Highland Gathering requirements

The Highland Gathering Committee have estimated that they require in the region of 50 m^2 storage space to replace their existing sheds. This equipment is typically only used once a year, and consists of tables, trestles, chairs, posts, ropes, staging, huts, cabers, hammers, weights, etc..

4.2 DADCA requirements

In addition to our own tables and chairs (which we would envisage keeping in the Main Hall) the community own 75 plastic trestle tables which would ideally be stored centrally, rather than at the school as at present.

We currently have two small rooms upstairs in our current building which store items from Allsorts After School Club (mainly toys which they rotate) and Festival Week (various items such as ducks, ropes, megaphone, P.A., flags, bunting, gazebos, etc., etc.). These could all be stored in the new external storage shed.

The new Community Marquee (which is shared between various voluntary groups in Dornoch) would also be stored in the new external storage facility, which should be equipped with doors large enough for a forklift to access to make handling of the marquee safe and efficient.

Finally, our Flowers & Fairs sub-committee own a small car and bowser which are used in the summer by a band of volunteers to water the flower boxes around town. This is currently stored outside in the local builder’s yard over the winter, which adversely affects its depreciation and increases the maintenance costs. The new storage shed should be large enough to store the car and bowser over the winter.

4.3 Other Requirements

All the equipment and materials for the Dornoch Christmas Lights have traditionally been stored in the local roofing contractor’s yard (A. Banks & Sons) when not in use. The contractor is in the process of retiring and there is no obvious alternative location for the lights. The new storage shed should be large enough to accommodate the 2 m^3 container in which they are kept.

Another suggested use for the building is to use one of the side walls as a climbing wall. There is also the option to create an additional room to house an indoor soft play area, which is often requested by tourists and locals on rainy days. There was a such a business in Dornoch a few years ago which was very popular, but when the owner retired it was never replaced.

Meadows Park Trustees

1 Earls Cross Gardens
Dornoch
Sutherland
IV25 3NR

3rd July 2013

Mr J Bishop
Chair – DADCA
Whinhill
Dornoch
Sutherland
IV25 3RW

Dear Mr Bishop,

Meadows Park Asset Transfer

Further to the recent discussions between the Trustees of Meadows Park and Dornoch & District Community Association (DADCA), I write to confirm that the Trustees are unanimous in their support of DADCA's project to build a new Community Centre and storage facility at Meadows Park.

Furthermore, I am pleased to confirm that, in the event of Big Lottery supporting your application for funding, the Trustees would be willing to make such land as required for the build available to DADCA by means of a no-cost asset transfer. However, for the avoidance of doubt, we would require DADCA to cover all the legal expenses incurred by the Trustees in executing such a transfer of title to DADCA.

I hope that the above confirmation is adequate for your needs at present and on behalf of the Trustees may I wish you every success with your project.

Yours faithfully,

WDM MacKay

William D. M. MacKay
Chair, Meadow Park Trustees

Committee: WDM MacKay (Chair), Rev. S Brown, J Garvie, J McGillivray, G Ross, P Tomalin

The Highland Council
Comhairle na Gàidhealtachd

PRE-APPLICATION ADVICE
FOR LOCAL DEVELOPMENTS
COMHAIRLE RO-IARRTAIS
DO LEASACHAIDHEAN IONADAIL

RESPONSE FROM THE PLANNING & DEVELOPMENT SERVICE
FREAGAIR BHO SHEIRBHEIS AN DEALBHACHAIDH IS LEASACHAIDH

1. Reference No.

13/02296/PREAPP

2. Case Officer and Contact Details

Bob Robertson
Area Planning and Building Standards Office, Drummuie, Golspie, KW10 6TA
01408 635371
bob.robertson@highland.gov.uk

3. Site Address/Location

Land South Of Sandycroft, Meadows Park Road, Dornoch,IV25 3TB

4. Site Description

The site is on the western side of the existing football pitch at Meadows Park Road in Dornoch. The existing access is from an adopted road which varies from double to single track width. Currently the road is residential in nature. The site is flat and grassed.

5. Site Visit

Was a site visit required?

Yes ☐ **No** x☐

Date of site visit:

6. Proposed Development

Erection of community centre & community storage facility with associated car parking

You are advised that the following consent(s) will be required for the proposed development:

Planning Permission	x☐	Listed Building Consent	☐
Conservation Area Consent	☐	Advertisement Consent	☐
Prior Notification/A	☐	Other:	☐

pproval			

7. Planning History

n/a

8. Planning Policy

Highland-wide Local Development Plan (Adopted 2012)
Policy 28 - Sustainable Design
Policy 29 - Design Quality & Place-making
Policy 34 - Settlement Development Areas
Policy 64 - Flood Risk
Policy 65 - Waste Water Treatment
Policy 66 - Surface Water Drainage

Sutherland Local Plan (Adopted 2010)
SDA / policy 1
Dornoch C1 – Meadows Park 4.2ha – *Site maintained for community and associated uses. Potential for development of community centre subject to suitable access, landscaping, siting and design. Local consultation on these matters will be undertaken prior to the submission of a planning application. Connection to the public sewer required.*
NB. This local plan is relevant only insofar as it continues in force post-adoption of the Highland-wide Local Development Plan. More information at: http://www.legislation.gov.uk/ssi/2012/90/made

Highland Council Supplementary Planning Guidance
Flood Risk & Drainage Impact Assessment (March 2012)

Scottish Planning Policy and Guidance
Scottish Planning Policy (The Scottish Government, February 2010)

Further Information

Copies of our local plans and supplementary planning guidance documents can be found at:
http://www.highland.gov.uk/yourenvironment/planning/developmentplans
Copies of the Scottish Government's national planning policies and guidance can be found at:
http://www.scotland.gov.uk/planning

9. Principle of Development, Siting and Design

The site is identified in the Local Plan for a community use and the proposal fits this allocated use. Subject to the detail of the design, overlooking, amenity issues and other technical matters including parking and access matters being addressed to the satisfaction of the Planning Authority and our consultees, **the proposal would be supported**. The site is low lying, so surface water drainage and the level of the water table will have to be carefully assessed.

Guidance on siting and design quality can be found at:
http://www.highland.gov.uk/yourenvironment/planning/developmentplans/developmentplanpolicyguidance
http://www.scotland.gov.uk/Topics/Built-Environment/AandP/AandPdgn

10. Access and Parking
See 9
More information on access and parking standards (incl. small housing developments) can be found at: http://www.highland.gov.uk/yourenvironment/roadsandtransport/roads Advice and guidance relating to all-abilities access for developments can be found at: http://www.highland.gov.uk/yourenvironment/planning/buildingstandards/accesspanels.htm

11. Drainage and Water
Mains sewer connection required.
Contact Scottish Water for guidance on connections to the public water/drainage network: 0845 601 8855 You can find more information on SUDS at: http://www.ciria.com/suds You can view SEPA's small-scale developments guidance here: http://www.sepa.org.uk/planning.aspx You can view SEPA's flood risk map here: http://www.sepa.org.uk/flooding/flood_risk_maps.aspx

12. Historic Environment
n/a
The Highland Historic Environment Record (HER) contains detailed information about listed buildings, conservation areas and archaeological sites in the Highland area: http://her.highland.gov.uk General advice on development affecting historic designations can be found at: http://www.historic-scotland.gov.uk/heritage.htm

13. Natural Environment
More information on Scotland's protected species and areas can be found at: http://www.snh.gov.uk/protecting-scotlands-nature/protected-species http://www.snh.gov.uk/protecting-scotlands-nature/protected-areas The Scottish Government's woodland strategy and associated polices can be found here: http://www.forestry.gov.uk/woodlandremoval The Council's guidance on tree/woodland issues can be found here: http://www.highland.gov.uk/yourenvironment/agriculturefisheriesandforestry

14. Other Considerations

15. Consultees for any future Application
The following will likely be consulted on any planning application submitted. You may wish to contact consultees for advice prior to the submission of an application. Contact details are provided in the appendix of this document. Please note that on occasion it may be necessary to involve consultees who are not listed below as an application progresses.

Internal Consultees (The Highland Council)
TEC Services – simon.young@highland.gov.uk

16. Additional Information Required for any future Application
Based on the information provided, you are advised to submit the following additional information with any future application for formal permission. If you choose not to follow our advice and do not submit one or more of the documents, then you should provide a clear justification for doing so.
Drainage Impact Assessment / Flood Risk Assessment – SuDS and foul water drainage will have to be carefully appraised for the site due to it low lying nature and the level of the water table in the area.

17. Conclusions	
See section 9	
Case Officer:	Bob Robertson
Signature:	
Designation:	Principal Planner
Date:	28.08.2013

Making a Formal Application

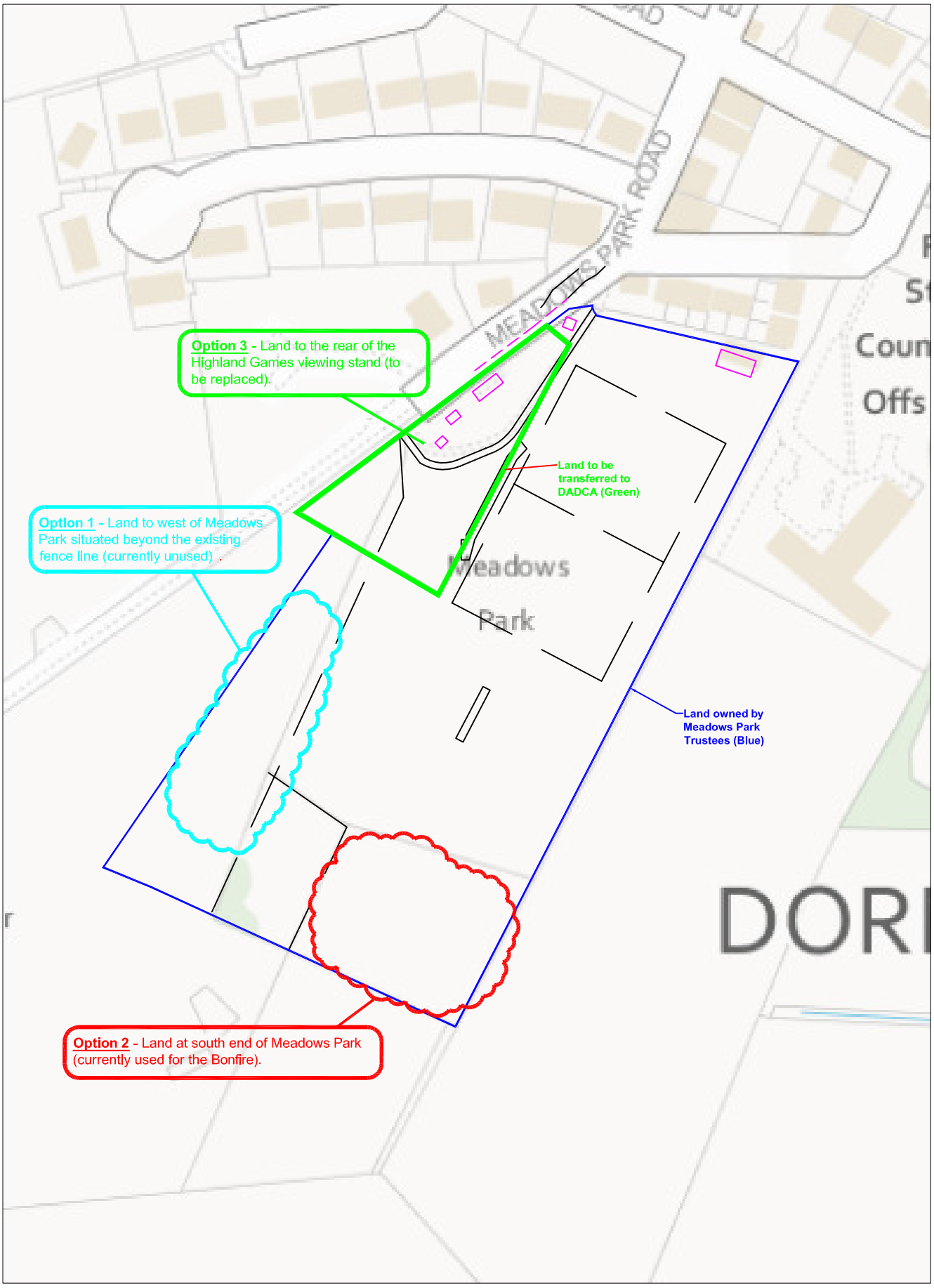
Should you wish to submit a formal application in due course, you can do so online or by downloading forms and guidance notes from: http://www.highland.gov.uk/yourenvironment/planning/eplanning

Application forms and guidance notes are also available from your local planning office.

Disclaimer

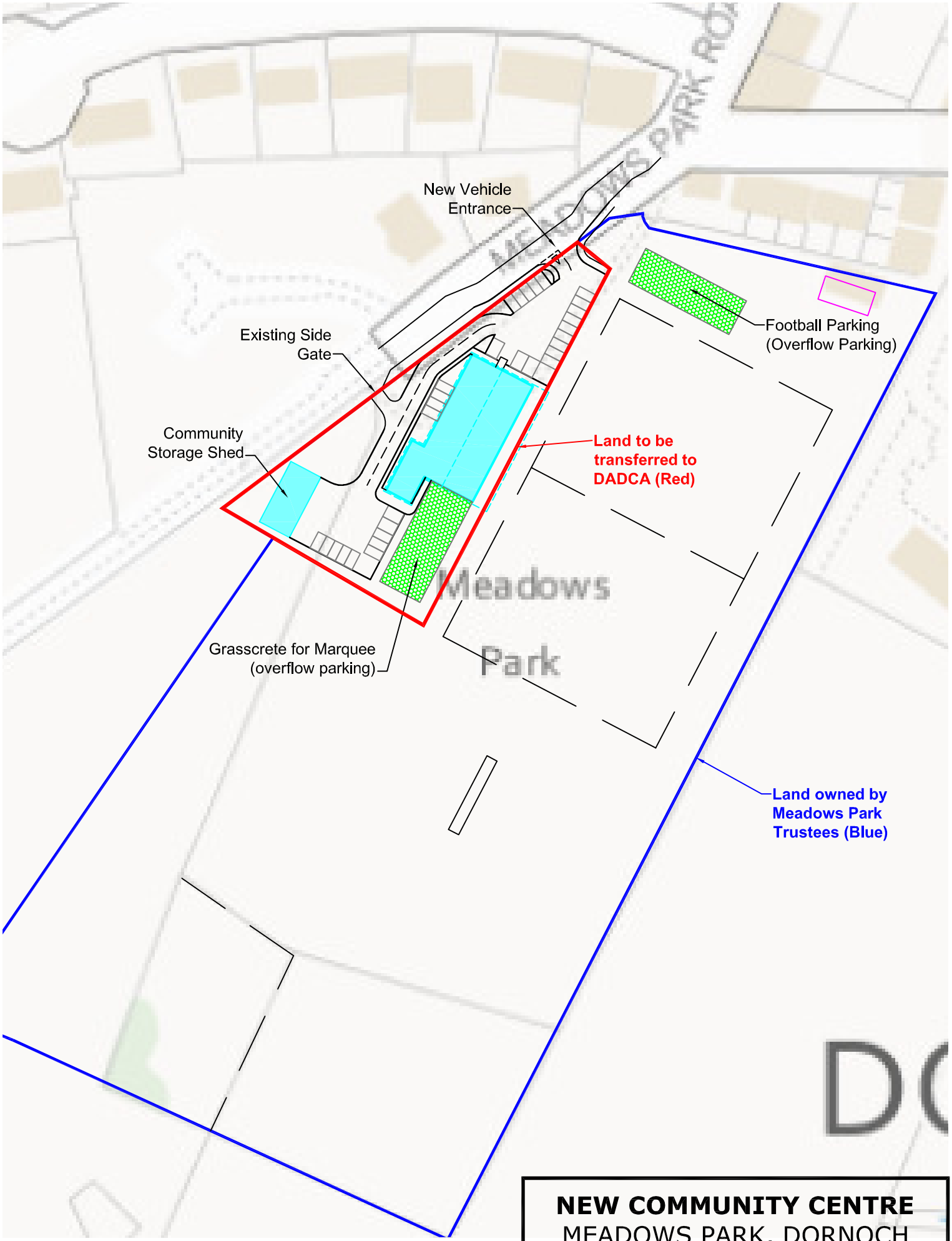
This advice is based on the information submitted and is given without prejudice to the future consideration of and decision on any application received by The Highland Council.

Pre-application case files are not publicly available but can be the subject of Freedom of Information requests.



NEW COMMUNITY CENTRE
MEADOWS PARK, DORNOCH

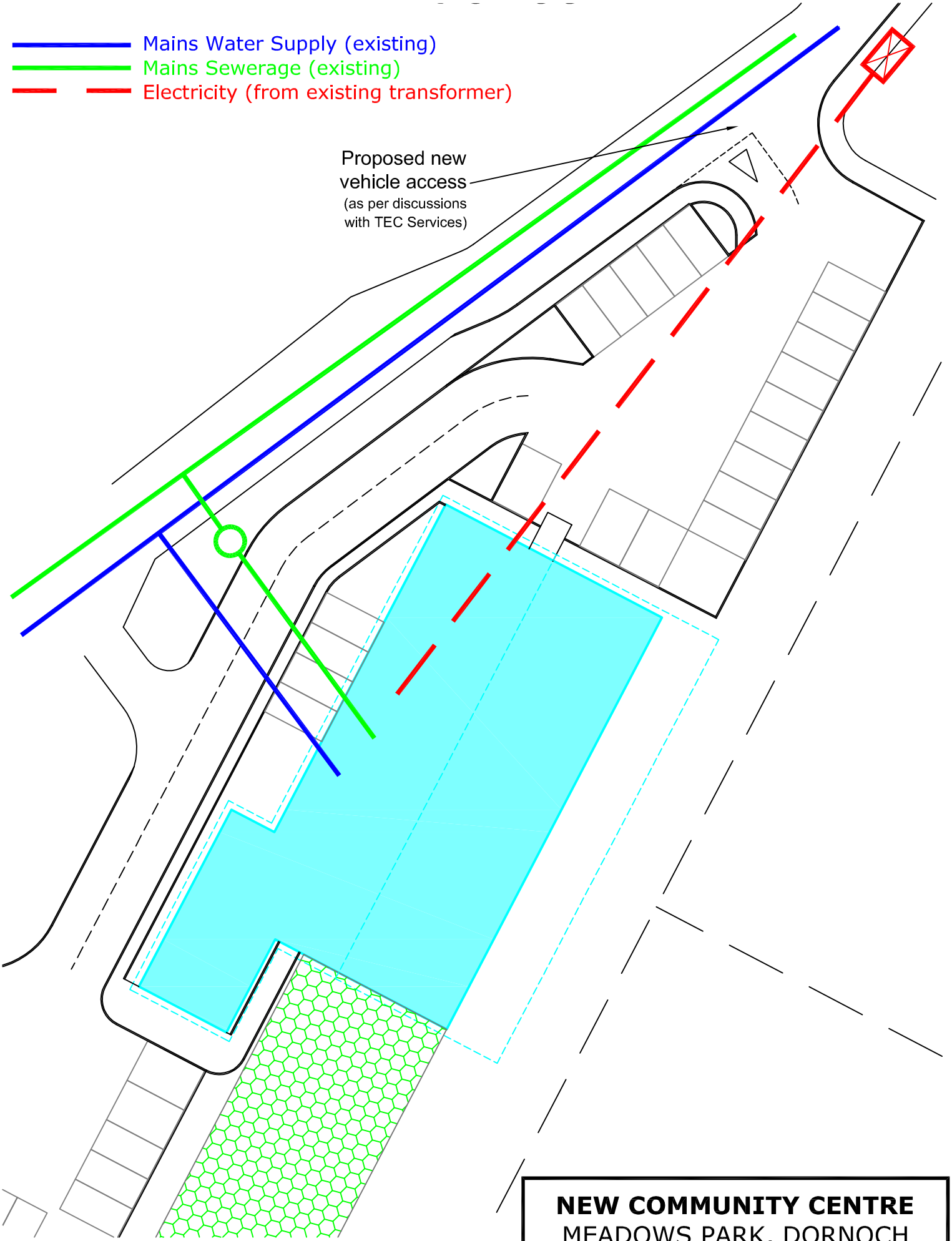
SITE OPTIONS			
Version	Date	Drawn By	Scale
1	17/4/13	J.B.	1:1000 (A4)



NEW COMMUNITY CENTRE
MEADOWS PARK, DORNOCH

PRE-APPLICATION SITE PLAN

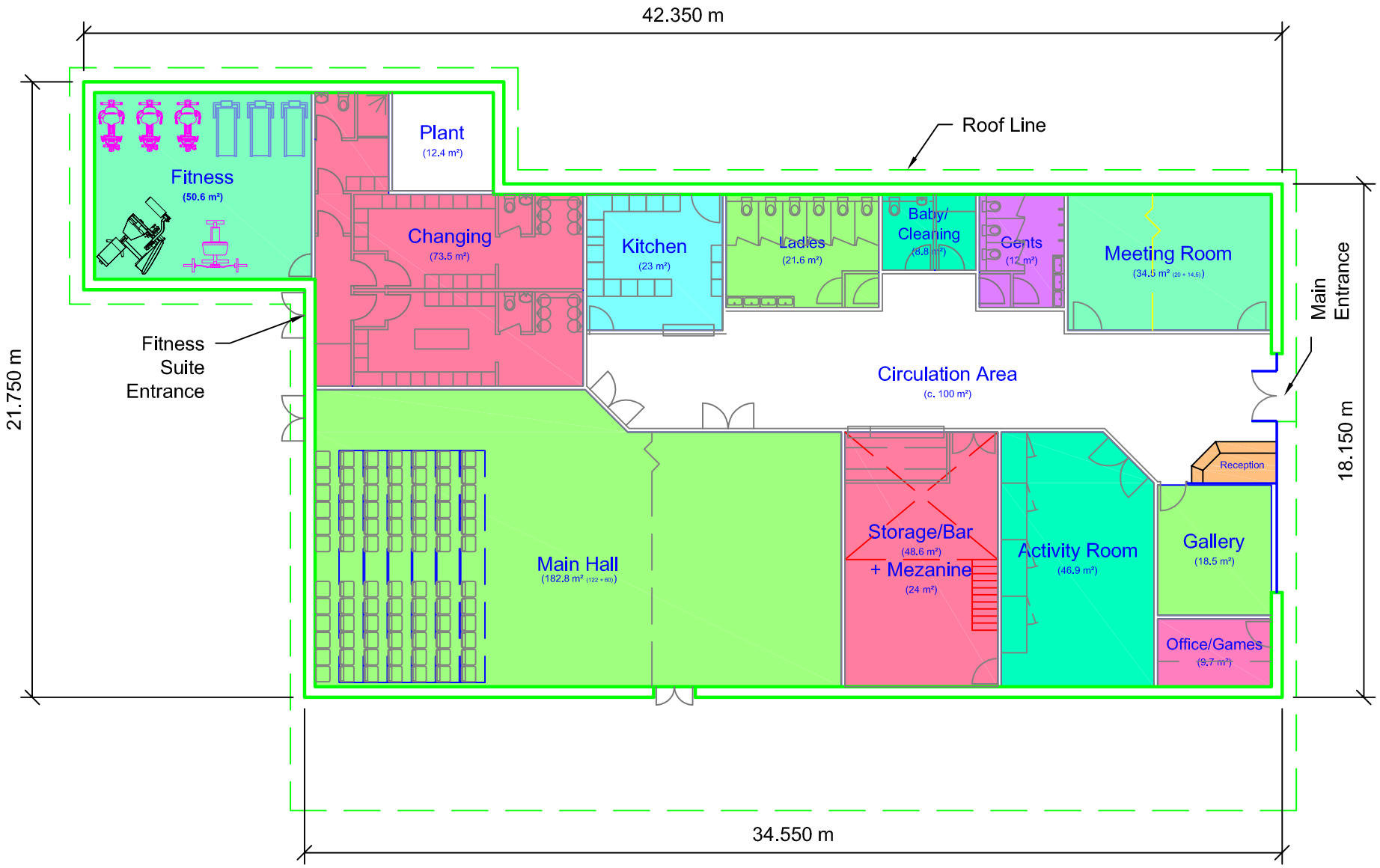
Version	Date	Drawn By	Scale
1	19/6/13	J.B.	1:1250 (A4)



NEW COMMUNITY CENTRE
MEADOWS PARK, DORNOCH

PRE-APPLICATION SERVICES PLAN

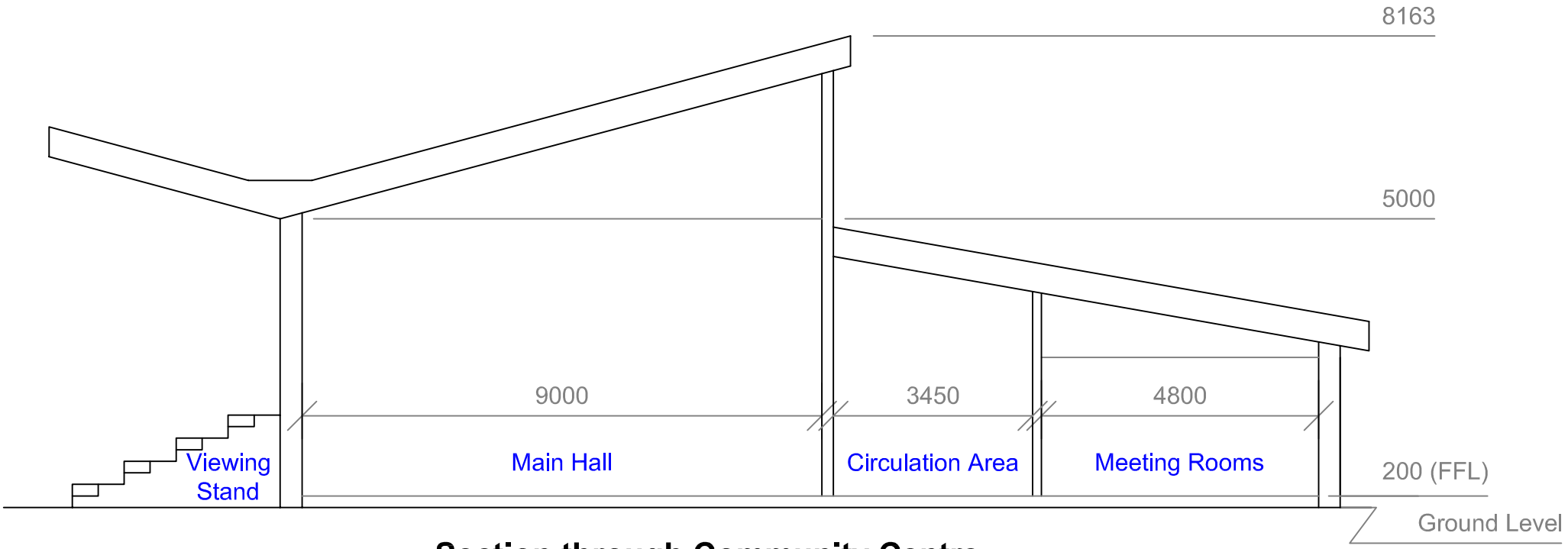
Version	Date	Drawn By	Scale
1	19/6/13	J.B.	1:500 (A4)



NEW COMMUNITY CENTRE
MEADOWS PARK, DORNOCH

PRE-APPLICATION FLOOR PLAN

Version	Date	Drawn By	Scale
1	19/6/13	J.B.	1:200 (A4)



Section through Community Centre

(Main Roof Pitch 15º)

NEW COMMUNITY CENTRE MEADOWS PARK, DORNOCH			
PRE-APPLICATION SECTION VIEW			
Version 1	Date 19/6/13	Drawn By J.B.	Scale 1:100 (A4)

View from the West
Through ‘Side Gate’

View from the North
Site of proposed
new vehicle access

DADCA

New Build Project
- Big Lottery Bid -

Feasibility Study (Update)

October 2013

DORNOCH & DISTRICT COMMUNITY ASSOCIATION

Scottish Charity No. SC013716 - Company Limited by Guarantee registered in Scotland No. 375856 - Registered Office: Rubhan Beag, Hilton, Dornoch, Sutherland, IV25 3PW

Contents

1. Executive Summary 3

2. Purpose of Document 4

3. Recent History (Post 2009) 5

4. DADCA - The Organisation 8

4.1 Mission Statement 8

4.2 Legal Structures 8

4.3 Governance 8

4.4 Directors 8

4.5 Members & Groups 10

4.6 Volunteers 11

5. Dornoch Social Club Building 12

6. Dornoch The Place 13

6.1 The People 13

6.2 Deprivation 14

6.3 Employment 14

6.4 Services 15

6.5 Summary 15

7. Relevance to Development Plans 16

7.1 Dornoch Economic Masterplan 16

7.2 Highland Council Local Plan 16

8. Compliance with Funding Criteria 17

8.1 Growing Community Outcomes 17

8.2 National Government Outcomes 17

9. Summary of Project Benefits 19

Appendix A - Dornoch Local Plan Map 21

1. Executive Summary

Dornoch & District Community Association (DADCA) is a volunteer run Charity which owns and manages Dornoch Social Club, the largest and busiest community hall in the town.

This project is concerned with building a new Community Centre to replace the Social Club, a building over 150 years old and not fit for purpose for our growing community.

The proposed new building will bring together DADCA's 50 affiliated groups and organisations, the Dornoch Highland Gathering and the Dornoch Football Clubs on one community owned site in the heart of our town.

The new building will be designed in such a way as to be accessible to all, and be particularly inclusive for our elderly residents, many of whom have age-related disability issues and who find it difficult (or impossible) to use the existing building.

The proposed development site, Meadows Park, is currently in community ownership via Trustees and offers plenty of additional space for future expansion if required. DADCA has already secured a long-term lease on an adjoining field (The Glebe Field) which means that the provision of green-field recreational space in Dornoch is assured for decades to come.

We believe that DADCA needs to develop a new Community Centre now because:

The current building is too small and not fit for purpose
Evidence : Public Survey Results (Consultation Document)
Evidence : Groups Survey Comments (Consultation Document)
Evidence : Disability Access Survey (Options Appraisal Page 20)

There is demand for hires which we currently can't meet owing to lack of facilities
Evidence : Public Survey - Fitness Suite (Consultation Document)
Evidence : Groups Survey (Consultation Document)

The current building is not sustainable in the long term in its current form
Evidence : Energy Audit (Options Appraisal)
Evidence : Structural Survey (Options Appraisal)

The current building cannot be economically upgraded or renovated
Evidence : Structural Surveys (Options Appraisal)
Evidence : Energy Audit (Options Appraisal)

DADCA has over 5 years experience of running our existing building successfully
Evidence : Business Plan

DADCA has the resources, skills and commitment to organise and run a new building
Evidence : Business Plan

DADCA has the full backing of our community for the project
Evidence : Consultation Document

DADCA has secured a viable site which has support from the Planners
Evidence : Options Appraisal

We have been working hard for the last 5½ years on the background for this project, and we are now ready to proceed as soon as we can attract the support of a major funder.

2. Purpose of the Document

This document outlines the case underpinning the plan of Dornoch and District Community Association (DADCA) to develop a new Community Centre to replace the existing Dornoch Social Club, an asset owned by DADCA which would be sold to raise funds for the new build.

The original Feasibility Study for the project was produced by Phillips Aitchison Consultants in 2009, work paid for by DADCA and part funded by a LEADER grant. For reasons detailed overleaf the project was subsequently put on hold until late 2012, and when our application for funding from Investing in Ideas was rejected (our project was not deemed to be a 'new' idea) we decided to complete the requisite documentation in-house to save money.

In creating this document we started from the 2009 base point, but it was most enlightening to see how much had changed in the intervening period. Most of the changes have been positive (new legal structure, ownership of the building, more experience running the hall, much greater use of the building, etc.) but the underlying problem of having a hall which is not fit for purpose remains, and the need for it to be replaced is more urgent than ever with our already expanding population and a minimum of 190 new houses to be built in the next decade.

This document is one of seven supporting our case, as follows :-

Document	Authors	Date
Feasibility Study	**Phillips Aitchison Consultants**	**2009**
Feasibility Study (Update)	**DADCA Board** (this document)	**2013**
Options Appraisal	**DADCA Board**	**2013**
Building Surveys	**Various**	**2008-12**
Consultation Document	**DADCA Board**	**2013**
Business Plan	**DADCA Board**	**2013**
Planning & Design	**DADCA Board**	**2013**

The documents are all available in electronic format if required.

3. Recent History (Post 2008)

Following the forced closure of the Social Club due to a Dangerous Building Notice having been served on it, a totally new committee was elected in **February 2008**.

Our first job was to take stock of what we were left with, which was a decrepit and virtually derelict hall (originally built as the school in 1851) 'leased' from the Trustees, a few hundred pounds in a bank account and no visible means of income (there had been just one paying event in the hall in the previous 12 months)!

The new chair called our first committee meeting in the cold and damp hall on the basis that if we didn't use the hall for our own meeting we couldn't expect others to do so for theirs! A decision was taken to spring clean the place using volunteer labour. The main hall floor was cleared of hundreds of pieces of chewing gum then sanded and varnished, walls were painted and old, broken furniture was skipped.

The Cleanup Team - March 2008

Gents Toilets (with boarded up Window)

The next decision was what to do with the place - we thought there was a will within the community to use the hall, but wanted to find out exactly what they required. We designed a questionnaire and embarked on our first Community Consultation (although we didn't know then this is what it was called!). The results of the survey (*see Consultation Document pp. 4-5*) confirmed that the community were largely behind us and gave us an idea of what they needed from the building.

By the **end of 2008** the hall had been patched-up, was in regular use for meetings and some new events had started (Moira Chisolm had established a Pilates group which still meet on a Thursday morning). We also held some fund-raising events - the Games Night Dance of 2008 was a sellout and generated some much needed cash.

Our survey had revealed a majority in favour of leaving the Social Club for a new build somewhere in Dornoch, and so we applied for a grant from LEADER to help fund a Feasibility Study. The application was successful and following a tendering process Phillips Aitchison Consultants were appointed to undertake the work at a total cost of £5,000.

In **July 2009** we were fortunate to be offered a Disability Access Survey by the Sutherland Access Panel at reduced cost. This was duly delivered (see Options Appraisal - Appendix A) and confirmed what we already new - the building was far from ideal for the elderly or infirm! Access into the building is up a steep cross-slope, car parking is limited (although we have since marked out a disabled parking space), the doorways are too narrow for unassisted wheelchair use, the disabled toilets are simply not fit for their stated purpose, the internal lighting is poor and the building is on two levels requiring steps up/down.

The Feasibility Study was published in **October 2009**, and a well attended public meeting saw a possible new building design unveiled by Graham Phillips to an enthusiastic response. DADCA was fired-up and ready to move on to the next stage - whatever that was!

In **November 2009** we were again fortunate to receive a virtually free survey of the Social Club, this time an Energy Audit from Community Energy Scotland, provided under their CARES scheme. This report concluded that there was little or no opportunity to fit any renewable energy system into the hall owing to its design and to its location within the conservation area (thus restricting any changes to the south-facing facade where solar panels would need to be fitted, for example).

This was another indicator that a new build was a better solution to our problem, but in **late 2009** we were successful in securing our first Awards for All grant of nearly £10k. This was used to upgrade the hall in 3 significant areas - painting the external woodwork (windows & doors), new floor coverings in the coffee lounge, corridor, toilets & kitchen, and finally to buy new kitchen units & appliances which were fitted into a gutted and refurbished kitchen space using volunteer labour over the Christmas holidays.

Before

After

The kitchen was officially opened in **January 2010**, when Jim McGillivray, our local councillor, stepped in for the snow-bound Alison Magee (ex chair of Big Lottery). Soon after the refurbished kitchen was opened a new coffee morning group (The Third Way) was formed and began to meet in the hall on a weekly basis.

The new kitchen also allowed us to start Car Boot / Table Top Sales on a Saturday morning as a regular fund raising event, at which we still serve our now famous bacon baps. The revamped kitchen is also used regularly by our Indoor Bowlers (twice a week), the Art Group (who meet for 3 hours on a Wednesday in the Struie Room) and by a host of other coffee mornings and meetings requiring refreshments. We have also hosted a small number of weddings - all of which was made possible by combining the Awards for All grant with a healthy dose of volunteer support.

A weakness identified in the original feasibility study, and later confirmed by speaking to Big Lottery personnel at forums such as the National Village hall forums in Aviemore & Birnham, was that our constitution and legal structure (i.e. a registered charity but an Unincorporated Association) would require updating if we were ever to own buildings or land. Accordingly, we contacted OSCR for advice and subsequently changed our legal structure to a Charitable Company Limited by Guarantee on **April 1st 2010**, starting with a total of 9 directors.

As part of our on-going discussions with other local halls and voluntary groups, we had a number of meetings with the Dornoch Academy Parent Council and the Rector of Dornoch Academy (John Garvie), who had well developed plans to build a much needed new Sports Hall at the Academy to serve their expanding school role. Amongst other things, we discussed with them the possibility of a joint venture but they were adamant that their plans were so advanced and space was at such a premium that this was not feasible.

In fact, we eventually received a request to hold off on our own plans for a new Community Centre so as to not adversely affect their chances of securing the missing funding for their project. After some discussion the DADCA Board agreed to this request, and decided to concentrate our own efforts on strengthening the Board of Directors instead.

In **early 2011** we became aware of a new quality scheme for village halls (Keystone) run by SCVO and took a decision to work towards this award. We nominated the 3 newest Directors at the time to form a sub-committee for this purpose, and in September 2013 we had our initial inspection prior to applying for the final award qualification. This has required a significant amount of work from the volunteers involved, but has resulted in a much more robust Board with self-regulating systems and policies for governance now in place. However, the Board were becoming frustrated by the lack of progress on the Sports Hall (the project was growing arms & legs, with costs having escalated from the original £300k to over £1.5m) which was delaying our own plans for a new Community Centre.

In **June 2011** an Industrial Unit on the Dornoch Retail Park was placed on the market by Highland & Islands Enterprise (HIE). We took a decision to try and buy this unit as an Annexe to the Social Club, with the idea of creating a Fitness Suite (much requested by the community) and to provide additional meeting & activity space to take the pressure off the Social Club.

A closing date was set not long after the building had been advertised, but in a very short space of time we gathered widespread public support for the idea and developed a robust business plan to submit with our proposal. We offered to rent the building for one year (at their asking price of £7,000 + VAT) to give us enough time to raise the listed sale price of £55,000 + VAT.

To our great disappointment our bid was not successful, and we later learnt that the building had been sold for just £50,000 + VAT to a retailer who opened a third convenience supermarket in the town!! We wrote letters and met with HIE on two occasions to try and discover where our bid had failed, but never received a satisfactory answer. However, it was during the development of the business plan that we first became aware of the Big Lottery Growing Community Assets funding stream, and realised that this may be a way to secure significant funding for our main priority - the new build project.

As well as keeping up with the demands of running the increasingly popular Social Club and being involved with fund raising activities such as Car Boot Sales and the Dornoch Gallery, at the end of 2011 our new Treasurer suggested we approach the Trustees of the building to ask them to sell it to us rather than renewing the lease. This was a long process, but in **September 2012** DADCA eventually became the owners of the Dornoch Social Club, thanks in no small part to the *pro bono* work done by our solicitor Nigel Jones of MacKenzie & Cormack in Tain.

As part of our due diligence in this process we contracted a structural survey from a professional building surveyor (partly funded by a grant from the Dornoch Common Good Fund) and a separate timber survey of the building. The results of the structural survey, carried out by HGA Consulting Engineers, Inverness (*Options Appraisal - Appendix C*), confirmed the conclusions reached by S.C. Mackintosh Chartered Surveyor in 2008 (*Options Appraisal - Appendix D*), that the building requires substantial renovation work to correct slippage affecting the end gable wall of the Struie Room (an extension to the building added in 1885). However, the good news from the Timber Survey was that we do not have any rot or woodworm in the building!

In **January 2013** the DADCA Board decided the time was right to resurrect the new build plan and launched a new public consultation to check the public were still with us. At the same time confirmation was obtained that the preferred site for the new build (Meadows Park) would be available from the Trustees, and that the Planning Department had no objections to the proposed development.

In under 6 years the Social Club has been transformed from an unused derelict building to an integral part of the fabric of Dornoch social life. It now hosts over 800 events per year, supports five sub-committees involved in volunteer work, and we now have over 60 volunteers inputting an estimated 3,500 hours of unpaid work per year for the community.

4. DADCA - The Organisation

Dornoch and District Community Association is a member organisation open to individuals resident in the IV25 postal district, and to clubs or organisations active in the area.

4.1 Mission Statement

Dornoch and District Community Association's twin aims are: to establish and maintain a community building in Dornoch; and to help promote and encourage voluntary groups and individuals active within the Dornoch area.

4.2 Legal Structures

Dornoch & District Community Association (DADCA) is a registered charity with OSCR (No. SC013716) and a Company Limited by Guarantee registered in Scotland No. 375856.

We hold a current Public Entertainment Licence for the hall from Highland Council.

4.3 Governance

We are governed by Articles of Association and have a comprehensive set of Policy guidelines by which we govern on a day to day basis. Copies of all these documents can be viewed on our website www.dadca.org.uk.

We are working towards achieving the Keystone Quality Award from SCVO for village hall management, and have had an initial inspection from our local officer.

4.4 Directors

A Board of Directors (maximum 15) is elected annually at the AGM in June. The Board then elect a Chair, Vice-Chair, Treasurer & Secretary from within their number, and meet monthly.

Following is a list of current directors with brief biographies.

Jerry Bishop - Chair **First Elected - 2008**

Retired Company Director with over 20 years experience of the Computer Aided Design industry in Scotland. Recent work in Building Design and Development. Post Graduate Diploma in Management Studies. Keen cricketer!

William Sutherland MA - Vice-Chair **First Elected - 2009**

Former naval officer, community partnership manager & teacher. Now retired, has strong involvement in voluntary work, with Rotary, ex-Service charities (SAAFA), local Heritage Society and East Sutherland's Council for Voluntary Service (CVS). Chartered Fellow of the Chartered Institute of Personnel and Development and holds an MA in English.

Patrick Murray MA, ACA - Treasurer **First Elected - 2010**

Chartered Accountant - Retired. CEO/CFO/COO with wide experience of both financial and general management, in both large corporations of excellent repute and small entrepreneurial businesses, in the UK and internationally particularly in the Far East. MA Philosophy, Politics and Economics.

Judith Sutherland DIP ED, DRSAM, CCNA - Secretary **First Elected - 2008**

Teacher/lecturer in music at primary, secondary and tertiary education levels in Scotland and England. Edexcel and OCR A level examiner specialising in music IT. Community Councillor for Dornoch area.

Pat Murray - Bookings Secretary **First Elected - 2008**

Retired. Background in finance, law & art journalism. Charitable work includes Macmillan Cancer, also Director of DACIC & Dornoch Allsorts.

Jill Barnes **First Elected - 2011**

Trained at the Royal School of Needlework. Member and exhibitor with the Sussex Guild of Craftsmen for over 20 years. Runs own business creating bespoke children's clothing. Volunteer for Marie Curie cancer care.

Effie Grant **First Elected - 2008**

Experienced child development and play worker, trained support worker for the elderly and vulnerable. Includes a raft of accreditations in these areas plus food handling, computer literacy and First Aid.

Aimee Kruger **First Elected - 2013**

Student Nurse in 2nd Year, current position part-time a Care Assistant in a local nursing home, works as part of a multidisciplinary team.

Mark Macauley **First Elected - 2013**

Owns and runs a football coaching company in the Highlands. Held positions as Pastry Chef, Customer Service Specialist along with accredited footballing roles as Community Coach, Head Coach and Regional Talent Squad Head Coach. Most recent work has all been working with children aged 18 months through to 18 years old.

Carol McKay **First Elected - 2012**

Manager Bank of Scotland, skills include people management, goal/target focus, customer service excellence, problem solving, communication, personal and colleague development. Community focused.

Vicky MacKenzie **First Elected - 2012**

Runs and owns photography business specialising in children's portraiture. PADI Scuba instructor managed scuba dive centre for 5 years. Managed Liquid Lens Thailand's leading Underwater Digital Imaging academy Qualified nursery nurse, child carer in UK and USA. Also has retail and customer service experience.

Jimmy Melville **First Elected - 2011**

Junior porter at Dornoch railway station, RAF air traffic controller in UK and far East, British Aerospace air traffic control in Lancashire, Construction worker at Nigg. Ran own Insurance broking business for 25 years. Community Councillor and all round good egg!

Terry Robinson MBA **First Elected - 2011**

Army Officer - retired. International Business Development consultant, project manager and sales director for British Telecom. Worked with NTL, General Dynamics and Sony.

Suzie Sutherland **First Elected - 2013**

Currently Financial Controller at Capgemini ; past roles Internal Audit Manager at Scott-Moncrieff ; Internal Auditor at RBS. Honours degree in Accountancy. Skills and experience include Internal Auditing, Risk Management, Financial Accounting, Management Accounting, Financial Reporting and Analysis, Project Accounting, People Management.

4.5 Membership

DADCA currently consists of over 350 personal members (latest list on website at www.dadca.org.uk) and the 51 affiliated groups or organisations listed below.

Organisation	Representative
DIGIT - Craft Workshops	Alison Patterson
Dornoch Academy PC	Brian Fraser
Dornoch Allotments	Rachel Jack
Dornoch Allsorts After School Club	Jerry Bishop
Dornoch and District Christian Fellowship	Donald Goskirk
Dornoch Angling Club	Ernie Millard
Dornoch Area Community Council	Jimmy Melville
Dornoch Area Community Interest Company	Joan Bishop
Dornoch Bowling Club	Barry Watson
Dornoch Cathedral	Susan Brown
Dornoch Cathedral Guild	Sheila Duncan
Dornoch City AFC	Russell Mackenzie (Jnr)
Dornoch Craft Guild	Sally Wild
Dornoch Curling Club	Ian Mackay
Dornoch Farmers Market	Sarah Whealing
Dornoch Festival Week	Marlene McKay
Dornoch Firth Group	John McMurray
Dornoch Flowers & Fairs	Judi Sutherland
Dornoch Free Church Youth Clubs	Mark Robinson
Dornoch Heritage Society	George Munro
Dornoch Highland Gathering	Willie Mackay
Dornoch Hogmanay Street Party	Yvonne Ross
Dornoch Lochans	Malcolm MacGillivray
Dornoch Primary School P C	Ailie Aitchison
Dornoch Rainbows	Gail Mackay
Dornoch Scottish Country Dance Society	Jimmy Melville
Dornoch Seniors Indoor Bowling Club	Paul Holligworth
Dornoch SWRI	Scilla Aitchison
Dornoch Youth Cafe	Yvonne Ross
East Sutherland Athletics Club	Jenny Currie
East Sutherland Rescue Association	Vanessa Williams
Hatha Yoga group	Amanda MacRae
Historylinks Museum	Peter Wild
Jan Trumble Dance	Jan Trumble
Kim MacKenzie Dance	Kim MacKenzie
Macmillan Cancer Support	Barbara Morrison
Meadows Nursing Home	Jackie Mackenzie
North Highland College UHI	Russell Rekhy
North of Scotland Craft Fairs	Mike Neale
Perfect Paws Canine Club	Pip Whitelaw
Pro-Motion Fitness	Julie Brown
RC Parish of Christ the King	Deacon Kenneth Bromage
Royal British Legion	Innes Matheson
Spinners Group	Sally Wild
St. Finnbarrs Episcopal Church	Caroline Dallman
Standfast Dance	Kim MacKenzie
Sutherland Agricultural Society	Marie Hay
Sutherland Caledonian Pipe Band	Gillian Sutherland
Sutherland Pilates	Moira Chisholm
Taoist Tai Chi Society	Kath Hunter
Third Place Coffee Club	Marian Swanson

Membership subscription levels are set by the members at the AGM and are currently free for both personal members and affiliated groups, although it is envisaged that this will change when we open our new building.

4.6 Volunteers

DADCA is run entirely by volunteers, as are its sub-committees. No record is kept of the actual number of volunteers or the hours that they input per year, but the following list of volunteers and estimate of their input shows the level of commitment and support that DADCA receives from the community.

Group	Volunteers	Number	Hrs/annum
DADCA	(Directors as per previous pages)	14	2000
	Moira Chisolm (Membership Sec)	1	50
Dornoch Cinema	Annie & Ernie Millard	8	380
	Richard & Joan Easson		
	Stuart & Sue Gardiner		
	Fiona MacDonald & Mark Fraser		
Arts & Crafts Guild	Peter & Sally Wild	5	300
	John & Mary Luckie		
	Margaret Hood		
Flowers & Fairs	Kathleen & Russell McKenzie	18	250
	Ian & Maureen Mackay		
	John & Kathleen Gunn		
	Barbara & Sandy Morrison		
	Billy & Patsy McKay		
	Steve Farquharson, Sue Helal		
	Liz & Ian Henderson		
	Denise McBride, Trish Weekes		
	George & Joyce Maclean		
Youth Cafe	Aimee Allen	1	150
Festival Week	Cath McAngus, Jen MacBeath	7	280
	Dyanne Hercher, Louise Irving		
	Marlene Mackay, Ailee Aitchison		
	Russell McKenzie (Jnr)		
Tennis Club	Rachel Jack	1	40
Car Boot Sales	Hazel Cameron, Jeanette Bremner	5	120
	Catherine Dallman, Betty Rutherford		
	Sarah Whealing		
Dornoch Fireworks	Johnny & Yvonne Ross	7	40
	Aileen & Davy Andrew		
	Mike & Kirsteen Allen		
	Grant Mackay		
Totals		**67**	**3,610**

The above is by no means an exhaustive list and apologies to those missed off!

5. Dornoch Social Club Building

The Social Club building dates back to 1845, when the original rectangular building (comprising the Main Hall and Coffee Lounge) was built as a school. The present 'L' plan appearance was created when an extension (the Struie Room) was added in 1885 to form an additional classroom with living accommodation for a school teacher above.

In 1979/80 the rear extension was added to create new toilets (replacing the old external ones), a kitchen, store cupboards and a new 'Green Room' alongside the Main Hall.

When the school relocated to its present site on Evelix Road in 1913, the Building was gifted to the people of Dornoch and put in the control of a board of Trustees comprising the Town Clerk, the Town Provost and the Town Sheriff.

For many years the building was operated as the Men's Club and contained snooker tables in the Main Hall. Thereafter a committee was formed (later becoming the Community Association) and the local Scout troop occupied the Struie Room almost exclusively until it disbanded in the 1990's.

The building was closed down by the Council in 2007 because of an unsafe chimney stack on the gable end of the Struie Room (see photo above, right), and although this was repaired by local contractors (thanks to a grant from the Common Good Fund) the incumbent committee decided to step down *en bloc*. A new committee was formed at an EGM in February 2008, and four members of that original group remain as Directors in 2013.

Initially, one of the most time-consuming jobs for the committee was to find out who the Trustees of the building were, given that the positions of the nominated appointees no longer existed and the previous committee had had little or no contact with them since the 30 year lease was signed in 1980! Once the delegated Trustees had been established, consent for them to transfer the asset to the Community Association (once it had become a Company Limited by Guarantee) was sought and granted. The sale was eventually completed in 2011.

The building has little space around it except for the front (south) elevation where there is a car park for about 10 cars. Development options are outlined in the Options Appraisal Document, but these options are limited by the fact that it is almost land locked and it sits within the Dornoch Conservation Area as defined by Highland Regional Council in 1974 (although it is not a listed building).

There is a strong emotional attachment to the building from within the local community, particularly as it has historically been used for youth dances, birthday parties, ceilidhs, etc.. However, the results of our various consultations show that the community are now almost unanimous in their wish for a new Community Centre to be built and the Social Club sold on to a new owner.

6. Dornoch - The Place

The following information, produced by EKOS Limited for the Dornoch Economic Masterplan document commissioned by HIE in 2013, is reproduced with their kind permission.

6.1 People

Dornoch area has an estimated population of around 3,800 which equates to 2% of the Highland total. Based on the mid-year population estimate for 2011, Dornoch has experienced an increase in population of 11.1%, increasing from 3,419 in 2001 to 3,800 in 2011. This percentage increase was significantly higher than both Highland and Scotland.

Population

	2001	2011	% change
Dornoch	3,419	3,800	11.1%
Highland	208,920	222,370	6.4%
Scotland	5,064,200	5,254,800	3.8%

Source: SNS

However, analysis by age group shows some interesting results in terms of where the growth has taken place.

Population Age Groups

	2001	2011	Absolute Change	% Change	% Split of 2011
0-15	570	543	-27	-5%	14%
16-29	405	436	31	8%	11%
30-44	594	567	-27	-5%	15%
45-59	790	811	21	3%	21%
60-74	687	951	264	38%	25%
75+	373	492	119	32%	13%
Total	**3,419**	**3,800**	**381**	**11%**	**100%**

Source: SNS – Mid-year population estimates

Over the period from 2001 - 2011, there have been some notable changes in the composition of the population of Dornoch, specifically in the 60-74 and 75+ groups, both of which have experienced large increases. There has been a decrease in the 0-15 and 30-44 groups. These types of changes have implications in terms of the availability of working age population and an ageing population which may impact negatively on the services within the local area, putting more stress on health and care services for the elderly. It is worth noting that those who are aged 60 and over comprise nearly as large a share of Dornoch's population (38%) as those aged between 0 and 44 (40%).

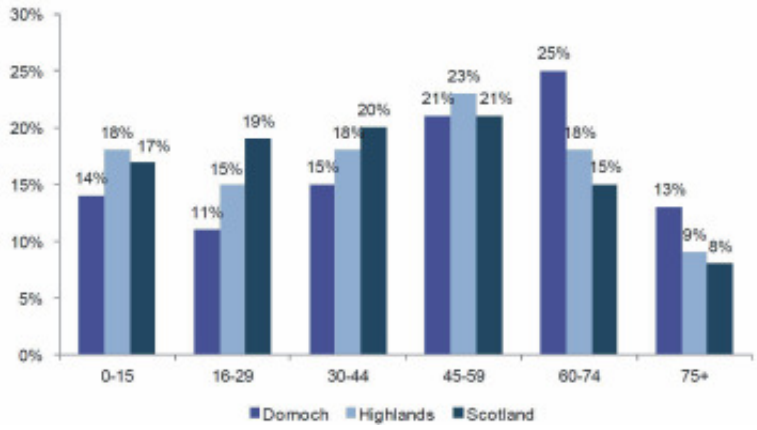


Figure 6.1 (right) details the age proportions of Dornoch compared to Highland and Scotland.

The only age ranges in which Dornoch has a higher proportion than either Highland or Scotland are the 60-74 (10 percentage points more than the Scottish average), and 75+ groups (5 percentage points higher than the Scottish average). It should be highlighted that two groups which fall within the working age category - 16-29 and 30-44 year olds - are below the national and local authority level; this is coupled with the future working age group (0-15 year old) also being below both the local and national level.

6.2 Deprivation

The Scottish Index of Multiple Deprivation (SIMD) provides small-area analysis (data zones) to identify and rank deprivation across Scotland. This operates on a scale of most deprived (ranked 1), to least deprived (ranked 6,505). The SIMD examines seven domains: Employment, Income, Health, Education, Access to Services, Crime, and Housing.

There are six SIMD defined data zones which comprise Dornoch. Some of the key insights which can be drawn from the latest (2009) SIMD data include:

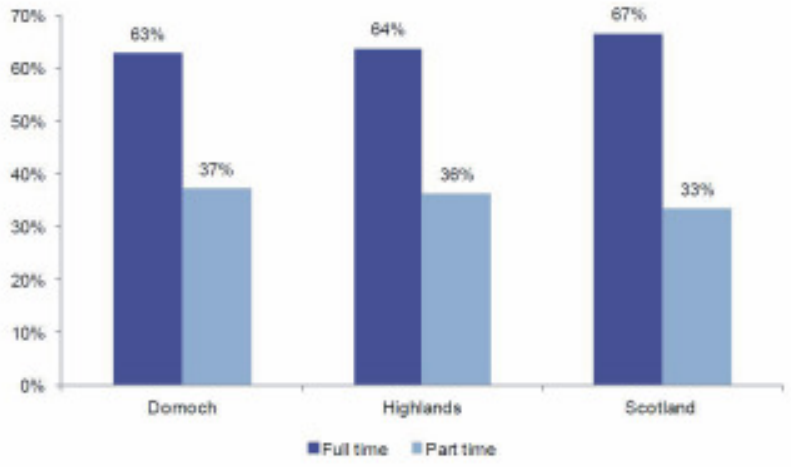
- none of the data zones rank in the bottom 50% of the most deprived areas. The most deprived of the six data zones in question sits at 50% - the halfway point between most and least deprived;
- Dornoch scores very well in terms of crime (three data zones in the least deprived 5%) and education (two data zones in the least deprived 10%); and
- the area does however score poorly in some indicators – **with four data zones in the 5% regarded as the most deprived in terms of access to public transport – two of which sit in the worst 1%.**
- The health zone is 'statistically significantly worse' than the Scottish average in four indicators, including: **Road traffic accident casualties**, Patients (65+) hospitalised after a fall in the home; and People living in the 15% most 'access deprived' areas.

6.3 Employment

As of 2011 there were a total of 1,051 people employed within Dornoch after experiencing a decrease of 13% since 2008. Accommodation & food services was the largest employer accounting for 35.5% of the workforce in Dornoch, followed by education, construction and retail.

Just less than two thirds of employees within Dornoch are employed on a full time basis (63%) similar to the Highland level but lower than the Scottish level.

Figure 6.1: Full Time and Part Time Employment



6.4 Services

Transport and Infrastructure : Dornoch is located approximately 43 miles from Inverness, and 62 miles from Wick, and can be accessed from the A9 (approximately 2 miles). The town is not particularly well served by public transport. The nearest train station is in Tain (approximately 9 miles away), which is served by the Inverness – Thurso/Wick line. There is a semi regular bus service (Inverness to Thurso) which passes through the town, and can be used to visit several other local towns (Golspie, Tain, and Brora, for example). These buses are hourly (in both directions) on weekdays, although services are less frequent at weekends. There is also a light aircraft strip to the south of the town.

Retail/Service Profile : There are a number of retail and business services in the town including:

- bars, restaurants and cafes;
- convenience stores;
- hotels and B&Bs;
- post office and high street bank; and
- a range of retailers, such as gift shops, butcher, chemist, and florist.

There is a healthy array of independent retailers in the town, and they provide residents and visitors with most of the services that they may require on a day-to-day basis. The number and range in part reflects the important role of tourism within the town. The town also hosts a farmers market, typically monthly.

Community Facilities : Dornoch also offers a selection of public services to residents and visitors, including a police station, library, and health centre, as well as both a primary and secondary school. The library is open 5 days a week (closed Thursday and Sunday) and runs a weekly 'Book Bug' session for babies and toddlers, and their parents/carers. There is also a cinema facility which operates at Dornoch Social Club, which runs monthly throughout the year. Guests can either pay a small fee per film, or an annual subscription fee.

The Dornoch Social Club also offer a vast array of classes on a weekly or monthly basis, including fitness classes, art groups, and youth group /meetings.

6.5 Summary

- an increasing population (larger growth rate than Highland and Scotland) but growth has been in the older age groups;
- only age ranges where Dornoch has higher proportions than Highland and Scotland are 60-74 and 75+;
- implications for local services particularly health and care but also an issue in relation to transport given the issues around access to public transport;
- working age group and those under 16, proportions are below the Highland and Scotland averages;
- low unemployment and benefit claimant rates;
- school pupils performing very well and high staying on rates;
- in terms of deprivation the only indicator where Dornoch performs poorly is public transport access;
- in health terms Sutherland South performs well in terms of life expectancy but not in terms of road traffic accidents;
- not particularly well served by public transport, and there is no railway line (nearest station 9 miles away in Tain (south) or Golspie (north));

7. Relevance to Development Plans

Dornoch has recently been the subject of a Town Planning exercise, the Dornoch Economic Masterplan, sponsored by HIE and produced by Ironside Farrar, Edinburgh.

Highland Council also have a local development plan which was published in 2010 and is under review at the time of writing this report. A new submission regarding Meadows Park has been made by DADCA.

7.1 Dornoch Economic Masterplan.

DADCA were consulted by the authors prior to publication of their report, and representatives attended several meeting, both 1:1 with the planners and group sessions (held in the Social Club) with other local organisations such as Community Council (CC), Dornoch Area Community Interest Company (DACIC), Royal Dornoch Golf Club, North Highland College (UHI), etc..

Amongst the Priority Plan Action Points where DADCA are listed as a lead player is :

PP36 : Support the Development of a Community Centre in Dornoch

This constitutes:

- Local community to pursue development of a community centre
- Include options for multipurpose facilities i.e. Fitness Suite, IT rooms
- Establish a viable framework for future use of the current Social Club

Indicators of Success:

- Fully developed community centre for Dornoch that benefits those who live, and wish to visit.

The proposed development is fully consistent with the above Priority Action Point.

7.2 Highland Council Local Plan

The Highland Council Local Plan for Dornoch was published in June 2010. The preferred site for development is contained within area C1 on the map (*see Appendix A*) with the following note attached.

C1	4.2 Ha	Meadows Park	Site maintained for community and associated uses. **Potential for development of community centre** subject to suitable access, landscaping, siting and design. Local consultation on these matters will be undertaken prior to the submission of a detailed planning application. Connection to public sewer required.

The proposed development is fully consistent with the above note to the Local Plan, and has been further endorsed by the Planners in their response to our Pre-Application planning enquiry 13/02296/PREAPP on 28/8/2103 (*see Planning & Design Drawings document : Appendix B*).

8. Compliance with Funding Criteria

The proposed project meets many of the outcomes and requirements set by National government and individual funders.

8.1 Big Lottery : Growing Community Outcomes

The proposed project clearly meets all 4 of the outcome criteria laid down by the Big Lottery Growing Community Assets funding stream.

Outcome 1 : Communities work together to own and develop local assets

Over 50 local voluntary organisations are uniting under the DADCA umbrella to develop a new community centre on land already in community ownership.

Outcome 2 : Communities are sustainable and improve their economic, environmental and social future through the ownership and development of local assets

One of the reasons to build a new community centre is to make sure that it is economically viable (which the current one has proved to be) and environmentally sustainable (which despite our best efforts the existing one is most definitely not). The land and building will be community owned and run for the betterment of the people of Dornoch.

Outcome 3 : Communities develop skills and knowledge through the ownership and development of local assets

We have already gained a great deal of experience in the 5½ years we have been running the Social Club. We have encouraged over 60 volunteers to help in their community, and a new building will give even more people the opportunity to get involved and learn new skills.

Outcome 4 : Communities overcome disadvantage and inequality through the ownership and development of local assets.

The SMID data shows that our residents are in the bottom 5% in Scotland with regards to access to public transport. The same report also reveals that our residents are adversely deprived with regard to Road Traffic Casualties - often attributed to the high mileage incurred by residents in remote communities.

Our project will help overcome these disadvantages and inequalities by providing a service which is already used by many local residents in their own community rather than them having to travel. Our survey revealed 148 people that are currently usinf a Fitness Suite outside Dornoch, and thus having to incur additional costs and extra risks to access such a facility.

A new Community Centre with Fitness Suite will give local residents the same chance to keep fit and enjoy a healthy lifestyle as other people in the country.

8.2 National Government Outcomes

The Scottish Government National Performance Framework was refreshed in December 2011. Of the 16 outcomes identified in the framework, our project will have a positive impact on eight of them, as follows.

NATIONAL OUTCOME 2 : We realise our full economic potential with more and better employment opportunities for our people.
Scores of construction jobs will be created during construction, these are much needed in the area as the local employment market lags the national recovery rate. Once open, a minimum of one full-time (equivalent) permanent job will be created with opportunities for training and skills development. Additional volunteering opportunities will also be created by a new hall.

NATIONAL OUTCOME 6 : We live longer, healthier lives
A new fitness suite in Dornoch will encourage more people to access this type of facility and so become healthier. Our fitness instructor has plans to offer individual fitness programmes, based in the Fitness Suite, for patients referred to her from our local Medical Centre. This is particularly relevant in view of our high percentage of elderly residents.

NATIONAL OUTCOME 7 : We have tackled the significant inequalities in Scottish society
The fitness suite will give local people access to facilities currently only available to car owners. The additional space in the new hall will increase the choice of events available to local residents. A new hall will be accessible to all - removing the current inequality regarding elderly and disabled people accessing the Social Club. The Dornoch Cinema has already proved that our community can provide facilities previously only available by journeying to Inverness (80 mile round trip).

NATIONAL OUTCOME 10 : We live in well-designed, sustainable places where we are able to access the amenities and services we need.
*The existing hall is NOT well-designed for community use, is NOT sustainable and is NOT accessible by all members of our community. A new hall will be designed to address **ALL** these problems.*

NATIONAL OUTCOME 11 : We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others
DADCA has identified the need for a new building, has generated significant public support for the project and will lead the community in realising their goal of a new community centre.

NATIONAL OUTCOME 12 : We value and enjoy our built and natural environment and protect it and enhance it for future generations
The project will enhance the built environment by replacing 3 eyesore buildings at Meadows Park with a new community centre & storage facility designed to blend into its locale and guarantee the presence of green-field recreational space in the heart of our community for several generations.

NATIONAL OUTCOME 14 : We reduce the local and global environmental impact of our consumption and production
The new building will be much more energy efficient and better insulated than the present one. It will also use a renewable energy heating system using locally sourced fuel and will benefit from the advantages of passive solar gain by design, thus reducing the carbon footprint of the community centre.

NATIONAL OUTCOME 16 : Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.
With Dornoch's higher percentage of its population in the over 60 bracket, many of our residents are unable to access the existing building (and thus services e.g. indoor bowling, Arts & Craft Guild, Cinema, etc.) due to its design and location. A new community centre will give these residents the same chance to access services as everyone else within the community. This will help them maintain their independence longer.

In addition to helping meet the Scottish Government national outcomes, our project will also help meet the Sport Scotland No. 1 headline outcome (in partnership with Local Authorities) of providing 'More opportunities to participate in sport within schools & the wider community'. The open spaces surrounding the building will provide future opportunity to consolidate other sporting facilities (e.g. Tennis Court, MUGA) adjacent to the building.

9. Summary of Project Benefits

The new Community Centre and Community Storage buildings will directly benefit the following people and organisations.

Local Residents : the existing hall is already used to almost full capacity. A new hall will benefit local people by offering more space for more activities, catering not only for today's proven demand but also for the additional burden accruing from our expanding population in the future. The new hall will particularly benefit those elderly and infirm residents currently prevented from using the Social Club owing to the deficiencies outlined by our Access Survey.

Visitors to Dornoch : Dornoch has a buoyant tourist trade which provides the majority of our employment opportunities. Visitors to the town currently attend the Social Club for regular events such as the Car Boot Sales and Cinema screenings, but also for the annual events such as Festival Week, St. Andrews Fair, Fibre Fest and the Book Fair, which all attract additional visitors to the Town. The Dornoch Economic Masterplan identified these types of events as offering significant potential to attract more visitors to Dornoch (PP16), thus boosting the local economy.

The Masterplan also identified other Priority Action Points (PP's) relevant to DADCA; scope for additional Weddings (PP23), Spiritual Tourism (PP24) and Academic Tourism (PP25) all of which would benefit from a new hall with modern catering and conference facilities.

We will continue to work closely with DACIC and other agencies to deliver on the above Action Points.

DADCA : The Community Association, its 50 affiliated groups and over 350 members will directly benefit from having a sustainable community centre accessible and available to all. We will be better able to meet the existing demand for community space, deliver on more of the needs identified by our community in our two surveys and expand the range of services and facilities which we can offer.

Festival Week : Festival Week will directly benefit from a new community centre at Meadows Park by having considerably less set-up time thanks to the nearby community store, access to better toilet facilities (currently portable toilets left by Highland Gathering) and a wider range of indoor spaces in which to organise their events.

Youth Cafe : For reasons of space, the Youth Cafe is currently restricted to one session per week. Having a bigger room than at present which can be used at the same time as the Main Hall, they will be able to open more regularly and so meet the evident demand from our local youngsters. Having adequate storage capacity within the hall will mean that they can offer a wider range of activities at their sessions.

Flowers & Fairs : The main asset of the Flowers & Fairs group is their car and bowser. Currently they have no secure accommodation for it. A new community store will provide this as well as removing the need to drive down to the Golf Club to re-fill the bowser, thus saving time and money.

Arts & Crafts Guild : The Arts & Craft Guild will directly benefit from the re-opening of the Dornoch Gallery in a new hall, as this will provide a cost-effective outlet for their work. They will also benefit from having running water and clean-up facilities in the new activity room. Crucially, their members will be able to directly access the toilet facilities at the same time as other users are in the Main Hall.

Dornoch Cinema : The Cinema will benefit greatly from having retractable seating and proper black-out facilities in the Main Hall. These facilities will reduce their current set-up time from 1 hour to a few minutes, and thus they will be able to show more films to more people in more comfortable surroundings.

Attendees at their showings (locals and visitors) will be able to watch films in more comfort.

Highland Gathering : The Highland Gathering will benefit from the project in a variety of ways.

- Their set-up time (and thus costs) will be dramatically reduced due to the new community store being much more accessible (i.e. by a forklift).
- The new viewing gallery will also save time and money as it will not require temporary seating planks or tarpaulin coverings.
- The new building will provide enough permanent toilet facilities for the day, removing the need to hire portable toilets.
- The new hall will provide an on-site wet-weather solution for the dancing competitions, if required.
- The changing facilities will provide athletes changing facilities (there are none at present).
- The additional seating spaces in the new stand will provide an additional income opportunity.
- The kitchen will provide an hygienic food preparation facility for the provision of meals for volunteers.
- The car park will provide disabled parking spaces on the day (there are none at present).
- The field drainage will be improved as part of the project, which would prevent a repeat of the cancelled event in 2010.

The above benefits will help sustain this important social event, which has significant cultural and historical significance for the town.

Dornoch City Football Club : Although choosing to retain their own changing rooms, the new fitness suite will be available to their players, and the modern changing facilities will offer additional possibilities regarding junior football coaching (girls and boys) on Meadows Park.

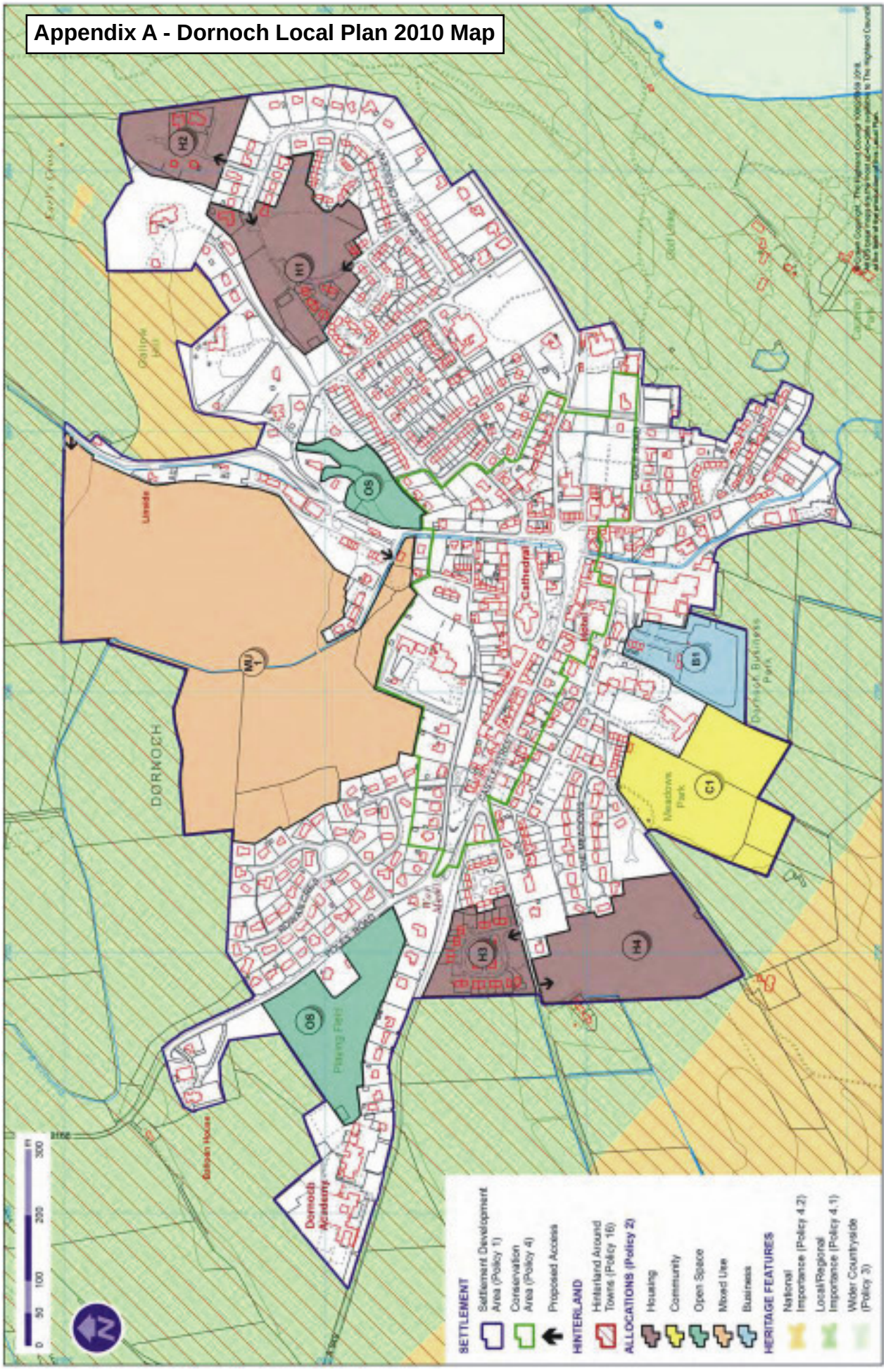
Dornoch Academy : School children are regularly transported by the Academy minibus to attend the fitness Suite in Golpsie. Being able to access a fitness suite in Dornoch would benefit them by reducing their travelling time, reducing the cost of their transport and reducing their carbon footprint.

East Sutherland Rescue Association : As reported in their survey response, volunteer members of our local in-shore rescue association will use the new Fitness Suite to maintain the fitness levels of their crew.

Royal Dornoch Golf Club : As a world class Golf course (currently rated 14th in the world) RDGC will be able to offer access to a Fitness Suite to its visiting players. This type of facility is expected by professional and leading amateur players and will improve the attraction of the course to visiting players.

University of Highlands & Islands : The facilities of a new Community Centre (particularly the Fitness Suite) will enhance the attractiveness of the Dornoch Campus of UHI for incoming students, and provide additional facilities for them when resident in, or visiting, Dornoch.

In summary, this project will benefit every part of our local community - young and old, residents and visitors - and every type of interest - academic and recreational, sporting and artistic alike.


Appendix A - Dornoch Local Plan 2010 Map
DORNOCH
H1
H2
H3
H4
MU
OS
B1
C1
Cathedral
Meadows Park
Dornoch Academy
Castle Park
SETTLEMENT
Settlement Development Area (Policy 1)
Conservation Area (Policy 4)
Proposed Access
HINTERLAND
Hinterland Around Towns (Policy 16)
ALLOCATIONS (Policy 2)
Housing
Community
Open Space
Mixed Use
Business
HERITAGE FEATURES
National Importance (Policy 4.2)
Local/Regional Importance (Policy 4.1)
Wider Countryside (Policy 3)

DADCA

New Build Project
- Big Lottery Bid -

Consultation Document

October 2013

DORNOCH & DISTRICT COMMUNITY ASSOCIATION

Scottish Charity No. SC013716 - Company Limited by Guarantee registered in Scotland No. 375856 - Registered Office: Rubhan Beag, Hilton, Dornoch, Sutherland, IV25 3PW

Contents

1. Initial Consultation (2008) 3

1.1 Concept 3

1.2 Methodology 3

1.3 Results 4

1.4 Conclusions 5

2. General Public Consultation (2013) 6

2.1 Concept 6

2.2 Methodology 7

2.3 Results 7

2.4 Conclusions 9

3. User Groups Survey 10

3.1 Methodology 10

3.2 Results 10

3.3 Conclusions 11

Appendix A - Original Questionnaire (2008) 12

Appendix B - Main Questionnaire (2013) 13

Appendix C - Main Questionnaire Results 14

Appendix D - User Groups Survey 39

Appendix E - User Groups Survey Results 40

1. INITIAL CONSULTATION (2008)

Following their election in 2007, one of the first tasks that the committee undertook was to consult with local people about the future of the Dornoch Social Club building.

1.1 Concept

The consultation took the form of a simple questionnaire one side of A4 paper (*see Appendix A*) which was designed & printed by the committee. The aim of the questionnaire was threefold :

A. to heighten awareness of the DADCA organisation and the Social Club building

B. to better understand what events and activities people wanted in the hall

C. to better understand what people thought about the future of the building

1.2 Method

Posters were printed and placed around the town in prominent positions, advertising the consultation. We arranged for 'post boxes' to be placed in the local Post Office, Highland Council Service Point and main supermarket as well as in the Social Club itself.

The questionnaires were printed in-house and copies placed alongside the post boxes. In addition, copies of the questionnaire were left at the Dornoch Academy and senior pupils were encouraged to complete forms.

The process created a good amount of interest within the local community and the results were announced at a Public Meeting held in the Social Club on 24th April 2008, after the AGM.

The meeting was well attended (over 70 people), many questions were asked, particularly about possible locations for a new building, and the survey results were well received.

1.3 Results

(Q1) What activities are you likely to support in a new/refurbished facility?

This was a multiple 'tick-box' question and from the results we compiled a 'Top 12' list of preferences.

1	Live Music / Concerts	218
2	Film Shows	213
3	Swimming	203
4	Dances	199
5	Ceilidhs	181
6	Gymnasium / Fitness Suite	166
7	Private Functions	158
8	Snooker / Pool	147
9=	Charity Auctions / Boot Fairs	143
9=	Discos	143
11	Sales of Work	140
12	Art & Craft Exhibitions	135

(Q2) In principle would you prefer?

The existing Social Club building refurbished	74	(20.1%)
A new Community building in a different location	199	(54.1%)
Not bothered either way	95	(25.8%)
Did Not Answer	21	
Total Responses	**389**	

(Q3) Personal Details?

Gender	Male	158	(40.6%)
	Female	231	(59.4%)
Total Responses		**389**	

Age Range	Under 18	162	(41.6%)
	18 - 40	40	(10.3%)
	41- 60	63	(16.2%)
	Over 61	124	(31.9%)
Total Responses		**389**	

1.4 Conclusions

Activities

From the Top 12 list generated by the survey, Swimming and the Gymnasium / Fitness Suite were initially set aside by the committee as being aspirational goals rather than immediate possibilities, given the available time and current financial constraints.

However, there were a number of ‘quick wins’ upon which the committee decided to focus. For example, the public dance following the Highland Games day was immediately reinstituted as a fund raising event. Likewise, one committee member (secretary Judi Sutherland) arranged to hold a Ceilidh in the hall to raise funds.

Other events took longer to organise, but as a direct result of the consultation the Dornoch Cinema was formed (thanks to start-up funding from Hi-Arts), an Arts & Crafts Group was formed, which then led to the formation of the Dornoch Gallery and the now annual Grand Fibre Fest event.

We were also fortunate to receive a large, high quality Pool Table as a donation, which still resides in the Social Club to this day. Furthermore, monthly Car Boot Sales were started (which now run from March to October and includes a Farmers Market) and raises enough money to almost cover our annual electricity bill.

Five years after the initial consultation we can report that of the Top 12 activities identified by the community, 10 have been catered for in one way or another in the Social Club building - the two exceptions being swimming & the fitness suite!

Demographic

The DADCA Committee were heartened by the total number of responses (389) and by the feedback regarding the type of events that people said they would support.

The age profile of the respondents appeared to highlight two things.

First, Dornoch has an elderly population with a significant number over 60 - figures later confirmed by more detailed studies as part of the *Dornoch Economic Masterplan* document commissioned by HIE.

The second point highlighted by the study was that the youngsters at the Academy were keen to voice their opinions about the community centre. Subsequent to the survey a weekly Youth Cafe was re-started in the hall during term time - making use of, amongst other things, the pool table and cinema equipment (see above).

Social Club Building

The question regarding the future of the Social Club building was answered by over 90% of respondents. Prior to the consultation process the committee were unsure of the feeling in the community regarding the future of the building, given the strong emotional ties to such an iconic building. However, in the event only 20% voted in favour of staying put.

Many of the questions and comments at the public meeting concerned the suitability of the building in the long-term, and the committee explained that after careful consideration of the short-comings of the Social Club (e.g. running costs, maintenance backlog, accessibility, layout, etc.) we were minded to explore the possibility of a new build somewhere in Dornoch. This approach was wholeheartedly approved of by the meeting, with the only dissenting voices coming from residents in the area of Meadows Park!

2. MAIN CONSULTATION (2013)

Following the publication of the Phillips Aitchison Feasibility Study in 2009 (*see separate document*) the DADCA committee subsequently took a decision to put the new build project on hold. This decision was based on two main factors :-

- The Dornoch Academy Parent Council (DAPC) had plans to build a much needed Sports Hall facility at the Dornoch Academy. We were approached by the DAPC and asked to postpone our project to allow them a clear run at potential funders as their plans were more advanced than ours.
- At about the same time we realised that the DADCA committee was not robust enough to deliver a large new-build project. Crucially, the specific areas of weakness were in financial management and business acumen.

We decided to concentrate our efforts on running the Social Club efficiently, strengthening our committee expertise and improving our financial position. In any event, a new Sports Hall within Dornoch would have a significant impact on the facilities required in a new community centre - once their plans were finalised our remit and requirements would be much clearer.

In late 2012 it became clear that the 'ownership' of the Sports Hall project had been transferred from DAPC to Highland Council (HC). We held meetings with the Rector of the Academy (John Garvie) and our local Highland Councillor (Jim McGillivray) and from these discussions it became clear that the Council preferred plan was for a sports hall designed to serve the needs of the school, but crucially no fitness suite was planned. The Sports Hall eventually appeared on the HC Capital Spending programme published in June 2013.

We were also coming under increasing pressure from members of our community who, frustrated at our failure to deliver the Fitness Suite in August 2011 (*see separate Feasibility Study (Update) document*), were becoming disillusioned at the progress of the new build project.

Therefore, with the Sports Hall plans clarified and a more robust committee (now Board) with a good track record of running the Social Club, we decided to re-visit the Community Centre new build project.

Our next step was to check that the local community, existing user groups and other interested parties were still in support of our plans to replace the existing building, and so we decided to hold a second round of consultation.

2.1 Concept

We wanted to exceed the scope of the 2009 survey in terms of our local community, and in particular try and reach more of the 'middle sector' age groups that we had previously missed.

At the same time, we wanted to take opinions and views of the many user groups now using the building, and also reach out to those groups active within Dornoch who did not currently use the Social Club to see if they had any needs which were not being met.

Accordingly, we decided to run two separate surveys - the first one open to the General Public and then followed by one specifically for user groups.

2.2 General Public Survey - Method

From the experience gained with the 2009 survey we wanted to keep the survey short, but soon realised that a single sheet of A4 would not be enough space this time. For this reason we went for a single A3 sheet folded to 4 sides of A4, of which we had 2,500 copies professionally printed (*see Appendix B*).

The survey questions and layout were all designed in-house. The front cover explained about the history of the existing building, our organisation and our project. In addition to the main questions we took the decision to also offer the respondents the chance to join DADCA.

We launched the consultation at a Public Meeting in our hall in March 2013, which was advertised using posters around town, on our website and on our Facebook page. The aim of this meeting was to introduce the new consultation to the public, but more importantly to recruit a band of 'volunteers' to distribute the questionnaires and an information sheet (FAQ) to every house within Dornoch.

The meeting was a success and we distributed over 1,500 copies through every door in the town, as well as to Embo and most of the outlying houses in the hinterland - all done by the Board members and volunteers. The distributors were encouraged to spend time knocking on the doors and chatting to people about the project, and a lot of good will and ideas were generated by this. Additional copies of the paper questionnaire were placed in prominent locations around town (Post Office, Service Point, Social Club, etc.) where we also placed postboxes for completed surveys.

We made separate presentations to both the Academy and Primary school assemblies, and the Academy pupils were encouraged to complete surveys as part of their school curriculum.

Following a suggestion made by one of our younger Board members we also ran, in parallel with the paper questionnaire, an identical on-line version (using SurveyMonkey) which was promoted on our own website and Facebook pages. The thinking behind this was that it might connect with a different part of our community, and the results of the on-line survey in terms of responses exceeded our most optimistic expectations!

The consultation ran for over 4 weeks and culminated in an exhibition of the results (where we also unveiled our outline plans for a new building) and a second meeting in the hall. Invitations to the results meeting & exhibition were posted through letterboxes in town in the week leading up to the event, and the exhibition was attended by over 60 people with a further 80 attending the meeting in the evening.

The results were then displayed on posters in a local empty shop window and in the Highland Council Service Point for another 3 weeks after the meeting.

2.3 General Public Survey - Results

The on-line survey closed on Monday 8th April and all the paper copies were collected together. The paper copies were then input into a separate SurveyMonkey data set and the two sets later merged to take advantage of the analysis and reporting features.

The full results of the survey as shown at the exhibition on 19th April 2013 are covered in *Appendix C*, but the highlights are as follows.

Question 1 dealt with respondents' usage and perception of the existing building.

Answers to the first two questions revealed that the survey had reached a significant proportion of users who either never used the Social Club or were irregular users (less than 6 times per year). In total 65.84% of respondents fell into this category.

The next question revealed that people had a fairly good opinion of the building, but only 2.81% felt it was great with twice as many answering awful. The vast majority were in the 'Poor' to 'Good' range with the most popular response being 'Fair' (34.8%).

The final question in this section sought to discover what put people off attending events in the Hall. The top 5 responses were unsurprising, with Poor Heating coming out first overall (27.76%), closely followed by Difficulty Parking (25.52%).

However, there was a significant variation in the on-line responses, which voted Poor Toilets the top issue (29.56%).

The most surprising response was that 'Don't know what's on' was the third most common barrier to attendance - and something which the Board took away as an action point, resulting in a regular 'box' advertisement in our local paper.

Question 2 asked about the need for a new Community Building and the facilities it may need if required.

There was an overwhelming response in favour of a new Community Building to replace the existing Social Club - greatly increased over the 2009 survey. In all, 517 people answered this question and 75.82% said 'Yes' to a new build, with a further 14.31% voting for 'Don't Know'. Less than 1 in 10 of all respondents answered 'Don't Care' (4.06%) or 'No' (5.8%).

There was little variation in the on-line and paper response levels, although proportionally more of the 'No' responses came from on-line surveys than paper copies.

From the tick list of suggested facilities offered in Question 2.2, a Fitness Suite was the winner. This was closely followed by Catering Facilities, Cinema and Coffee Lounge, all of which were ticked by over half of the respondents. The popularity of the Fitness Suite could be related to the work done in 2011 in trying to buy the industrial unit, and may have been affected by Q3 (although this was deliberately placed after this section). However, for whatever reason the responses from Q3 do show a significant interest in using a Fitness Suite in Dornoch (see below).

Of the 'other' suggestions offered, unsurprisingly a Swimming Pool was by far and away the most popular. We originally discussed adding this as a tick-box in the option for Q2.2, but eventually decided that as we had already discounted this facility as being 'aspirational' rather than 'attainable', it was better to let people raise it themselves. In the event Swimming Pool was offered as a suggestion by 51 people, more than twice the next most popular response of Youth Cafe. The other suggestions are listed in Appendix B, many of which were already in our plans, and most others could be incorporated into a flexible community facility.

Question 3 requested opinion on the feasibility of a Fitness Suite in a new Community Centre.

The most revealing response came from Q3.1, where 148 people answered that they currently use a Fitness Suite. Given that our nearest facilities are in Tain (18 mile round trip) and Golspie (21 miles), then this represented a lot of car miles and CO^2 emissions. This response confirmed much circumstantial evidence that many people were travelling outwith Dornoch to use gymnasiums (not to mention the Academy pupils regularly travelling by bus to Golspie).

Subsequent questions in this section confirmed the popularity of the idea of the Fitness Suite, with 85.82% saying we needed one in Dornoch! More importantly, a total of 300 people (55.56%) said they would use one if it was available, and 177 people (33.21%) said they would sign up for a membership with a further 175 (32.83%) undecided. Finally, a total of 264 people answered the question regarding membership costs, with the average being £16.25 and the median figure £15.00.

This response in support of the Fitness Suite was much greater than the Board expected, and revealed a huge demand for such a facility. Even with a high attrition rate of membership, this facility could realistically become not only self-financing in a new Community Centre, but even profitable.

Question 4 asked about other groups that respondents engaged with. The most popular groups were the main social events and activities in Dornoch (Hogmanay Street Party, Festival Week, Golf Club and the Highland Gathering). Three of these four events are run on a not-for-profit basis by volunteers, which reveals a lot about the level of community activity in the area.

We asked for any other groups that we had missed from what was a fairly comprehensive list, and apart from the Dornoch Brownies (an oversight on the questionnaire) nothing significant was revealed.

Question 5 was concerned about personal information. We decided to make answering this question optional, but included a section regarding our data protection policy. In the event over 500 people replied giving information on their age, gender and ethnic origin. The responses were broadly in line with other professional demographic reports *(see EKOS report in Dornoch Economic Masterplan - March 2013)*, showing an older population than the norm in Scotland, with a predominantly white British (and Scottish) ethnic origin.

The majority of respondents were either in education or retired, with only 23.27% in full-time employment and another 15.19% in part time work. Just 1.92% of respondents were unemployed, which is significantly lower than the national average but almost matches the latest figure in the EKOS report (2.0%).

Question 6 gave an opportunity for people to comment on the idea of a new community centre.

All comments received from respondents who answered 'No' to Q 2.1 (*Are you in favour of a new Community Centre?*) were analysed and our responses to their comments were initially put on our Facebook page, then on posters displayed at the meetings and subsequently on posters displayed in the Service Point and the shop window.

The comparatively few (15 out of 108) 'negative' comments ranged from fears of a new Community Centre being a waste of money and becoming a white elephant, through suggestions that there was nothing wrong with the existing building to ideas for alternative sites. Other comments mentioned sustainability - both environmental as well as economic.

Happily, we received far more favourable comments and suggestions, and these were also on show at the events and are all noted in *Appendix C*. Furthermore, at the second meeting on April 19th there were many more people in attendance but few negative comments. All the discussion focused on where and what to build rather than if and why, which suggests that one result of the consultation was a better understanding of the issues facing the DADCA board.

2.4 General Public Survey - Conclusions

The survey generated a significant number of respondents (larger than we had expected), with the vast majority of responses in favour of a new building. We also achieved our aim of reaching more of the middle age-group bracket and came within 2% of matching the EKOS percentage figure for the 16 - 44 age group.

The 2013 survey was more detailed than the one in 2008 and attracted over 200 more replies, yet after 5½ years running the Social Club (and increasing its usage from 2 events a year to over 800) the majority in favour of moving to a new building is significantly greater now than it was then.

The DADCA Board believe that the results from the latest survey empower them to move forward with the new-build project with very strong backing from the community.

3. USER GROUPS SURVEY

Once we had the results of the Public consultation we decided to conduct a survey of our existing user groups (and also those not currently using the hall) to seek their thoughts on our plans and ask for ideas of what they may need in a new building.

3.1 User Groups Survey - Methodology

We created a different survey (*see copy Appendix D*) to send out to our fifty affiliated organisations and groups, and also to other local groups who don't currently use the hall.

The survey was again designed in house, and attempted to discover what usage groups currently made of the hall (although our own letting records show this to some extent) and their patterns in terms of times, dates and frequency. We then asked about perceived short-comings, storage requirements (now and in future) and went on to ask for opinions about a new building and what it should contain. Finally, we asked for comments on the idea of a new community building.

We mainly distributed the surveys by hand to known group contacts, but some were posted where the contacts lived out of Dornoch.

3.2 User Groups Survey - Results

We received 35 responses to our survey and the results are detailed in *Appendix E*.

Question 1 requested information about the group or organisation. Of the 33 responses 19 groups had a written constitution, 10 were registered charities although 2 of these were DADCA sub-committees.

Question 2 asked about the usage of the Social Club. Unsurprisingly the Main Hall and the Kitchen were the two most common areas of the hall occupied by the 23 groups currently using the Social Club, with the Coffee Lounge being used by 13 groups and the Struie Room by 6.

The most common usage pattern was 'annually' with 10 replies. However, the same number reported using the hall either weekly or more often.

The most popular time for booking the hall was between 5 p.m. and 9 p.m. (12 responses), with the morning session next most popular (8 responses) and then the afternoon with 6 responses.

The final question in section 2 asked for the perceived shortcomings of the current building. The top responses were :

14 .... Parking
11 .... Heating
6 ..... Toilets
6 ..... Access
4 ..... Availability
3 ..... Storage

The perceived shortcomings are similar to the responses we received from the individual users in the main survey, although poor Parking provision is regarded as more of an issue by our User Groups that the Public.

Question 3 focused on storage, which is a continual problem both inside the Social Club (items belonging to DADCA, its sub-committees and user groups) and in Dornoch generally, with many items belonging to voluntary groups being stored in the houses, sheds and barns of volunteers.

Of the 34 respondents a total of 13 currently use storage at the Social Club. This is primarily in one of the accessible (but overcrowded) store cupboards. However other areas such as the upstairs and the loft are also used for longer term storage.

When asked, 21 organisations said that they stored items away from the Social Club and of these 13 said they would use more storage were it available.

Typical of the responses to Question 3.5 was the comment from the East Sutherland Camera Club *'at the moment we have no secure storage and equipment is kept in members homes, which limits our activities'*.

Question 4 asked for views on the idea of a new building to replace the Social Club. The response to Question 4.1 'Do you think we need a new Community Building?' was overwhelmingly in favour, with 33 out of 34 organisations in favour and just 1 'Don't Know'.

When asked about future usage 16 out of 33 groups said they were likely to use a new building more than at present, with the same amount using the same.

When asked how they would cope with a small increase in hire charges no groups were completely opposed. Indeed, 1/3 of the replies said that a small increase would be no problem and the rest were noncommittal.

Finally, we asked for comments and suggestions as to how a new building might help the group's sustainability, what new activities it might promote and thoughts on the new-build project in principle. These comments are all detailed in *Appendix E*.

3.3 User Groups Survey - Conclusions

Our user-groups are overwhelmingly in favour of a new community centre - even more so than the general public.

Whilst our users are loyal in booking the main hall and other rooms for a variety of events on a regular basis, the shortcomings of parking, heating, accessibility and toilets remain at the top of their list of concerns.

The fact that almost half of the groups say they would have more events in a new hall confirms that there is a large untapped market for space for social activities which we are currently unable to fulfil. This fact is also supported by the number of bookings which we have to turn away owing to lack of available space.

In addition to activity space, the survey confirms that there is a significant demand for community storage space, the lack of which is currently hampering the activities of some groups, as evidenced by the comments in the survey.

The results of the User Groups Survey lends further support to the DADCA Board's plan to deliver a new, purpose-built community centre for the people of Dornoch and south-east Sutherland.

Dornoch & District Community Association Questionnaire

As you probably know the Dornoch Social Club building is currently under-used and in a poor state of repair. The Community Association is responsible for the Social Club and we would welcome your views on its future and what activities you would like to see **and use** in any refurbished or new facility.

Q1. What activities are you likely to support in a new/refurbished facility? *(Please tick all boxes that apply)*

Amateur Dramatics..... ☐	Aerobics..... ☐
Art/Craft Exhibitions..... ☐	Badminton..... ☐
Ceilidhs..... ☐	Basketball..... ☐
Charity Auctions / Car Boot Sales..... ☐	Climbing Wall..... ☐
Children's Play Activities..... ☐	Curling / Skating..... ☐
Dances..... ☐	Gymnasium / Fitness Club..... ☐
Drama Performances..... ☐	Highland Dancing..... ☐
Discos..... ☐	Indoor Archery..... ☐
Film Shows..... ☐	Indoor Bowls..... ☐
Heritage Exhibitions..... ☐	Indoor Football..... ☐
Internet Café..... ☐	Indoor Hockey..... ☐
Live Music Concerts..... ☐	Martial Arts *(e.g. Karate, Jujitsu, etc.)*..... ☐
Luncheon Clubs..... ☐	Pilates..... ☐
Meeting/Practice Rooms..... ☐	Snooker / Pool..... ☐
Private Functions *(e.g. Weddings & Birthdays)*.... ☐	Swimming..... ☐
Sales of Work..... ☐	Table Tennis..... ☐
Weight Watchers..... ☐	Tennis..... ☐
Whist Drives..... ☐	Volleyball..... ☐
Youth Club..... ☐	Yoga..... ☐

Other Activities/Comments (*continue overleaf if necessary*).....

.....

Q2. In principle would you prefer? *(Please tick one box only)*

The existing Social Club building refurbished..... ☐

A new Community Centre building in a different location..... ☐

Not bothered either way..... ☐

Q3. Personal Details *(these answers are optional but will help us to better understand the needs of the community)*

Gender: M ☐ F ☐ **Age:** Under 18 ☐ 19-40 ☐ 41-59 ☐ Over 60 ☐

Signed: ..... **Postcode** .....

Please return forms** to Grants Supermarket, the Post Office or Highland Council Service Point **by Monday 31st March**. Additional copies of the questionnaire can be found at these locations or at **www.dadca.org.uk

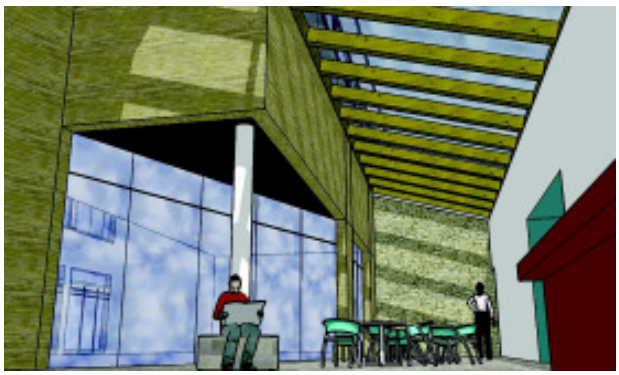
A NEW COMMUNITY CENTRE FOR DORNOCH?

Dornoch & District Community Association (DADCA) is looking to replace the Dornoch Social Club with a new Community Centre on Meadows Park. **We need your help to drive this plan towards reality.**

In 2009 a Feasibility Study highlighted Meadows Park as the preferred site for a new Community building, but the project was put on hold to allow Dornoch Academy Parent Council the best chance to develop the Sports Hall. Now that this is part of the Highland Council Capital Programme, the DADCA Board believe the time is right to press ahead with the new Community Centre idea.

Thanks to the overwhelming support of the community, the Social Club is now extremely well used (we regularly have to turn bookings away due to lack of space) and is self-financing on a day-to-day basis.

However, aware of the structural problems which led to the hall being closed down in 2006, DADCA commissioned a number of professional building surveys (structural, timber, environment, access, etc.) which suggest that over £1m will be required to bring the Social Club up to current standards! Also, this would still leave us with (amongst other things) a main hall too small for some events, poor disabled access, limited parking and high running costs.



Therefore, we believe that the best solution is to aim for a new building to meet the needs of a growing community in the 21st Century.

In 2011 we asked the Trustees of the Social Club if they would be prepared to sell the building to DADCA. They agreed to do this and the purchase was completed in 2012. This means that the Social Club is now a community asset which could eventually be sold to part fund a new building.

However, we would still need a substantial grant to allow the project to proceed, and so we approached the Big Lottery. We now believe that we could qualify for their Growing Community Assets fund, although a condition of this fund is that any building must be built on land owned by the applicant.

We then discussed this dilemma with the Trustees of Meadows Park and thanks to their vision and foresight a plot has been made available there (conditional on our getting the Lottery money).

Therefore, we are now in a position to proceed with our Lottery application, but before we do we want to make sure that our ideas match yours.

The following survey is a chance for you to tell us what facilities YOU will need (and use) in YOUR new Community Centre.

There is a separate sheet inside which we hope will answer some of the questions you have about the project, but if you have any other questions not answered here then please contact any one of the DADCA Board in person, via email info@dadca.org.uk or by telephone on (01862) 811898.

Completed questionnaires must be returned by Monday 8th April 2013
Results will be presented at a public meeting in the Social Club on Friday 19th April
We aim to submit the initial Lottery bid following the DADCA AGM in June

DADCA

DORNOCH & DISTRICT COMMUNITY ASSOCIATION

Q1 - Existing Social Club : First, we would like to hear your views on the existing Social Club.

1.1 When were you last in the Social Club? ❑ Never ❑ 1 week ❑ 1 month ❑ 1 year ❑ More

1.2 How many times a year do you visit? ❑ Never ❑ 1-6 ❑ 7-12 ❑ 13-24 ❑ 25+

1.3 What is your opinion of the building? *(tick one box)*

❑ Awful ❑ Poor ❑ Fair
❑ Good ❑ Great ❑ Don't Know

1.4 What type of events (if any) do you attend *(tick all that apply)*?

- ❑ Book Fair
- ❑ Craft Fairs & workshops
- ❑ Dance Classes
- ❑ Dornoch Cinema
- ❑ Dornoch Festival Week
- ❑ Dornoch Youth Cafe
- ❑ Fibre Fest
- ❑ Fitness Classes
- ❑ Health Supprt Group
- ❑ Indoor Bowls
- ❑ Pilates / Tai Chi / Yoga Classes
- ❑ Private Parties
- ❑ Sales of work / Car Boot Sales
- ❑ St Andrews Fair

Others .....

1.5 What, if anything, puts you off from attending events in the Social Club *(tick all that apply)*?

- ❑ Bad acoustics
- ❑ Can't be bothered going out
- ❑ Difficulty parking
- ❑ Difficult pedestrian access
- ❑ Don't know what's on
- ❑ No events interest me
- ❑ Poor Facilities
- ❑ Poor Heating
- ❑ Poor Lighting
- ❑ Poor Location
- ❑ Poor Toilets
- ❑ Uncomfortable seating

Other .....

Q2 - New Building : From what you have read and your experiences of the existing building, we would like to know your views on a possible new Community Building.

2.1 Do we need one? ❑ Yes ❑ No ❑ Don't Know ❑ Don't Care

2.2 What facilities do you think should be included in a new building bearing in mind they must be financially viable? *(n.b. these are just suggestions, not definite plans!)*

- ❑ Catering Facilities
- ❑ Cinema
- ❑ Climbing Wall
- ❑ Coffee Lounge
- ❑ Fitness Suite
- ❑ Function Suite
- ❑ Five-a-Side pitch
- ❑ IT Suite (Wi-Fi hotspot)
- ❑ Meeting Rooms
- ❑ Performance Area
- ❑ Play Area
- ❑ Sauna
- ❑ Tennis Court

Others : .....

Q3 - Fitness Suite : One of the ideas for a new building would be to include a fitness suite with changing facilities & showers, etc.. We would like to know your views on this idea.

3.1 Do you currently attend a fitness suite?	❑ Yes	❑ No	
3.2 Do you think we need one in Dornoch?	❑ Yes	❑ No	
3.3 Would you use it yourself if we had one?	❑ Yes	❑ No	❑ Maybe
3.4 Would you sign-up for a monthly or annual subscription?	❑ Yes	❑ No	❑ Maybe
3.5 If so, how much would you expect to pay per month?	£		

3.6 What items of equipment should it contain?

.....

.....

Q4 - Group Memberships : To ensure that we consult as widely as possible it would be good to know what other local groups or organisations you interact with.

4.1 Please tick any of the following groups that you belong to, attend or support.

❑ Allsorts	❑ Dog Training	❑ Hogmanay Street Party
❑ Agricultural Society	❑ Dornoch City AFC	❑ Indoor Bowling Club
❑ Allotments	❑ Dornoch SWRI	❑ Jan Trumble Dance
❑ Athletics Club	❑ Dornoch Youth Cafe	❑ Kim MacKenzie Dance
❑ Angling Club	❑ ESRA	❑ Macmillan Cancer
❑ Art Group	❑ Festival Week	❑ Pilates
❑ Bowling Club	❑ Flowers & Fairs	❑ Pipe Band
❑ Care Home	❑ Focus Group	❑ Pro-Motion Fitness
❑ Church (any)	❑ Golf Club	❑ Rainbows
❑ Country Dancing	❑ Hatha Yoga group	❑ Royal British Legion
❑ Craft Fairs	❑ Highland Gathering	❑ Spinners Group
❑ Craft Guild	❑ Heritage Society	❑ Standfast Dance
❑ Curling Club	❑ Historylinks Museum	❑ Tai-Chi Society

Others : .....

.....

Data Protection Policy

DADCA is fully committed to the aims and objectives of the Data Protection Act and will not share any of your personal information with any external body or organisation. All answers submitted as part of this consultation will be totalled-up but no link to any individual response will be published.
Our full Privacy Policy document can be found on our website **www.dadca.org.uk.**

Q5 - About you : It would help us greatly to know more about you. Please answer as many of the following questions as you feel comfortable answering.

5.1 What is your Post Code? | **5.2** Your gender ❑ M ❑ F

5.3 Age Bracket? ❑ Under 18 ❑ 18 - 30 ❑ 31 - 45 ❑ 46 - 60 ❑ 61 - 75 ❑ 76+

5.4 How would you best describe your ethnic group?

❑ African ❑ Asian ❑ Black/Caribbean ❑ Mixed/Multiple ❑ White British ❑ White Scottish

Other .....

5.5 Please list any special needs you have *(e.g. visual impairment, limited mobility, etc)*?

.....

5.6 Are you currently? ❑ In Full-time work ❑ In Part-time work ❑ In Education

❑ Retired ❑ Unemployed ❑ a Homemaker ❑ a Carer

5.7 Are you a member of DADCA? ❑ Yes ❑ No ❑ Don't know

DADCA membership is free to everyone over 18 residing in the IV25 postal district. If you would like to join (or are unsure if you are already a member) then please fill in your contact details below. If not proceed to Q 5.9.

5.8 Name .....

Address .....

Tel ..... **Signature** .....

We regularly send out information about events by email - if you would like to join our mailing list please let us know your email address (you can easily unsubscribe at any time).

5.9 Email Address :

Finally, if we are to succeed in building a new Community Centre we will need the help of volunteers at fund raising events. Would you be willing to help out (e.g. selling raffle tickets, making tea, etc.)?

5.10 Are you willing to be contacted about helping raise funds? ❑ Yes ❑ No

Q6 - Comments : Please feel free to add any other comments relating to the new Community Centre project. Your feedback would be very much appreciated.

Many thanks for your input into the project.

Completed questionnaires can be handed in at the collection points in the **Social Club**, the **Post Office** and the **Highland Council Service Point** or to any member of the DADCA Board.
Alternatively you can complete the survey on-line at : **www.surveymonkey.com/s/dadcasurvey**

A NEW COMMUNITY CENTRE FOR DORNOCH?

Frequently Asked Questions - Supplement to Questionnaire

DADCA	
What is DADCA?	Dornoch & District Community Association - a voluntary organisation which has run the Social Club for many years.
Who can join DADCA?	Personal members (free to all residents in the IV25 postal district) and affiliated clubs and organisations who are active in the local community (we currently have almost 50).
To whom are DADCA responsible?	Our members. But we are also a charitable company limited by guarantee and a registered charity reporting to the Office of the Scottish Charity Regulator (OSCR).
EXISTING BUILDING	
Where is the Social Club?	On School Hill across the road from the Dornoch Police Station.
Why is a new building needed?	There are many reasons, but recent surveys report repairs & maintenance estimated of over £1m will be required to bring the 150 year old building up to current standards.
What is wrong with the Social Club?	(In addition to structural problems) Lack of space in main hall, lack of room for (economic) expansion, limited car parking, high maintenance & running costs, poor layout, lack of storage, inflexible accommodation, difficulties with access.
What will happen to the Social Club?	It will be sold on the open market and the money raised will go towards a new building.
THE SITE	
Could the existing site be developed?	This option has been considered, but because of the houses on either side, the building's location within the conservation area and the ensuing construction costs, in our opinion this would not represent good value for money. Also, this approach would not solve all the problems outlined above.
Why Meadows Park?	Meadows Park is zoned for community use in the local plan. Thanks to the vision of the Trustees a site has been made available to the community. Building here will locate a number of community activities on the one site. The space available here could also provide future expansion potential.
What other sites were considered?	We considered a number of options. Notably, we enquired about buying the abattoir site but the owners were not willing to sell. We also considered the Glebe Field but this would have greatly increased the project costs (and reduced the amount available to spend on the building).
What about the existing buildings on Meadows Park?	The plans will not affect the Football Club changing rooms, and we are working with the Highland Games committee to ensure that any plans only enhance their current facilities.
THE NEW BUILDING	
Do we need another hall in Dornoch?	This will be a replacement for the existing hall. In addition to the shortcomings outlined above, we currently have to turn away bookings from the Social Club due to lack of space. A new building will only enhance the range of community spaces on offer in Dornoch.

How much will it all cost?	We are working on a estimated project cost of under £1.5m (based on a floor area of 650-700 M²), but the final cost will depend on the building design and what facilities are included, decisions which will be driven by the community consultation.
Where will the money come from?	We are hoping to obtain major funding from the Big Lottery Growing Community Assets funding stream. The rest will have to come from other grant funders, the proceeds from the sale of the Social Club and local fund raising.
How much will DADCA have to raise?	At this time the funding gap is unclear, but a large part of the DADCA funding could come from the sale of the Social Club.
What about parking?	We are currently short of spaces. A new building will have to provide more, but the nearby public car park will be invaluable in providing overspill parking for larger events.
What will the building look like?	The final building design and materials used will be driven by the community (and available resources!!).
When will a new Centre be finished?	This is dependent on a number of factors. Firstly, making a successful bid to the Big Lottery, then gaining planning and building consent and finally bridging the funding gap.
Who will run a new Centre?	DADCA will lead the build project on behalf of the community and will continue to operate a new Community Centre as they currently do at the Social Club.
FACILITIES	
Will there be any paid employees?	Yes. The Social Club currently supports a part-time cleaning and janitorial contract. In addition to this, it is hoped that increased revenues from a new building will eventually fund a paid administrative position.
What will there be for young people?	As with the Social Club, a new Community Centre will be available for hire by any responsible person or group, irrespective of age, colour or creed. It is up to individuals and clubs to decide what events actually take place.
Will it include a Café?	No. We believe there are enough good quality cafés and restaurants in Dornoch already, although we do envisage kitchen facilities for coffee mornings, etc. as at present.
Will it be 'Disabled-friendly'?	Yes. Part of the design remit will be to make a new Community Centre accessible to all.
What will happen on Games day?	The whole building will be made available to the Highland Gathering and we hope that the new facilities will help to enhance their event.
What happens to the Football Club?	The plans will not affect the Football Club.
Will it be available for weddings?	Yes (as is the current Social Club). We believe that there is a demand for different types of wedding venues than are currently available in the area (e.g. larger, less formal). We hope that a new hall will be able to meet that demand.
Will it compete with a Sports Hall?	No. We have worked closely with the Academy Parent Council in the past and more recently have liaised with Highland Council to make sure we are not developing competing facilities.

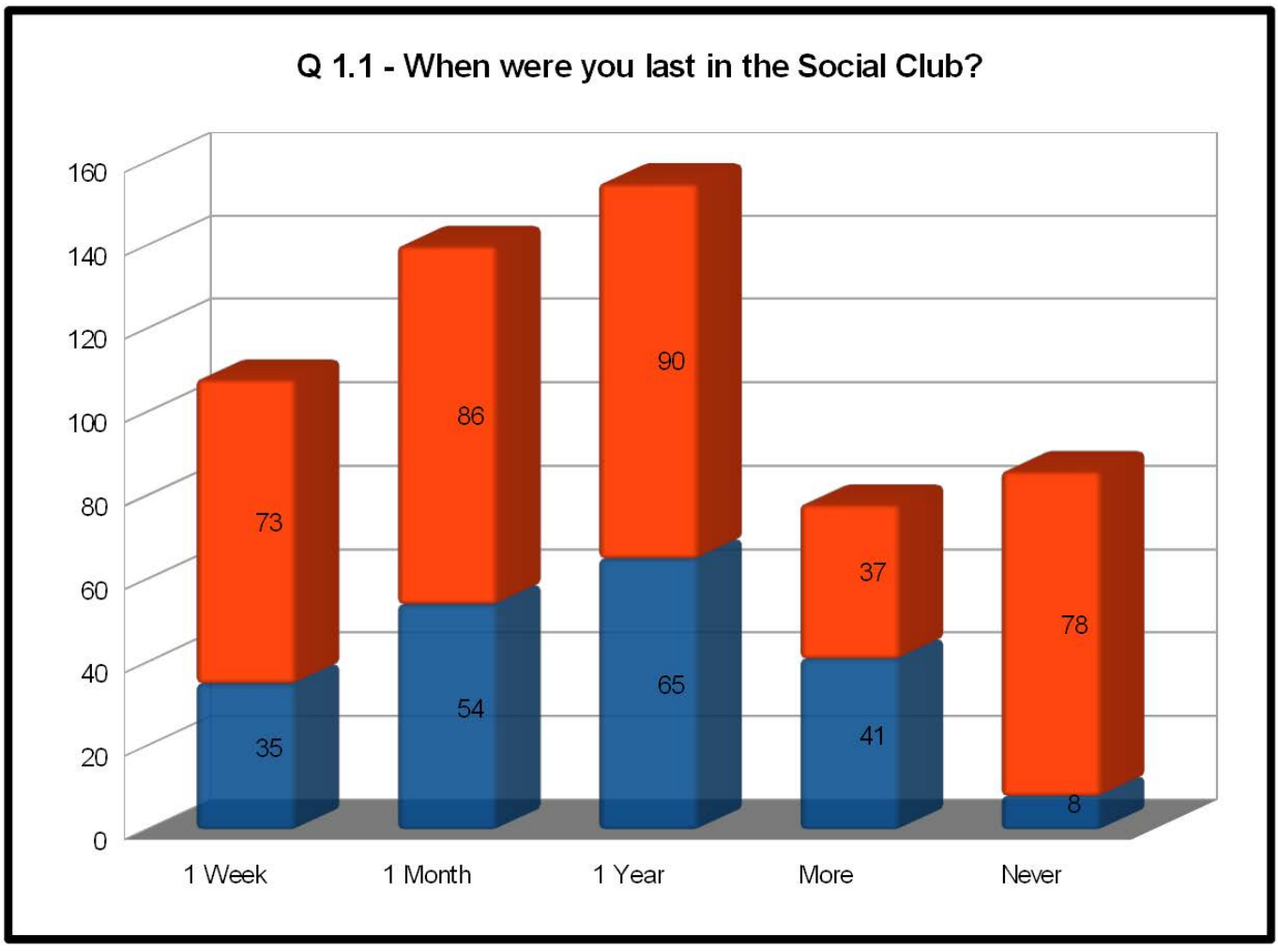
You can also complete the survey online at : **www.surveymonkey.com/s/dadcasurvey**

A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q1.1 - When were you last in the Social Club?

	Online		Manual		Total	
1 Week	35	17.24%	73	20.05%	108	19.05%
1 Month	54	26.60%	86	23.63%	140	24.69%
1 Year	65	32.02%	90	24.73%	155	27.34%
More than a Year	41	20.20%	37	10.16%	78	13.76%
Never	8	3.94%	78	21.43%	86	15.17%
Skipped	0		13		13	
Total	203		377		580	

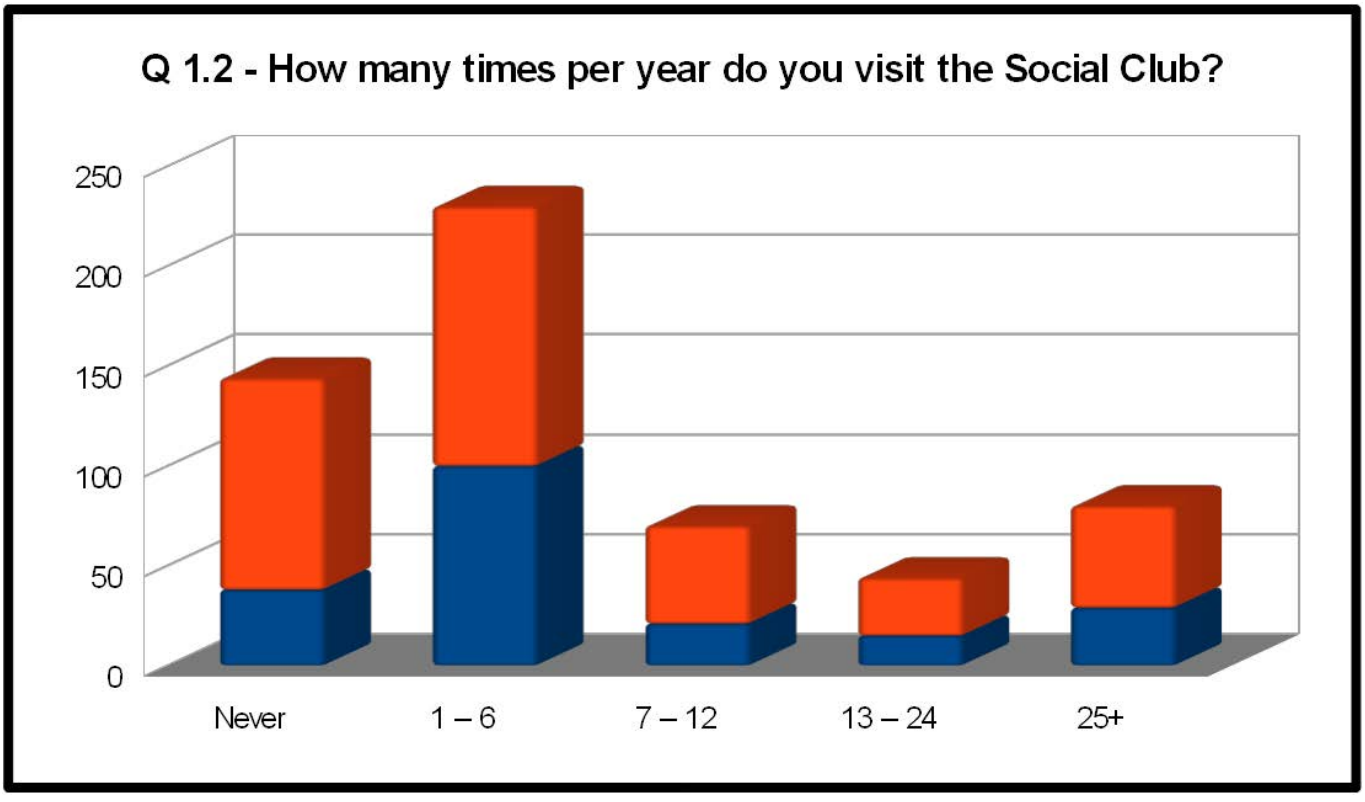


A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q 1.2 – How many times per year do you visit the Social Club?

	Online		Manual		Total	
Never	38	18.72%	106	29.04%	144	25.35%
1 – 6	100	49.26%	130	35.62%	230	40.49%
7 – 12	21	10.34%	49	13.42%	70	12.32%
13 – 24	15	7.39%	29	7.95%	44	7.75%
25+	29	14.29%	51	13.97%	80	14.08%
Skipped	0		12		12	
Total	203		377		580	

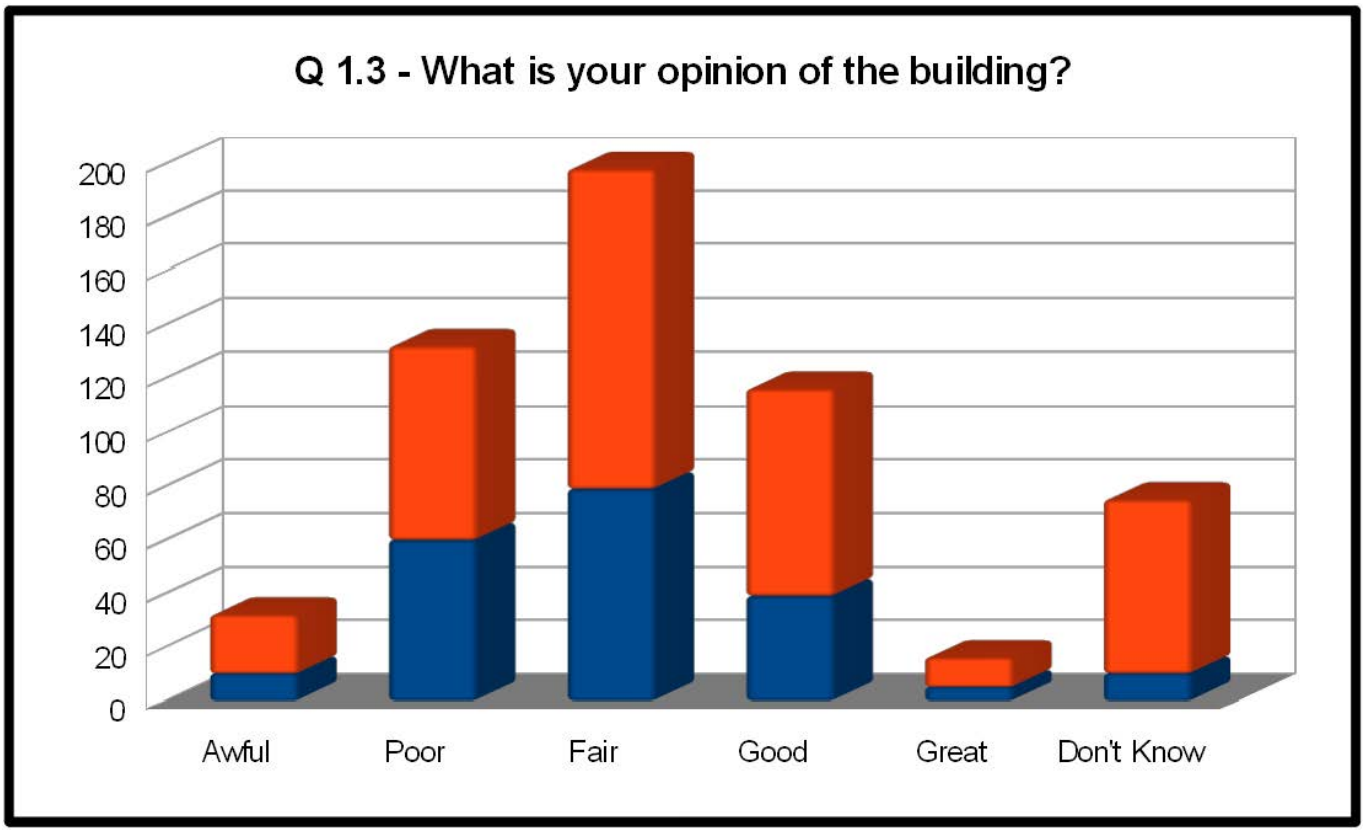


A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q 1.3 – What is your opinion of the building?

	Online		Manual		Total	
Awful	10	5.91%	22	5.46%	32	5.62%
Poor	60	30.05%	72	19.40%	132	23.20%
Fair	79	42.36%	119	30.60%	198	**34.80%**
Good	39	21.18%	77	19.95%	116	20.39%
Great	5	2.46%	11	3.01%	16	2.81%
Don't Know	10	6.40%	65	16.94%	75	13.18%
Skipped	0		11		11	
Total	203		377		580	



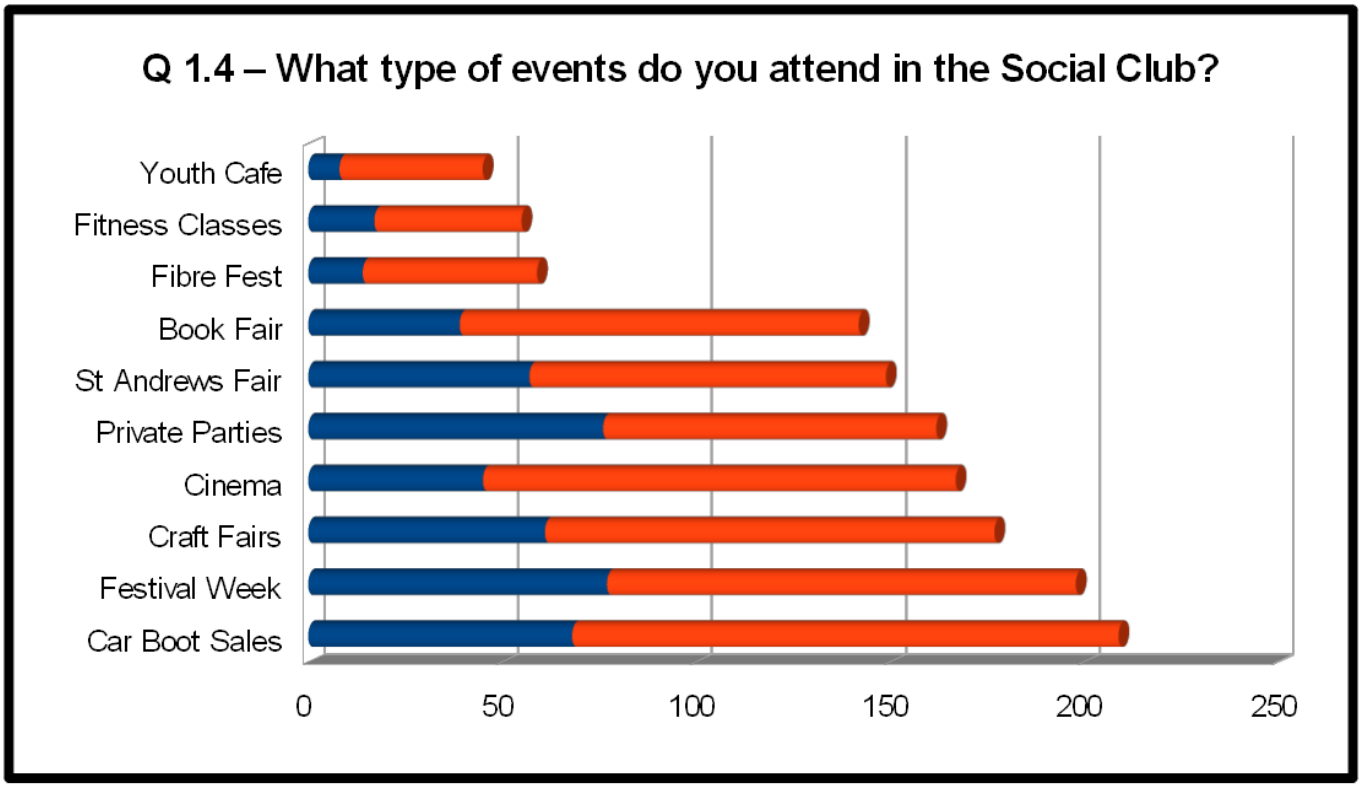
A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q 1.4 – What type of events do you attend in the Social Club?

	Online		Manual		Total	
Car Boot Sales	68	33.50%	141	37.40%	209	36.03%
Festival Week	77	37.93%	121	32.10%	198	34.14%
Craft Fairs	61	30.05%	116	30.77%	177	30.52%
Cinema	45	22.17%	122	32.36%	167	28.79%
Private Parties	76	37.44%	86	22.81%	162	27.93%
St Andrews Fair	57	28.08%	92	24.40%	149	25.69%
Book Fair	39	19.21%	103	27.32%	142	24.48%
Fibre Fest	14	6.90%	45	11.94%	59	10.17%
Fitness Classes	17	8.37%	38	10.08%	55	9.48%
Youth Cafe	8	3.94%	37	9.81%	45	7.76%
Pilates, etc.	13	6.40%	27	7.16%	40	6.90%
Dance Classes	13	6.40%	22	5.84%	35	6.03%
Indoor Bowls	4	1.97%	21	5.57%	25	4.31%
Health Support	1	0.49%	6	1.59%	7	1.21%

Responses	152	278	430
Skipped	51	99	150

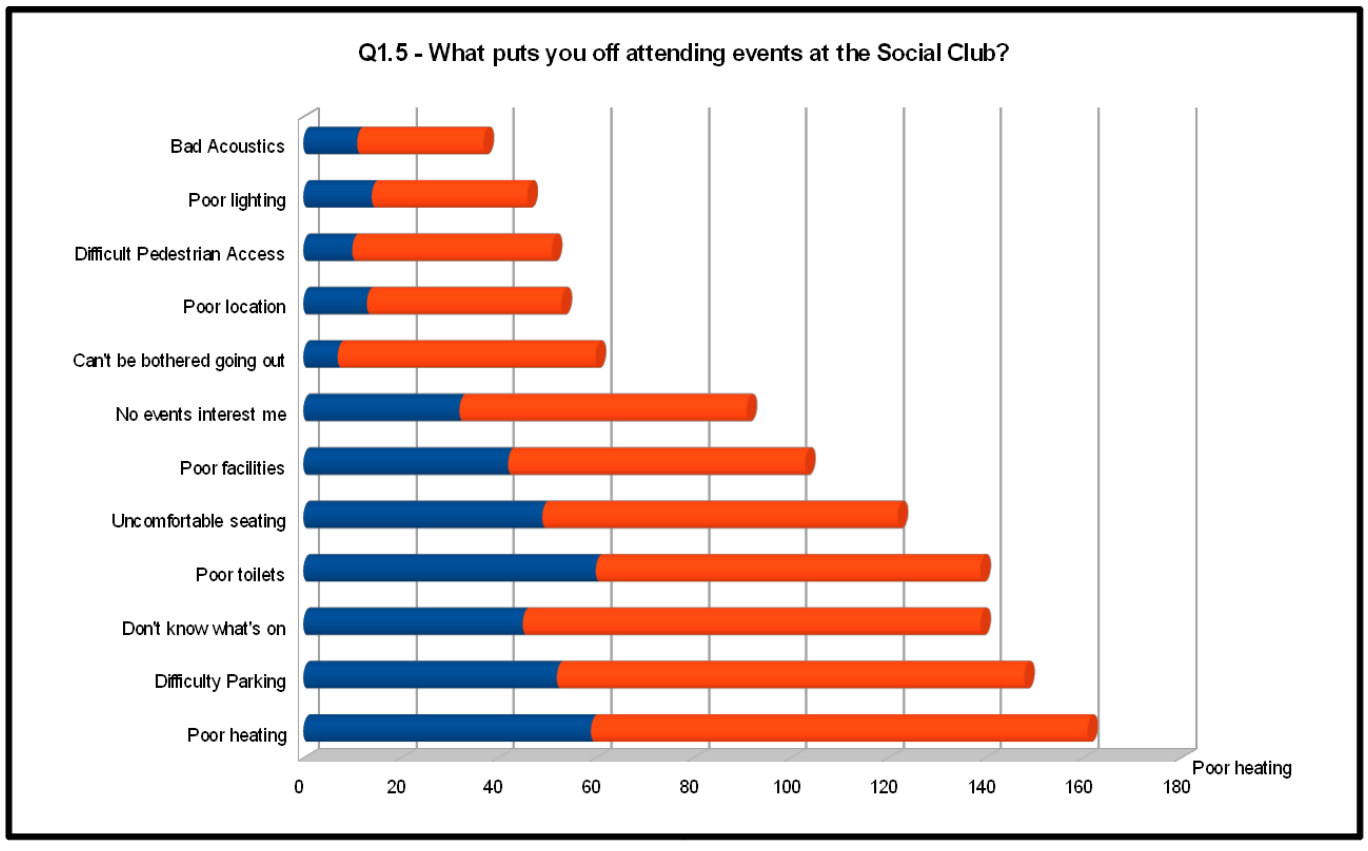


A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q1.5 – What would put you off attending events in the Social Club?

	Online		Manual		Total	
Poor heating	59	29.06%	102	27.06%	161	27.76%
Difficulty Parking	52	25.62%	96	25.46%	148	25.52%
Don't know what's on	45	22.17%	94	24.93%	139	23.97%
Poor toilets	60	29.56%	79	20.95%	139	23.97%
Uncomfortable seating	49	24.14%	73	19.36%	122	21.03%
Poor facilities	42	20.69%	61	16.18%	103	17.76%
No events interest me	32	15.76%	59	15.65%	91	15.69%
Can't be bothered going out	7	3.45%	53	14.06%	60	10.34%
Poor location	13	6.40%	40	10.61%	53	9.14%
Difficult Pedestrian Access	10	4.93%	41	10.88%	51	8.79%
Poor lighting	14	6.90%	32	8.49%	46	7.93%
Bad Acoustics	11	5.42%	26	6.90%	37	6.38%
Responses	144		272		416	
Skipped	59		105		164	

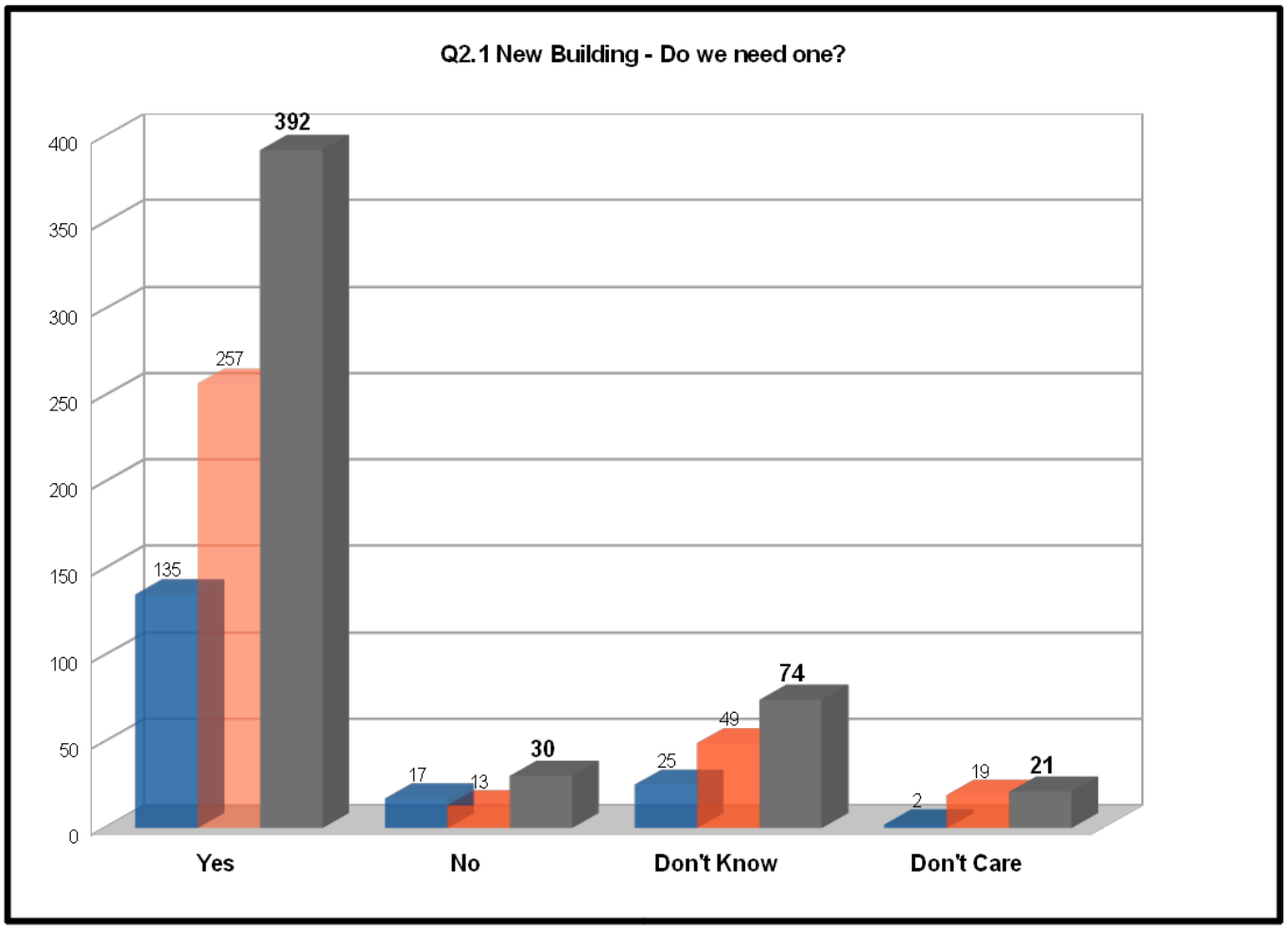


A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q2.1 – Do we need a new Community Building?

	Online		Manual		Total	
Yes	135	75.42%	257	76.04%	392	75.82%
No	17	9.50%	13	3.85%	30	5.80%
Don't Know	25	13.97%	49	14.50%	74	14.31%
Don't Care	2	1.12%	19	5.62%	21	4.06%
Skipped	24		39		63	
Total	203		377		580	



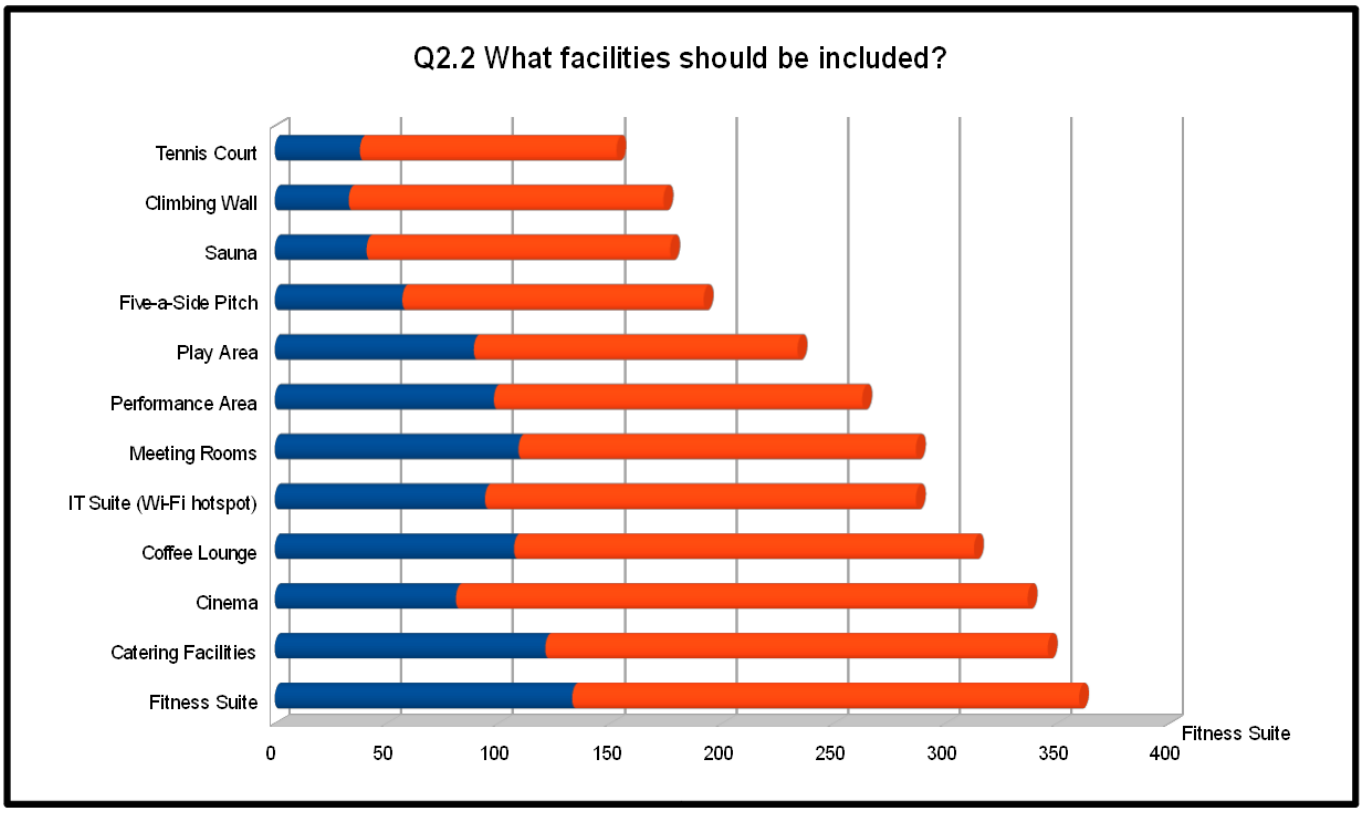
A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q2.2 – What facilities should be included in a new building?

	Online		Manual		Total	
Fitness Suite	133	65.52%	227	60.21%	360	62.07%
Catering Facilities	121	59.61%	225	59.68%	346	59.66%
Cinema	81	39.90%	256	67.90%	337	58.10%
Coffee Lounge	107	52.71%	206	54.64%	313	53.97%
IT Suite (Wi-Fi hotspot)	94	46.31%	193	51.19%	287	49.48%
Meeting Rooms	109	53.69%	178	47.21%	287	49.48%
Performance Area	98	48.28%	165	43.77%	263	45.34%
Play Area	89	43.84%	145	38.46%	234	40.34%
Five-a-Side Pitch	57	28.08%	135	35.81%	192	33.10%
Sauna	41	20.20%	136	36.07%	177	30.52%
Climbing Wall	33	16.26%	141	37.40%	174	30.00%
Tennis Court	38	18.72%	115	30.50%	153	26.38%

Responses	182	360	542
Skipped	21	17	38



A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q2.2 – Other suggested facilities?

Suggestions occurring more than once

	Total	
Swimming Pool	51	42.15%
Youth Cafe / Facilities	19	15.70%
Soft Play Area / Creche	10	8.26%
Indoor Bowls	6	4.96%
Art Gallery	5	4.13%
Community Storage	5	4.13%
Badminton Court	4	3.31%
Better Toilets	4	3.31%
Music / Instrument Room	3	2.48%
Dance Studio	2	1.65%
Bouncy Castle	2	1.65%
Squash Court	2	1.65%
Bar	2	1.65%
Ball Pit	2	1.65%
Skate Park	2	1.65%
Astroturf	2	1.65%

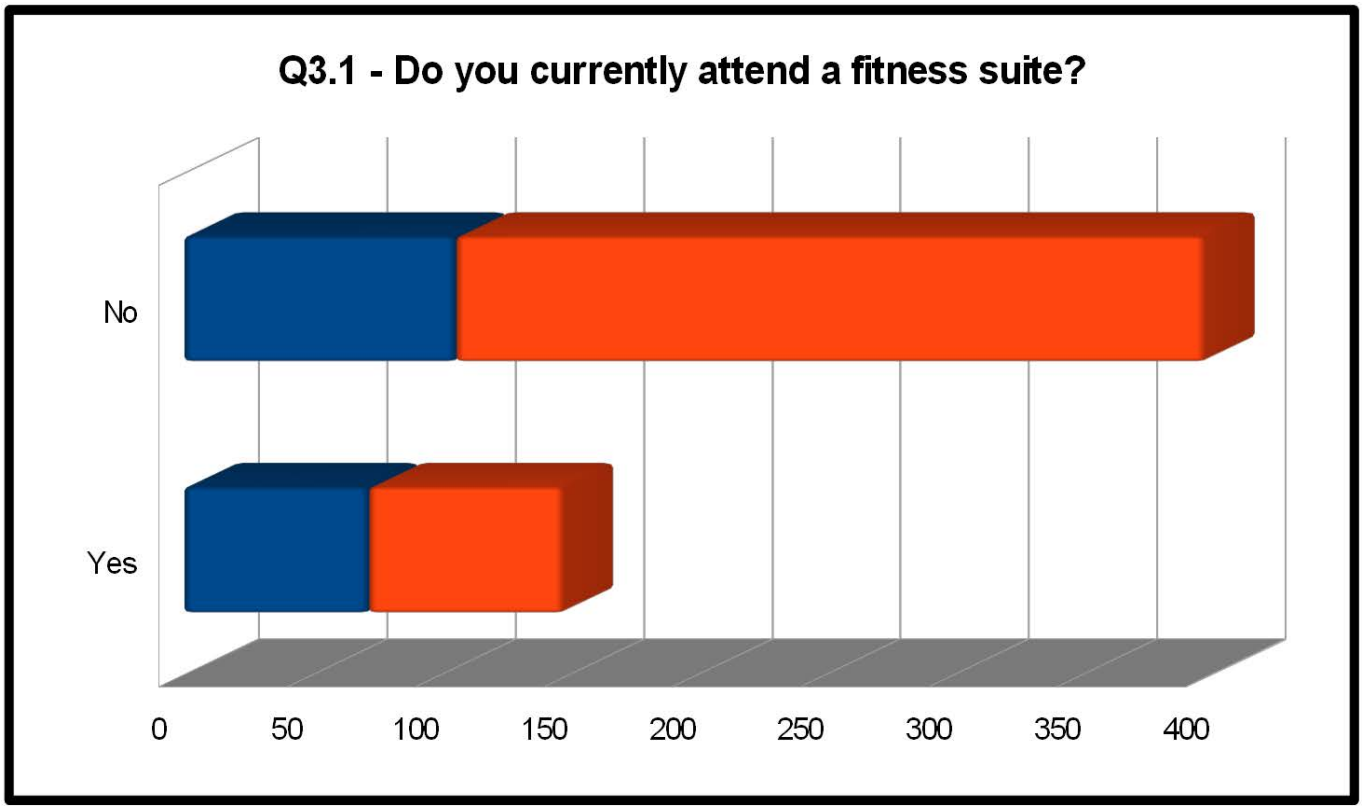
Total Responses	121
Skipped	459

A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q3.1 - Do you currently attend a fitness suite?

	Online		Manual		Total	
Yes	72	40.45%	76	20.65%	148	27.11%
No	106	59.55%	292	79.35%	398	72.89%
Skipped	25		9		34	
Total	203		377		580	

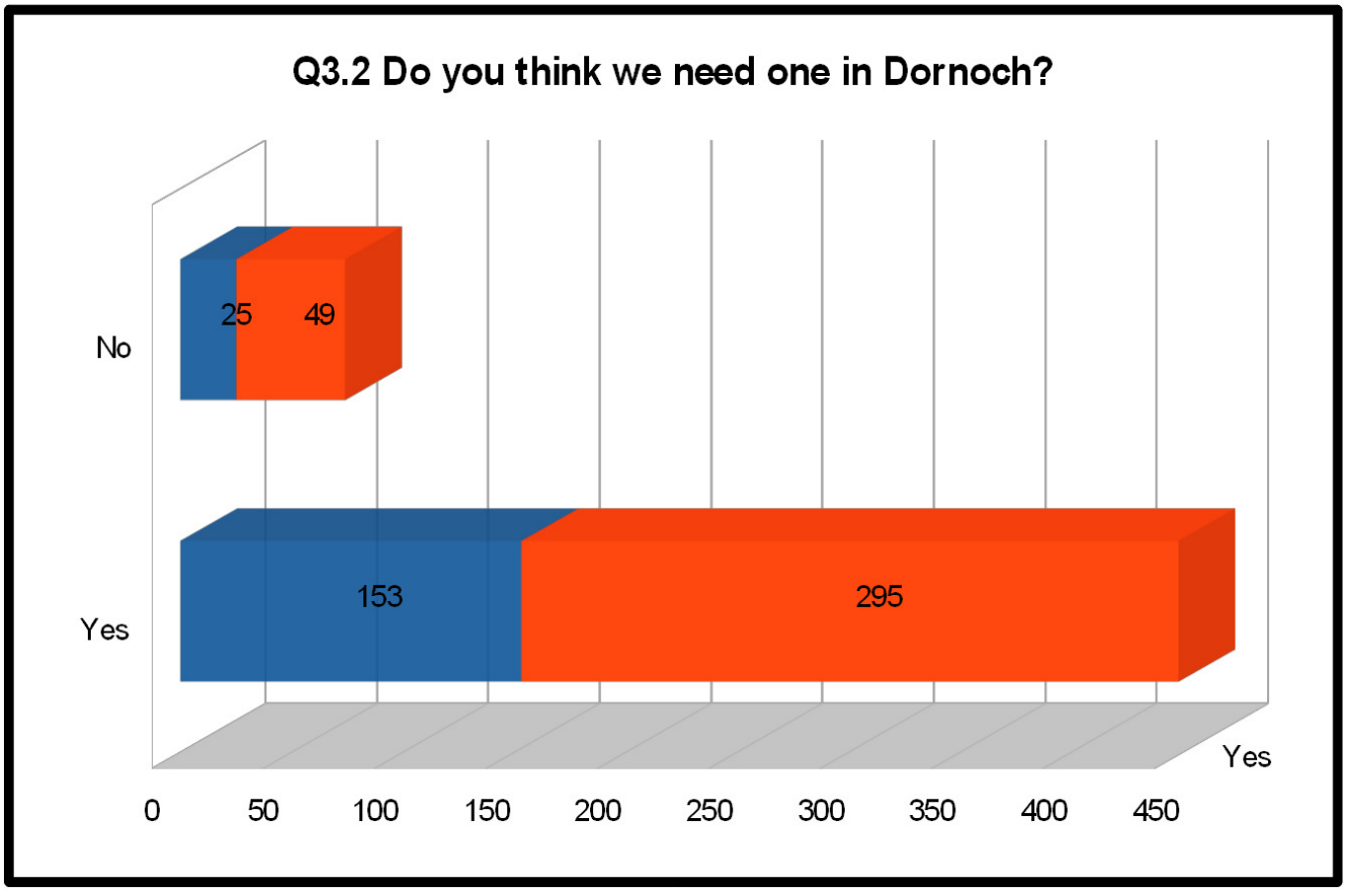


A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q3.2 - Do you think we need one in Dornoch?

	Online		Manual		Total	
Yes	153	85.96%	295	85.76%	448	85.82%
No	25	14.04%	49	14.24%	74	14.18%
Skipped	25		33		58	
Total	203		377		580	

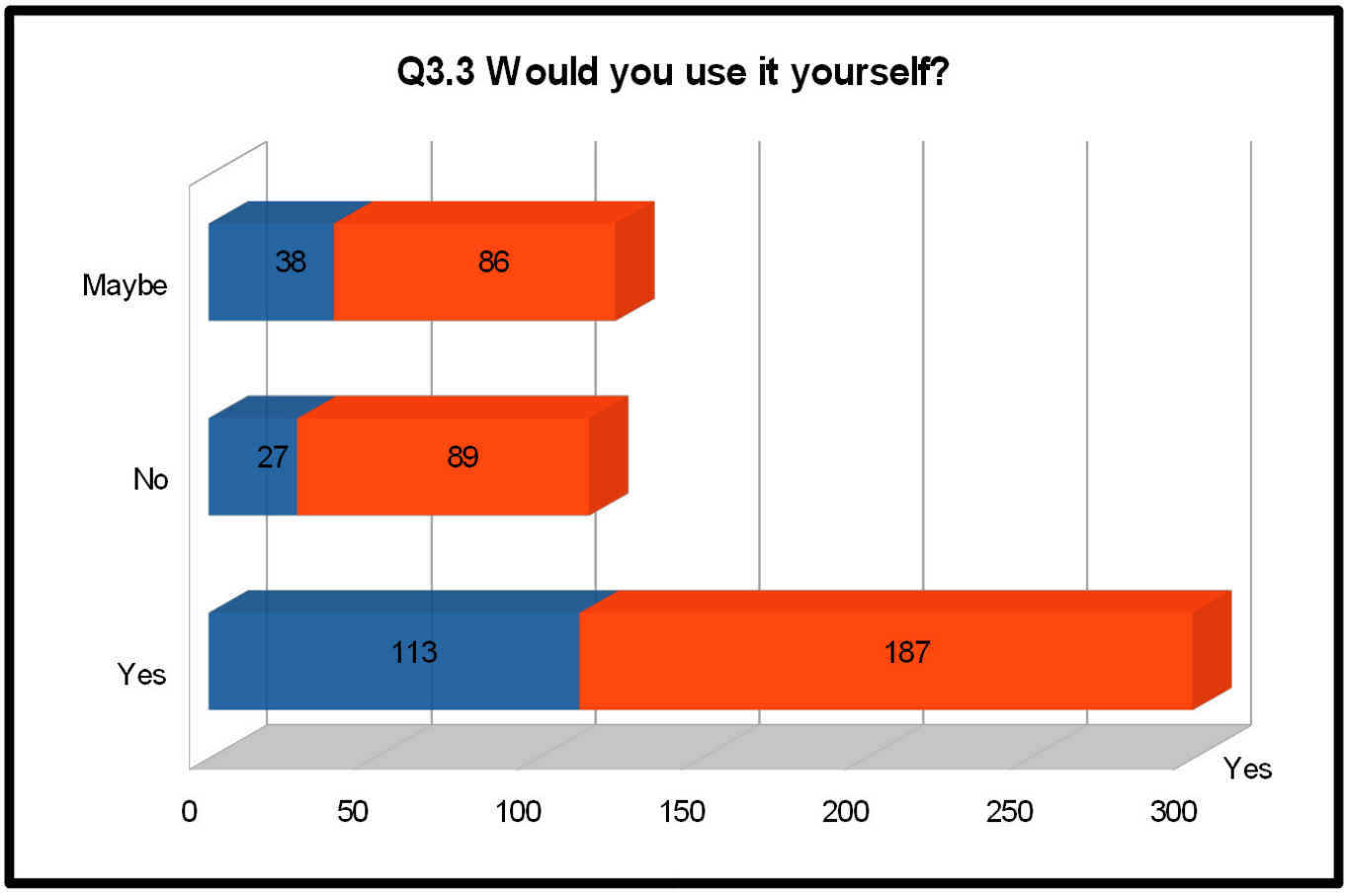


A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q3.3 - Would you use it yourself if we had one?

	Online		Manual		Total	
Yes	113	63.48%	187	51.66%	300	55.56%
No	27	15.17%	89	24.59%	116	21.48%
Maybe	38	21.35%	86	23.76%	124	22.96%
Skipped	25		15		40	
Total	203		377		580	

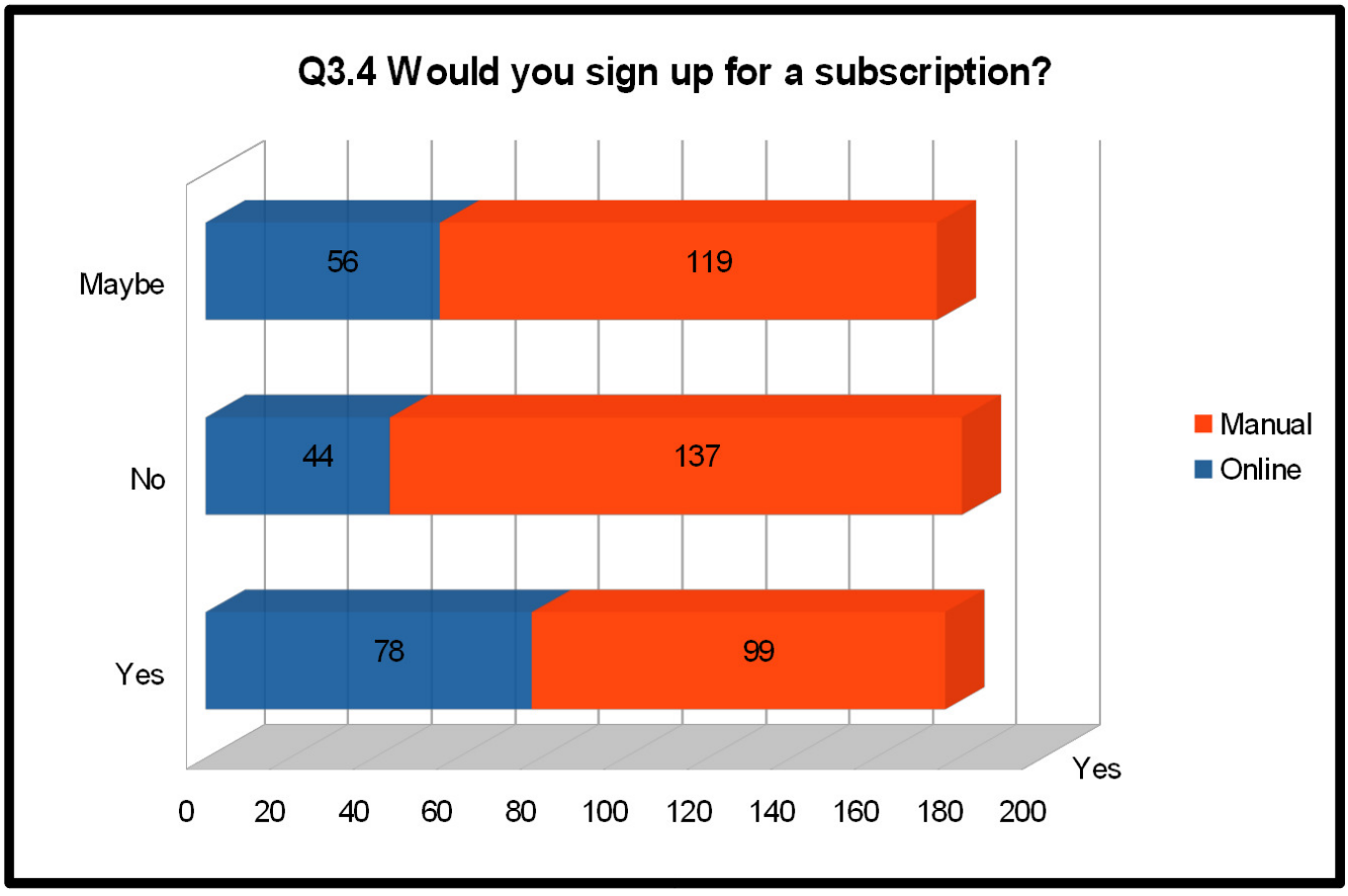


A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q3.4 - Would you sign up for a monthly or annual subscription?

	Online		Manual		Total	
Yes	78	43.82%	99	27.89%	177	33.21%
No	44	24.72%	137	38.59%	181	33.96%
Maybe	56	31.46%	119	33.52%	175	32.83%
Skipped	25		22		47	
Total	203		377		580	



Q3.5 - If so, how much would you expect to pay per month?

Responses	264
Skipped	316

Average	£16.25
Median	£15.00

A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q4.1 – Group Memberships

	Online		Manual		Total	
Hogmanay Street Party	91	63.64%	146	52.14%	237	56.03%
Festival Week	72	50.35%	105	37.50%	177	41.84%
Golf Club	59	41.26%	87	31.07%	146	34.52%
Highland Gathering	57	39.86%	75	26.79%	132	31.21%
Church (any)	36	25.17%	90	32.14%	126	29.79%
Craft Fairs	41	28.67%	79	28.21%	120	28.37%
Historylinks Museum	36	25.17%	72	25.71%	108	25.53%
Pipe Band	35	24.48%	68	24.29%	103	24.35%
Heritage Society	17	11.89%	66	23.57%	83	19.62%
Macmillan Cancer	23	16.08%	49	17.50%	72	17.02%
Flowers & Fairs	26	18.18%	42	15.00%	68	16.08%
Agricultural Society	16	11.19%	46	16.43%	62	14.66%
Dornoch City AFC	35	24.48%	25	8.93%	60	14.18%
Allsorts	29	20.28%	15	5.36%	44	10.40%
Dornoch Youth Café	12	8.39%	31	11.07%	43	10.17%
Bowling Club	9	6.29%	28	10.00%	37	8.75%
Art Group	8	5.59%	24	8.57%	32	7.57%
Care Home	6	4.20%	25	8.93%	31	7.33%
Country Dancing	14	9.79%	17	6.07%	31	7.33%
Angling Club	9	6.29%	19	6.79%	28	6.62%
ESRA	9	6.29%	19	6.79%	28	6.62%
Dog Training	7	4.90%	18	6.43%	25	5.91%
Dornoch SWRI	3	2.10%	22	7.86%	25	5.91%
Indoor Bowling Club	5	3.50%	20	7.14%	25	5.91%
Tai-Chi Society	7	4.90%	18	6.43%	25	5.91%
Pilates	13	9.09%	11	3.93%	24	5.67%
Spinners Group	10	6.99%	14	5.00%	24	5.67%
Athletics Club	9	6.29%	13	4.64%	22	5.20%
Focus Group	16	11.19%	6	2.14%	22	5.20%
Curling Club	5	3.50%	16	5.71%	21	4.96%
Royal British Legion	7	4.90%	14	5.00%	21	4.96%
Craft Guild	5	3.50%	15	5.36%	20	4.73%
Pro-motion Fitness	6	4.20%	14	5.00%	20	4.73%
Rainbows	12	8.39%	8	2.86%	20	4.73%
Jan Trumble Dance	9	6.29%	7	2.50%	16	3.78%
Hatha Yoga Group	3	2.10%	9	3.21%	12	2.84%
Kim Mackenzie Dance	3	2.10%	4	1.43%	7	1.65%
Allotments	1	0.70%	3	1.07%	4	0.95%
Standfast Dance	0	0.00%	4	1.43%	4	0.95%

Responses	143	280	423
Skipped	60	97	157

A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q5.1 – Postcodes

List of valid IV25 3?? postcodes identified – Sorted by Frequency

Code	Number
IV25 3NN	26
IV25 3TD	17
IV25 3RW	16
IV25 3LH	15
IV25 3PW	14
IV25 3LJ	12
IV25 3HU	11
IV25 3NE	9
IV25 3BG	8
IV25 3HY	8
IV25 3NH	8
IV25 3NW	8
IV25 3JB	7
IV25 3SF	7
IV25 3HP	6
IV25 3LD	6
IV25 3LP	6
IV25 3NG	6
IV25 3PJ	6
IV25 3QP	6
IV25 3RH	6
IV25 3SN	6
IV25 3HX	5
IV25 3LN	5
IV25 3NP	5
IV25 3NR	4
IV25 3QF	4
IV25 3RD	4
IV25 3SX	4
IV25 3HN	3
IV25 3LB	3

Code	Number
IV25 3LL	3
IV25 3LT	3
IV25 3LY	3
IV25 3NA	3
IV25 3NS	3
IV25 3PG	3
IV25 3PS	3
IV25 3PZ	3
IV25 3QH	3
IV25 3QQ	3
IV25 3QZ	3
IV25 3RG	3
IV25 3RU	3
IV25 3SH	3
IV25 3TB	3
IV25 3AP	2
IV25 3HR	2
IV25 3HS	2
IV25 3LQ	2
IV25 3LS	2
IV25 3LW	2
IV25 3NL	2
IV25 3PF	2
IV25 3PH	2
IV25 3PN	2
IV25 3QN	2
IV25 3QW	2
IV25 3RL	2
IV25 3RQ	2
IV25 3SD	2
IV25 3SR	2

Code	Number
IV25 3SS	2
IV25 3TE	2
IV25 3AD	1
IV25 3HG	1
IV25 3HT	1
IV25 3JD	1
IV25 3JH	1
IV25 3LA	1
IV25 3LF	1
IV25 3LR	1
IV25 3NF	1
IV25 3PE	1
IV25 3PR	1
IV25 3PX	1
IV25 3PY	1
IV25 3QA	1
IV25 3QB	1
IV25 3QE	1
IV25 3QL	1
IV25 3QR	1
IV25 3QS	1
IV25 3RF	1
IV25 3SB	1
IV25 3SP	1
IV25 3SQ	1
IV25 3SU	1
IV25 3SZ	1
IV25 3TA	1
IV25 6RA	1

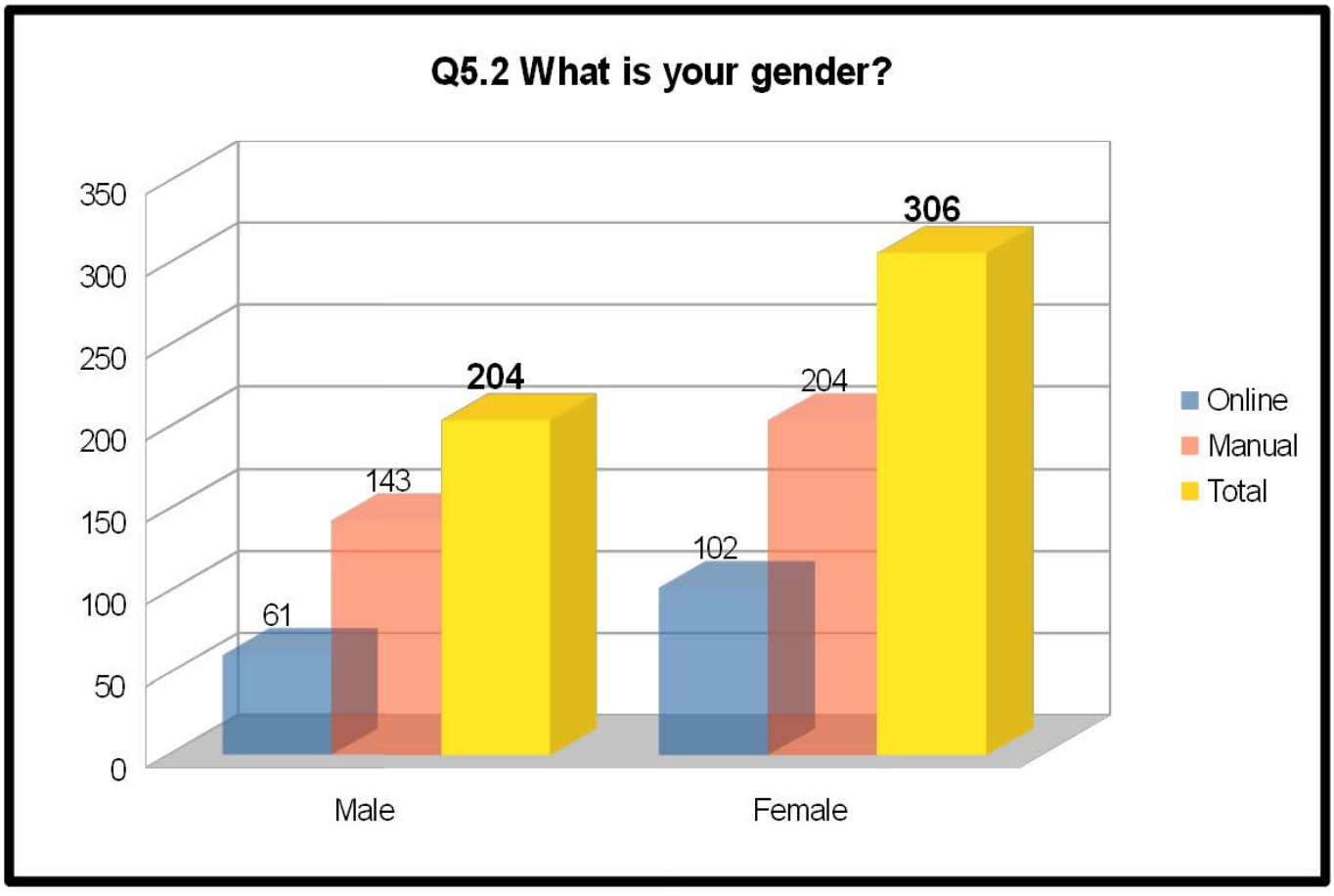
Total IV25's	**359**

A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q5.2 – What is your gender?

	Online		Manual		Total	
Male	61	37.42%	143	41.21%	204	40.00%
Female	102	62.58%	204	58.79%	306	60.00%
Skipped	40		30		70	
Total	203		377		580	

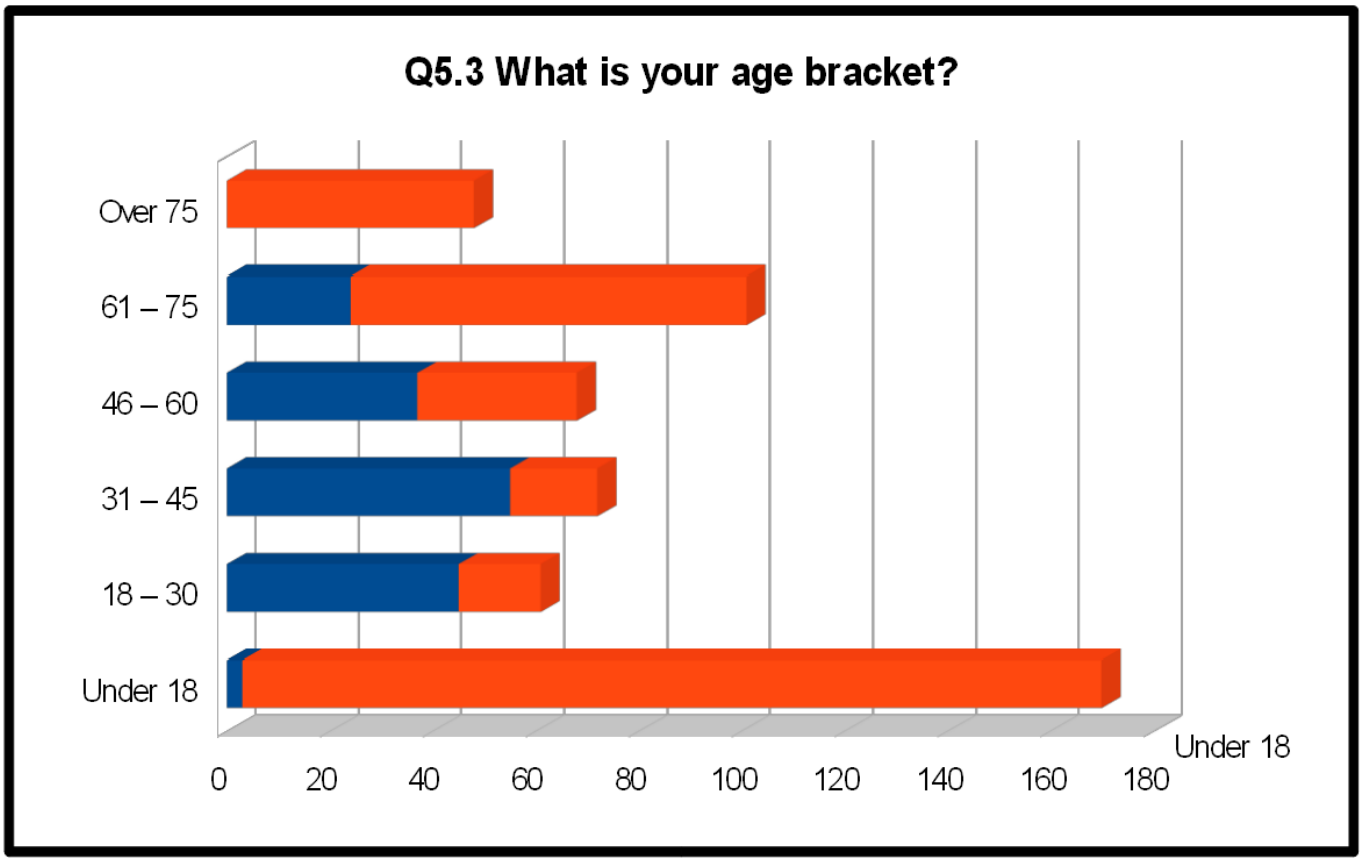


A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q5.3 – What is your age bracket?

	Online		Manual		Total	
Under 18	3	1.83%	167	46.91%	170	32.69%
18 – 30	45	27.44%	16	4.49%	61	11.73%
31 – 45	55	33.54%	17	4.78%	72	13.85%
46 – 60	37	22.56%	31	8.71%	68	13.08%
61 – 75	24	14.63%	77	21.63%	101	19.42%
Over 75	0	0.00%	48	13.48%	48	9.23%
Skipped	39		21		60	
Total	203		377		580	

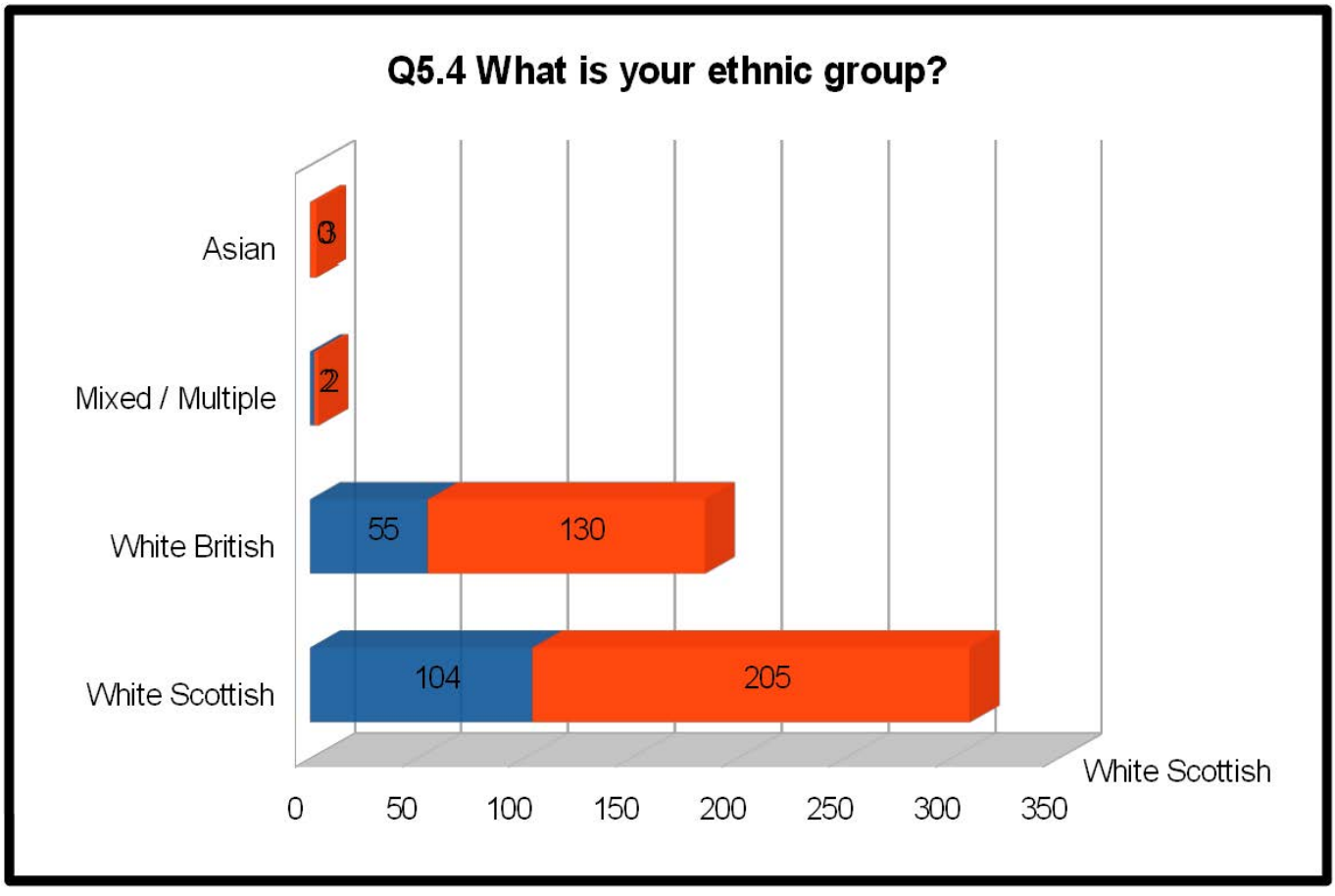


A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q5.4 – How would you best describe your ethnic group?

	Online		Manual		Total	
White Scottish	104	64.60%	205	60.29%	309	61.68%
White British	55	34.16%	130	38.24%	185	36.93%
Mixed / Multiple	2	1.24%	2	0.59%	4	0.80%
Asian	0	0.00%	3	0.88%	3	0.60%
Skipped	42		37		79	
Total	203		377		580	

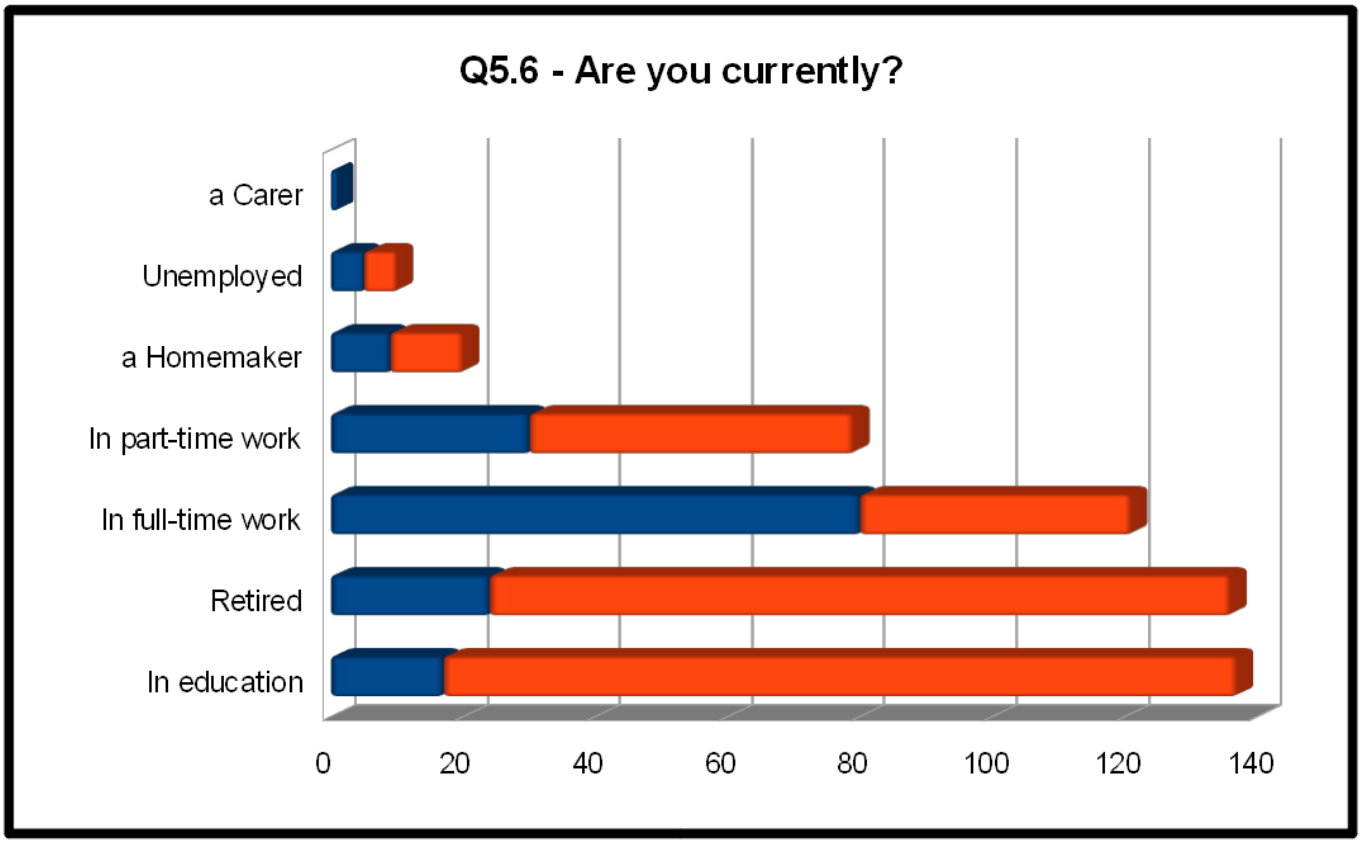


A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q5.6 – Are you currently?

	Online		Manual		Total	
In education	17	10.37%	120	33.71%	137	26.35%
Retired	24	14.63%	112	31.46%	136	26.15%
In full-time work	80	48.78%	41	11.52%	121	23.27%
In part-time work	30	18.29%	49	13.76%	79	15.19%
a Homemaker	9	5.49%	11	3.09%	20	3.85%
Unemployed	5	3.05%	5	1.40%	10	1.92%
a Carer	1	0.61%	0	0.00%	1	0.19%
Skipped	37		39		76	
Total	203		377		580	



Q6. Comments (1 of 3)

Below are all the comments (with our responses) from people who did **not** answer 'Yes' to Q 2.1 - New Building - Do we need one?

"lack of communication of events needs dealing with, there only appears to be roadside signage just before an event"
4/10/2013 1:45 PM

We are continually looking at ways to advertise events, but most of what happens in the Social Club is down to other groups or individuals. However, I can't agree with your point about 'only roadside signage'; e.g. for Car Boot Sales (when the roadsigns go up) we also advertise in the NT (both an advert and a Note these Dates entry for 2 weeks), put up posters as far afield as Tain, Golspie, Rogart, Lairg & Bonar Bridge, advertise on our website and internet calendar (www.dadca.org.uk), as well as the new www.visitdornoch.com website and our Facebook page. But if you have other ideas then please let us know.

"In my opinion the project is pie in the sky and I'm not sure as to where you will source the funding for the build let alone covering the day to day running costs."
4/9/2013 8:48 PM

We obviously have to work harder getting our message across!

We are targetting the Big Lottery - Growing Community Assets funding stream for the bulk of the money. This provides up to £1m to help communities acquire & improve assets (e.g. community centres). We have held initial discussions with Big Lottery and are hopeful we can put together a successful bid. However, if we are not successful there is no way the plan will go ahead at the moment.

Since the current DADCA committee (now Board) was formed in 2007 the Social Club has been financially self-sufficient e.g. we currently have over £25k in the bank (although half of this belongs to sub-committees) The Social Club currently supports a part-time caretaking/cleaning contract; our 800+ events per annum generate over £10,000 income and we see no reason why this can't be maintained or even improved upon.

However, we are looking at additional revenue streams (e.g. Fitness Suite membership, Dornoch Gallery, etc.) which will hopefully allow the employment of at least a part-time administrator in a new centre.

"The present Social Club is to be sold to raise funding for new centre: Has any interest been shown by prospective purchasers and to what value are you hoping to achieve from the sale? It would concern me if the property did not sell and remained empty and suffered further deterioration."
3/29/2013 6:30 PM

Yes, there has been some interest in the building over the years and we would look to maximise the revenue from the sale by placing the building on the open market. The prospect of it remaining unsold is not pleasant, although is not something which can be easily predicted and by the same token we don't think this should stop us trying to replace it!

"I would love a new community centre. Definitely keep cinema. More craft events? I would still like to keep part of the Meadows Park."
4/14/2013 1:45 PM

Glad to hear you would love a new Community Centre and that you enjoy the Dornoch Cinema. Plans are already underway to make Fibre Fest 2014 even better than this year but if you have any ideas for other craft events please let us know.

*Rest assured we have no plans to build on **all** of Meadows Park - it is over 30,000 m² area and any new building would be less than 1,000 m².*

"Why not build something that Dornoch doesnt already have like a swimming pool?"
3/10/2013 5:24 PM

DADCA's mission is to secure and run a community centre available to all the residents of the IV25 postal district. Whilst we would like to have a swimming pool in Dornoch (and would not rule out a future project to try and build one) the current project is focussed 100% on trying to secure the future of a community building in Dornoch.

"Don't feel it is required, just another waste of money. Especially if it is the horrendous option for the west church hall as was in the nt. Better options are out there - upgrade existing for example"
3/8/2013 10:11 PM

We have no connection with the West Church Hall. Also, we will not be successful with a Big Lottery bid if our idea is viewed as a 'waste of money'. We will need to prove that our plan is economically viable (as the Social Club has been for the past 7 years). We have looked at upgrading the existing building but our research has shown that it is not feasible to solve all the issues on the current site and so we are looking at alternative solutions.

"I don't feel there's a need for a new build- but improving existing facilities would be great. The school will eventually build new sports facilities and highlife premises in Tain will compete a bit for gym. Current social club is good- just needs a bit of work"
3/9/2013 7:36 AM

We are working with the Academy Parent Council and Highland Council to ensure we don't compete with a Sports Hall, but we do believe that there is a demand for a local fitness suite without having to drive to Tain or Golspie. Also, if 'just a bit of work' was all that was needed it would be great! See other answer for more details on why we need to move.

Q6. Comments (2 of 3)

Below are all the comments (with our responses) from people who did **not** answer 'Yes' to Q 2.1 - New Building - Do we need one?

"My concern is sustainability. A new centre would be good as a hub utilising and engaging other facilities within the comminity, rather than putting all ones eggs in one basket"
4/9/2013 8:54 PM

Sustainability - both financial and environmental - will be at the heart of our plans. Part of the process of applying for Big Lottery funding is to prove our project will be sustainable by means of a viable and robust business plan (which we are working on).

One of the many problems with the Social Club is that fitting renewable energy systems is not a viable option (as highlighted by the CES survey in 2010). A new build would allow us to utilise renewable energy for heating, benefit from passive solar gain by design and insulate to the latest standards - all of which would help reduce our carbon footprint and aid financial sustainability.

"Would a fitness suite not be included in the future sports hall?"
4/9/2013 1:52 PM

Apparently not! From our discussions with Cllr. McGillivary and the Academy we understand that Highland Council's latest 'preferred' plan for the Sports Hall does not include a Fitness Suite. For this reason we believe it is essential that we include one in a new building. This way the facility will be available for use by everyone throughout the day.

"Could we just renovate the current building?"
3/12/2013 10:15 AM

We have looked into upgrading the Social Club. We have raised money to pay for professional surveys on the building structure, timber condition, environmental sustainability and disabled access. All these reports are available to view, but the upshot is that staying put and upgrading will be an expensive (up to £1m!) option and still would not address the issues of limited parking, poor disabled access, inflexible layout, poor environmental sustainability, lack of storage space, etc..

"My main concern is the access roads. Eaglesfield road is frequently reduced to single lane with parked cars, leading to dangerous manoeuvers on to Castle Street and Meadows Road/ Evelix road. which is main route for the Fire Service emergency vehicles."
4/14/2013 9:17 PM

In the 2009 Feasibility Study TEC Services preferred the Meadows Park site for access. We agree that parking on Eaglefield Road is currently an issue - particularly the junction at Castle Street, but this is something we can (and will) raise again with TEC Services. We will also consult with the Fire Brigade to try and ensure safe access is maintained at all times.

"i fully empathise with the challenges associated with what you are trying to do (i was lead design consultant to KLB village hall committee in 1985 when they rebuilt the facility) It is difficult to know whether you should be offering the community their option in terms of potential cost and potential facilites before you consult, or as a result of your consultation process. with nothing very tangible to go on, folks imaginations and as a consequence their enthusiasm for the process leading to a decision will tent not to be ignited. You have an interesting challenge ahead. Best wishes to all involved."
4/10/2013 1:50 PM

Many thanks for your good wishes. It would appear that you have skills that would help this type of project - maybe you would consider lending a hand if we are successful in obtaining funding?

Your point regarding timing is well made. However, after some consideration we realised that the only way this project can succeed is with Big Lottery funding, and the only way to obtain Big Lottery funding is to provide evidence of community support. This lead us to doing the consultation process first (to gauge opinion), whilst at the same time trying to obtain a suitable site which the community could own (another pre-requisite for Lottery funding).

"another venue would be better as there is a nursing home adjacent and private houses nearby?"
4/10/2013 1:40 PM

We have looked at all the possible sites we can think of in Dornoch and each has some merits and some problems. On balance, we believe that Meadows Park is the best option and we hope that the neighbours would see benefits from having a modern, well insulated community centre nearby. In any event we will endeavour to work with all interested parties to deliver the best solution for everyone in the Dornoch area.

"Any hope of testing abattoir site owners again? Rumour has it that there is a planning application for a supermarket - Does Dornoch really need one?"
4/9/2013 10:02 PM

We can ask the question again, but even if ANM did agree to sell we do not have any money to buy the site! Also, we believe that it would need a considerable amount of money for decontamination and demolition work - all of which reduces the amount we could spend on a new building. As for whether Dornoch needs another supermarket that is not for DADCA to say, but hopefully any potential planning approval for retail outlets will be subject to the production of extensive 'Retail Impact Assesments'.

Q6. Comments (3 of 3)

Below are all the comments (with our responses) from people who did **not** answer 'Yes' to Q 2.1 - New Building - Do we need one?

"I am worried about the longevity of the project if it is all done on a volunteer basis. If dornoch is to have a new community centre should it be council or run or have at least one person who is employed to make sure it runs properly? What about the other two community halls being used at present (west church hall and free church). Is there a need for a third? Also there are other facilities that the community can use - dornoch academy has a theatre, there are tennis courts, football pitches, squash courts, etc. These facilities would not be required in the proposed new community centre - unnecessary duplication would be a waste of money."
3/31/2013 4:57 PM

We believe that a community centre is best owned and run by the community it serves and there is no realistic possibility of a Council run hall – Highland Council are trying to dispose of community halls not take on new ones. The demand for a 'third' hall is proved by the number of events we host in the Social Club, which is currently self-financing and supports a part-time caretaking/cleaning contract. Part of the process to attract Big Lottery funding is to prove our project will be sustainable by means of a viable and robust business plan (which we are working on). To this end we are looking to identify additional revenue streams (e.g. Fitness Suite membership, Dornoch Gallery, etc.) which will allow the employment of at least a part-time administrator for the centre.

"The school is a more suitable site as it has the space, excellent car parking, street lighting and is paved all the way to Dornoch"
4/9/2013 8:02 PM

We discussed a joint venture at the school early on, but the Parent Council were not in favour and the roads department were not happy with forming a new access off Poles Road. Also, the existing car park at the school is full at the very time over 50% of the current events in the Social Club are held (during school hours). Also, to gain Big Lottery funding we will have to own the land where we build - this would mean negotiating a purchase from Highland Council (notoriously difficult!).

"A community centre should be a place where community groups can come together, and where meetings, functions and performances can take place, with catering facilities and coffee lounge to facilitate the comfort and conveniance of those using the building Im not sure if sports facilities should be incorporated into this. I think this may have to be considered though, if the sports barn does not come to fruition"
4/7/2013 12:58 PM

We agree 100% with your definition of a Community Centre. We have consulted with the Academy Parent Council and Highland Council (and will continue to do so) but the latest plans for the Sports Hall do not appear to include a fitness suite. We believe that a fitness suite would be well used and become an asset to the community which is why we asked a specific question about this, but we have no plans to develop facilities to compete with a Sports Hall (e.g. Badminton, basketball, etc.).

"With the Free Church developing facilities and the West Church Hall being upgraded, we need to ensure that appropriate provision is being made across the community. We need to talk to each other!"
4/9/2013 10:52 PM

"The day after the DADCA presentation I received a brochure outlining the new Free Church plans which have since started. We have the "Big Rock" and the Sports barn. It makes me wonder what community we are talking about whne so many sects are going theri own way with not much or no regard to the whole community."
4/9/2013 10:39 PM

"We have West Church Hall - Free church is being altered to be a community centre as well as church. (Has this all been thought out?)"
4/9/2013 10:22 PM

One of the main reasons a new build is required is that we regularly have to turn away bookings due to lack of space (try booking a meeting room on a Monday evening in Dornoch)!

We will continue to talk to, and work with, any interested parties who want to work with DADCA. We share regular updates with the Creag Mhor project team and have worked with (amongst others) the Highland Council, Dornoch Academy, Highland Games, Dornoch City Football Club and Meadows Park Trustees.

Our next step after this community consultation is to consult with all our users (and groups who do not currently use the Social Club) to make sure we are planning the right facilities.

"Uneasy about footprint that your proposed project will make on Meadows Park - traditionally used for Highland Games, sporting activities and side shows. Cannot envisage satisfactory solution to parking in and around this project. Understand that both churches are improving their own community facilities - might all parties consult each other to rationalise all proposed developments?"
4/8/2013 10:49 AM

We are working with all parties (including consulting with the various church groups in Dornoch) to try and achieve the best outcome for all residents. We believe there is a demand for a Community building that is open and available to all, as shown by the 800+ events that the current Social Club holds each year. The parking issues will need to be resolved but we believe that there is enough room to develop a building whilst maintaining the existing facilities for the Football Club and the Highland Games. We are in regular discussions with representatives of both groups as well as the Trustees of Meadows Park.

A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q6 - Comments

(1 of 4)

Comments only from people who voted 'Yes' to Q 2.1

- 100% SUPPORT NEW BUILD
- 100% support new build
- 3.' if it is a gym then i and my husband are quite prepared to use it frequently. Golspie gym is the one to take note of equipment. we both go regularly over to Golspie so if it is in Dornoch that would be great & we would be quite happy to pay a subscription.
- A cafe morning or 2 for pensioners would be nice, more activites for teenagers are needed, I would be willing to help out as much as I can
- A much needed facility
- All for a new community cnetre I think one centre would suffice and am amzed that resources are to be spent on West Church and Free church all though I understand that some improvements may be necessary to these buildings. I think resources should be pulled for one good centre.

This point has been raised a number of times and is answered elsewhere, but there are a number of halls in Dornoch all of which offer something unique. The Social Club is the busiest (over 70 events per month) and the demand for more space is undeniable. However the building needs a lot of work and is not fit for purpose, hence we think we need to try and move while we have the chance.

- Although i dont live in Dornoch, i work here adn attend lots of things in the social club both through the day and in the evenings and would probably not be the only person that uses it from outwith the iv25 area, so thought it was worth filling in the form
- Although I enjoy attending the current Social Club I believe that it is essential that we have a new community centre built on flat ground. This will help to ensure that people with limited mobility are able to attend independently. the hill up to the current Social Club can be a nightmare for some older?less fit people.
- Although I live in Fearn I come into Dornoch most days to walk my dogs. I love Dornochand there is a possibility that my daughter ad her two children may live in Dornoch in the future hence my interest in your project. I wish you all the best. Better publicity would be helpful.
- An industrial dishwasher for the kitchen - nigg hall has a dishwasher that washes and dries in 3 mins (worth looking at) Tain Parish Church hall has in their kitchen a 'tap' with constant boiling water suitable for tea and coffee (could be looked at)
- Best of luck!
- But would support fund raising events
- Call it a leisure centre no a community centre

A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q6 - Comments

(2 of 4)

Comments only from people who voted 'Yes' to Q 2.1

- Dornoch is a lovely Town which by and large is trouble free. There is, however, nothing for younger people after school to have a social life and there are signs that some youth are replicating youth problems experienced in Taind and Alness - that would be a shame. Also there isn't anything for older people who really do need something, they have the flexibility in terms of attending such a centre. Would help but not door to door/street collection.
- Dornoch needs the (or a new centre) as we have nothing!! (Tain/Golspie/Invergordon/ Alness do!!) It's about time Dornoch had something for the community to do other than drink!!
- Every village should have its own community centre.
- Go for it! Good luck!
- Gym and swimming pool!!!
- I ama member of St Finnbarr's church & get updates about DADCA from Marian Swanson. If I am able I will help her with fundraising etc but cannot do it officially as abilities vary! I do not use many of the facilities as at nearly 80 I am not able but do think the centre would be a super asset for Dornoch, particularly younger folks. Good luck in your endeavour!
- i feel now that i've had more time to think about the community needs, dornoch really does need a good community centre. my thanks to the local committe who run the social club. you are doing a really good job and making the best of inadequate facilities in the meantime!
- I feel that a new building would be good for the town.
- I fully support the proposed community centre, it is long overdue
- I think a new community centre should have facilities to benefit the youth of Dornoch
- I think it should be better located as it is quite hard to find.
- I think that we in Dornoch should have a movie theatre and a pool and should have a roller disco.
- I think this project shows great vision and has the potential of improvement for Dornoch not seen in a generation. wish DADCA every success for this development.
- I think, having moved here that the new centre could almost be like a country club with pool facilities and a nice lounge area. This would, along with a new multi-function room be a winner for weddings which would generate a good income. Also if the hall/halls were multi-function the aforementioned clubs would keep it very busy. I have to travel to Golspie at present for gym and pool facilities. As stated before I think it would be good as a country club.

A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q6 - Comments

(3 of 4)

Comments only from people who voted 'Yes' to Q 2.1

- I would like to have a social club and a gym but I won't benefit from this because I am going to move when I leave school.
- I would think that a monthly contribution would be (one) an answer to funds I would think the major hurdle would be vandilism (modern youth)

Thankfully this is not a problem we have in the current hall. The Youth Cafe cause no more damage than any other event.

- If i was in a younger age group i would love to help, but i would be willing to do things like raffles at events. I could design and print out posters or other notices
- Insufficient parking space st the Social Club
- It [a new community centre?] would be very useful as it would be somewhere to go and it's close to home, provided it was warm, nice, modern and open - and held interesting events. You should have jobs open for it or something. It should have a little cafe in it!
- It has become apparent that the existing building is no longer fit for purpose and has been outgrown by the community.
- It is vital that there is a plethora of activities for young people.
- It would be a bonus for Dornoch and cater for it's increasing population
- It would benefit everyone
- Looks like an exciting project. Deserves to succeed and will be of great value to the area
- Need youth facilities
- Needs to go ahead not just talk about it like the school sports hall. More action, less talk.
- Not sure about proposed location or proposed style of rebuild

The style of build has not been decided yet. This will be the subject of much discussion!

- Only contact me for help fundraising if you're desperate!
- Please add a swimming pool!!
- Please build a swimming pool
- Please do it before we die!

We have no plans to include a swimming pool. This would be a huge project in its own right. Inclusion with a Community Centre would harm both projects.

- Plenty of storage facilities, as I know from experience in local community halls/centres there isn't any, limiting the sports clubs etc who use the facilities.
- re 5.10 - Will volunteer as and when for kitchen/tea duties setting out and cleaning up etc
- Strongly object to proposed site at Meadows Park

A NEW COMMUNITY CENTRE FOR DORNOCH?

RESULTS

Q6 - Comments

(4 of 4)

Comments only from people who voted 'Yes' to Q 2.1

- Swimming pool please, youth facilities, trampolining bit in gym

See above re. Swimming pool.

- Swimming pool! + Gym!
- SWIMMING POOL! A concert hall so that bands can play. Astroturf. Zoo (with penguins.) Costa Coffee.
- There needs to be a separate section for all the young people. This will make less disruption. Need a sports/games hall, swimming pool, and weights. This new community centre needs to be big and good or no one will use it. Go big or go home.

We do not intend to compete with the Sports Hall at the Academy and we do not intend to include a Swimming Pool (see above). We certainly need a larger hall but the bigger it is the more it costs to build and run! We think flexible spaces are a better goal than simply bigger!

- This is a great idea - go for it!
- We are too old to take a very active role in fundraising, but wish you good luck with th eproject.
- Why build a new building when you have an unused building that would give you the space and facilties and land that would tick all the boxes - This would be the old slaughterhouse

This point has been raised many times and is answered elsewhere. However, we agree that if the site was available, and we had the money to a) buy the land, b) demolish the old industrial buildings and c) decontaminate the site, then this would be an alternative worth considering.

- With plans in hand for a West Church Hall upgrade for community benefit + similar for the Free Church, care will be needed to ensure a new Community Centre does not duplicate these other facilities
- Would be good to have Astroturf to practise for hockey and football matches. Swimming pool would be awesome.
- Would be interested how/where current Social Club building would be sold. Beautiful exterior but not fit for current use. Not sure about proposed location - old slaughter house site would be better.

The idea is that the building would be placed on the open market. See above and elsewhere re. Abattoir site.

A NEW COMMUNITY CENTRE FOR DORNOCH?
QUESTIONNAIRE FOR USER GROUPS

Q1. Contact Details
Please confirm the contact details for your group or organisation.

1.1 Name of Group .....

1.2 Contact Name .....

1.3 Address .....

.....

1.4 Post Code .....

1.5 Email Address .....

1.6 Telephone .....

1.7 Do you have a written constitution? ❑ Yes ❑ No

1.8 Are you a registered charity? ❑ Yes ❑ No

Q2. Existing Use of the Social Club

2.1 Which of the following rooms in the Social Club do you use *(tick all that apply)***?**

❑ Main Hall
❑ Kitchen
❑ Struie Room
❑ Bar
❑ Coffee Lounge
❑ Upstairs Room

2.2 On average, how often do you use the Social Club *(tick one box)***?**

❑ More than once a week
❑ Once a week
❑ Once a fortnight
❑ Once a month
❑ Once a quarter
❑ Once a year

2.3 What times of day do you use the Social Club *(tick all that apply)***?**

❑ 9.00 a.m. – 1.00 p.m.
❑ 1.00 p.m. – 5.00 p.m.
❑ 5.00 p.m. – 9.00 p.m.
❑ Later than 9.00 p.m.

2.4 In your opinion what (if any) are the shortcomings of the Social Club?

.....

.....

Q3. Storage

3.1 Do you currently store anything in the Social Club? ❑ Yes ❑ No

3.2 If Yes, where *(tick all that apply)***?**

❑ Store Cupboards ❑ Upstairs Room ❑ Kitchen

❑ In Loft ❑ Outside ❑ Don't Know

3.3 Do you store items away from the Social Club? ❑ Yes ❑ No

3.4 Would you use additional storage space if it were available? ❑ Yes ❑ No

3.5 What type of equipment would you store *(with approximate sizes if possible)***?**

.....

.....

Q4. New Community Building

4.1 Do you think we need a new community building to replace the Social Club?

❑ No ❑ Yes ❑ Don't Know ❑ Don't Care

4.2 Do you think you would use a new community centre . . ?

❑ Less than present ❑ About the same ❑ More than present

4.3 Would you be able to cope with a small increase in hire charges *(e.g. 10 - 20%)***?**

❑ Definitely Not ❑ Maybe ❑ No Problem ❑ Don't Know

4.4 What additional facilities would help your group in a new community centre?

.....

.....

4.5 How would a new building help your group become more sustainable/active?

.....

.....

4.6 What additional/new activities would you see happening in a new building?

.....

Q5. Comments

5.1 Please let us know your thoughts regarding the new Community Centre idea.

.....

.....

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T	U	V	W	X
1	**Group Name**	Q1.7		Q1.8		Question 2.1						Question 2.2						Q 2.3				Q 2.4	Q3.1	
2		Yes	No	Yes	No	Main	Kitchen	Struie	Bar	Coffee	Upstairs	> weekly	weekly	fortnightly	monthly	quarterly	yearly	9 – 1	1 – 5	5 – 9	After 9	Shortcomings	Yes	No
3	**Dornoch Youth Cafe**					X	X		X	X			X							X		Storage – Locks on Doors – Outside facilities	X	
4	**Dornoch Agility**		X		X																			X
5	**RC Parish**		X		X	X	X			X							X		X				X
6	**Community Council**	X			X																	Parking, heating, inflexible, accessibility, unavailable	X	
7	**Allsorts**	X		X		X	X			X						X				X		Unavailability	X	
8	**ESRA**	X		X						X							X					Too small – poor heating		X
9	**Ceilidh Dance Club**		X		X	X	X						X							X		Lack of space for functions, storage etc.		X
10	**Dornoch Focus Group**	X			X																	It is cold in the winter, difficult to book rooms because it is too busy		X
11	**Art Group**		X		X		X	X					X					X				Very cold in winter. Access to toilets via outside if others in hall	X	
12	**SWRI**	X			X																	Car parking – uneven path to club		X
13	**Scottish Country Dancing**		X		X	X	X										X				X	Little small for dancing		X
14	**Episcopal Church**	X		X		X	X	X		X	X				X				X	X		Parking. It can be cold. Coffee lounge floor stark (no carpet). Seems dated!	X	
15	**Historylinks Museum**	X		X			X			X							X			X		Hard to heat, poor parking, difficult to access		X
16	**Highland Gathering**	X			X	X	X	X		X	X						X					Well past its sell by date & doesn't meet the needs of an expanding community		X
17	**Heritage Society**	X		X		X	X										X				X	Parking		X
18	**Dornoch Firth Group**	X		X																				
19	**Dornoch Bowls Group**	X		X		X	X		X	X							X			X		Parking		X
20	**Dornoch Christian Fellowship**	X		X		X	X			X		X						X	X	X		Parking, disabled access, storage	X	
21	**Angel Faces**		X			X	X			X			X					X				Disabled/pram access	X	
22	**Dornoch Flowers & Fairs**		X		X			X		X						X		X		X		Toilets. Parking		X
23	**Sutherland Pilates**		X		X	X							X					X				Temperature (heating). Dirt trailed in during winter on shoes		X
24	**Dornoch Lochans**		X		X																	Does not use current building		
25	**Angling Association**	X			X			X									X			X		Poor parking. Toilets		X
26	**Ross Stitch**	X			X	X	X			X							X					Ladies toilet		X
27	**East Sutherland Camera Club**	X			X																	We don't use the SC. Currently based in Brora but Dornoch is more central to our spread of members & therfore would like to register an interest in the new centre for possible use.		X
28	**Dornoch Allotments Association**	X			X																	No Parking		X
29	**Tai Chi**		X		X	X							X					X						X
30	**Dornoch Cathedral Guild**		X		X																	If our group were unable to use West Church Hall SC facilities would be adequate. Parking would be a problem.		X
31	**Royal British Legion Scotland**																							X
32	**Yoga Club**		X		X	X							X							X		Its cold. Heating system inadequate. Floor not clean. Lot of interuptions/noise from other group users. Electric for music systems keeps going off.	X	
33	**Pro-Motion Fitness**		X		X	X		X		X		X						X	X	X		Outdated heating system. Toilets need modernising & a shower fitted. Parking is difficult for disabled people as car park is at quite a steep angle.	X	
34	**Dornoch Festival Week**	X		X		X	X		X	X	X						X	X	X	X	X	Heating. Access. Parking. Toilets	X	
35	**Dornoch Christmas Lights**	X		X																				X
36	**Royal Dornoch Golf Club**																							
37																								
38																								
39	**Totals**	**18**	**13**	**10**	**20**	**17**	**15**	**6**	**3**	**14**	**3**	**2**	**7**	**0**	**1**	**2**	**10**	**8**	**5**	**12**	**3**		**10**	**22**
40	**Percentage (of total responses)**	58%	42%	33%	67%	29%	26%	10%	5%	24%	5%	9%	32%	0%	5%	9%	45%	29%	18%	43%	11%		31%	69%

	Y	Z	AA	AB	AC	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AQ	AR	AS	AT	AU
1	Question 3.2						Q 3.3		Q 3.4		Q3.5	Q4.1				Q4.2			Q4.3				Q4.4
2	Cupboards	Upstairs	Kitchen	Loft	Outside	Don't Know	Yes	No	Yes	No	Type of Equipment	No	Yes	Don't Know	Don't Care	Less	Same	More	No	Maybe	No Problem	Don't Know	Add Facilities
3	X							X	X		TV's – Football table – table tennis table, etc.		X				X			X			Outside grassed area for football
4							X		X		Dog Agility Equipment		X					X		X			Outside area for dog training
5													X					X		X			
6		X					X		X		Files, booklets, etc.		X					X				X	meeting room, hearing loops
7		X					X				The upstairs room is fine for now		X					X			X		Play area, climbing wall, meeting room (with projector)
8							X			X			X				X			X			Meeting/conference room with projector/white board. Fitness suite
9								X					X					X			X		
10							X		X		Pamphlets, files, archive materials		X					X		X			Meeting rooms, secure storage
11	X							X		X	Easels, books		X					X		X			Messy room with access to water.
12													X										
13							X			X			X					X				X	Good dancing floor
14		X					X			?			X				X			X			Easier access to storage (I.e. not upstairs)
15							X			?	Folding tables. Notice/display boards		X					X		X			Facilities for coffee mornings / talks & lectures / temporary displays
16							X		X		Highland games equipment. Need 65m²		X				X						What is planned is adequate
17							X		X				X					X		X			
18													X				X					X	A workshop for a men's group
19							X			X			X				X				X		
20	X	X					X		X		Indoor play items for mother & toddler		X				X				X		Badminton, indoor football, kitchen storage, fridge space.
21	X						X		X		Additional play items		X				X				X		Soft play facilities. Toddlers toilets
22							X			X			X					X			X		Space to park watering car & bowser
23								X		X			X				X				X		Changing room / area to hang coats & leave shows. Central heating!
24																							
25							X			X			X				X			X			Area for fishing casting practice
26							X			X	Materials for needlework & textile arts			X		X						X	
27											ATM we have no secure storage and equipment is kept in members homes, which limits our activities.		X					X			X		Secure storage for equipment (3 m²). Exhibition space. Meeting rooms – small & larger for presentations.
28								X		X			X					X			X		
29								X		X			X				X			X			Better parking facilities
30													X				X						
31								X		X			X					X				X	
32	X						X		X		Yoga equipment. 3 bags roughly 90 x 60 x 40 cm		X				X			X			Adequate Heating. A music system to connect iPad would be handy. Bare walls to allow balance and pose exercises.
33	X						X		X		Dumbell sets of weights. 2X large boxes		X					X		X			A gym. Showers. Creche facilities. Spin bicycles. Free weights.
34	X	X		X			X		X		Store cupboard (1 m³)		X				X				X		Better storage. Small meeting room that you can book.
35							X		X		Christmas Lights (2 m³)		X				X					X	
36																							
37																							
38																							
39	**7**	**5**	**0**	**1**	**0**	**0**	**20**	**9**	**12**	**14**		**0**	**31**	**1**	**0**	**1**	**15**	**15**	**0**	**13**	**10**	**6**	
40	54%	38%	0%	8%	0%	0%	69%	31%	46%	54%		0%	97%	3%	0%	3%	48%	48%	0%	45%	34%	21%	

	AV	AW	AX
1	Q4.5	Q4.6	Q5.1
2	Help Sustainability	New activities	Comments
3			
4	Able to run more classes		
5		Pilgrimage gathering	
6	Greater inclusivity, more participation	Fitness suite, IT provision, office space	See note
7	Allow us to have board meetings there (currently in chair's house as unavailable when needed)	More catering opportunities	Great!
8	Fund raising events. Maintain level of fitness for crew	Training sessions. Fund raising events	
9		More games facilities (table tennis, badminton, etc.)	
10	Create an area with which we could identify on a regular basis	Fitness suite	
11	We have almost outgrown the Struie. Now have 14 members & can't handle any more.	More hand craft sessions – maybe at weekends for children	See note
12			See note
13			Really good idea
14	I'm not sure that in our particular case it would help.	Probably none	See note
15	New facilities would give us more space and a greater presence in the commmunity		
16	Wet weather protection for games day. Better stand & catering for Patrons.		See note
17			
18		A mens group	
19		Possibly weddings, birthdays, etc.	Good for future Dornoch community
20	Accessibility. Extra kitchen facilities	Increase of existing activities	Ideal location, essential for future of community work in Dornoch
21	Improved accessibility & toilets		Good location at town level making it easier for older/disabled people
22			
23	New facilities may attract new members	Moresporting activities would be nice	A more modern facility would be an asset to Dornoch.
24			
25	Help to provide a service to teach newcomers/youngsters the basics of fly fishing		Good idea
26		Not sure	See note
27	Location in Dornoch would widen our potential catchment area and being more central to existing membership is more sustainable in terms of travel costs, etc.		
28			Great idea. Very much needed to replace existing building which is not fit for purpose
29			With the Court closing perhaps we could have the service point at the new centre
30			Good Luck!
31			I think that a new community centre is a great idea
32		A meditation class	
33	I could offer a greater number of fitness solutions to a wider group of the community (e.g. A referral scheme could be set-up & classes with creche).	One to one coaching in the gym. Playgroups, nurseries, creche. GP referral scheme. Cardiac rehabilitation centre. Chiropractory. Hairdressers, internet, wi-fi. Concerts	It needs to be a multi-functional facility available to the whole community. From creche -> school -> youth club -> adults -> retired
34		Multi Use Games Area (MUGA)	
35			
36			See letter of support
37			
38			
39			
40			

AX6: Planning for the future of IV25 this is an essential project. Current facilities do not meet current needs let alone future requirements.

AX11: I love the idea of a new hall, just get on and build it while we are still alive!

AX12: As we don't use the Social Club at present it is difficult to answer the questions above, however who knows what the situation will be in future. It may be, however, that we would require the use of a large hall for Federation events in the future.

AX14: I think that Dornoch needs a new community centre with modern facilities including a fitness suite and small meeting rooms

AX16: This opportunity needs to be grasped for the future generations of Dornoch and clubs/groups/individuals need to work in harmony to achieve the dream.

AX26: Ross Stitch has found a new home in Tain and the feeling of the group is not to move outside the boundary of Ross-shire. I will continue to support the Social Club on a personal basis and remain personally affiliated. At present I am unsure of all the facts about the building of a new Social Club. There seem to be a number of projects being planned. Where does DADCA fit in?

DADCA

New Build Project
- Big Lottery Bid -

Business Plan

October 2013

DORNOCH & DISTRICT COMMUNITY ASSOCIATION

Scottish Charity No. SC013716 - Company Limited by Guarantee registered in Scotland No. 375856 - Registered Office: Rubhan Beag, Hilton, Dornoch, Sutherland, IV25 3PW

Contents

1. Introduction 3

2. Current Business Activity 4

2.1 Space Hire 4

2.2 Fund Raising 4

2.3 Grants & Donations 5

2.4 Administration & Caretaking 5

2.5 Building Maintenance 5

3. Additional Expected Income from new Community Centre 7

3.1 Additional Space to Let 7

3.2 Fitness Suite 7

3.3 Weddings 8

3.4 Commercial Lets 9

3.5 Dornoch Gallery 9

4. Additional Expenditure 10

4.1 Caretaker 10

4.2 Heat & Light 10

4.3 Administration 10

4.4 Building Maintenance 11

5. Capital Funding 12

5.1 Assets 12

5.2 Grants 12

5.3 Fund Raising 12

6. Income & Expenditure Forecast 13

Appendix A - DADCA Articles of Association 14

Appendix B - DADCA Accounts - 2012/13 18

Appendix C - Dornoch Social Club Bookings 2006-13 24

Appendix D - Weekly Bookings Chart - Autumn 2013 25

1. INTRODUCTION

The purpose of this document is to outline the state of the current business and to forecast the way the business would evolve in a new building (using projected income and expenditure forecasts based on existing known values) and an overview of possible capital funding streams.

Dornoch and District Community Association (DADCA) is a registered Scottish Charity (No SC013716) which changed its legal status to a Charitable Company Limited by Guarantee on 1st April 2010. A copy of the Articles of Association is included in *Appendix A*.

The current Board has been in place since 2008 (then a committee), and from a standing start the business has grown to reach a turnover of over £36k with total cash reserves of £25k (some of which are reserved funds for our sub-committees) at 31st March 2013.

The Company is run by a Board of 14 volunteers, with an appointed Treasurer who has been in place for almost 3 years. We do have a contract for the caretaking of the Hall, but there are no paid employees and the administration of the Hall is handled by a Board sub-committee currently comprising two volunteer directors (Secretary Judi Sutherland and Bookings Secretary Pat Murray).

An explanation of the Company legal structures and governance is available in the Feasibility Study (Update) accompanying this document.

2. CURRENT BUSINESS ACTIVITY

In its present form DADCA has been running profitably since the current Board took over in 2008. Income is derived from three main areas: hire of the hall; fund-raising activities; and grants & donations. DADCA has six volunteer-run sub-committees who are involved in arranging functions and events, and whose finances are included within the DADCA accounts.

Expenditure is consistent with the normal running of a village hall, with the largest single items being Costs of Fund-raising, Repairs and Maintenance, Caretaking Contract, and Electricity (Heat & Light). DADCA and its various sub-committees also invest a significant amount of money on advertising the various events and functions they organise.

A copy of the latest approved Accounts (2012/13) is included in *Appendix B*.

2.1 Space Hire

When the present committee took over in 2008 the building was virtually derelict and the total income from hires in FY 2006 & 2007 was £75 - representing 3 paid events in 2 years! In 2008 this increased to £755 and since then it has progressed steadily to over £9,500 in the last full year. Figures and charts showing Revenue & Usage for 2006-12 are included in *Appendix C*.

The number of events held in the hall has now increased to over 800 per year, and we operate at something close to full capacity as we continually have to decline bookings owing to lack of space. Reaching near-capacity (particularly at popular times (e.g. Tuesday - Thursday evenings) has resulted in the annual increases in income tailing-off, but this is not due to lack of demand, merely a lack of available space. A table showing the regular bookings for the latest quarter is included in *Appendix D* of this document.

We also started to keep a record of the number of hours let per annum (now required to obtain lower rate VAT charges on our electricity) and we exceeded 1,500 hours let for the first time in 2012/13, which represents a footfall of approximately 15,000 people per year through the hall.

The income from hires covers our expenditure on electricity, caretaking and general expenses (postage, etc.).

2.2 Fund Raising

The DADCA Board does not consider its role as an events organiser, but we quickly recognised that the hall would not be sustainable just with the income generated by the hire of the hall, and therefore decided to organise a few events specifically to raise funds for the Hall.

One of the suggestions which came out of the original survey conducted in 2008 was a Car Boot Sale, and so we decided to try this in the hall. From humble beginnings we now hold monthly Car Boot Sales in the summer months which raise in excess of £1,200 per year.

In addition to these sales the Board also directly organises an annual Book Fair in June (now expanded to 3 days). This idea came about as a result of receiving a donation of a complete book collection following the death of the father in-law of one of our Directors. This was quickly added to by other generous donations and the event now raises about £600 per year towards our running costs.

Other events which have been held to raise funds for the hall include dances, ceilidhs and raffles.

Our fund-raising income nominally covers our repair & maintenance bills, with money from some events being specifically ring-fenced for the new-build fund.

2.3 Grants & Donations

The Board prefers not to rely on grant income to cover general running costs, and the only regular income of this type is an annual revenue grant of £1,000 awarded to all village halls by Highland Council. Whilst this is a welcome addition to our funds (which covers our insurance bill - arranged through Highland Council!), given the current economic climate it is not an income stream which we rely on.

DADCA and its various sub-committees have been fortunate in the past to receive regular donations in the order of £370 from our local Charity Shop (run by St. Finnbarr's Episcopal Church). Again this is not budgeted for and last year this money was used to purchase Sports Drinks Bottles to give away at the children's sports in Festival Week.

Over the past 5 years major grants have been secured for a number of specific capital projects to cover maintenance and upgrading of the hall. We have been successful in securing two £10k Awards for All grants which were used to :-

- Refurbish the kitchen (£3.5k), re-floor the coffee lounge (£3k) & external painting (£3.5k)
- Re-floor the Struie Room and fully refurbish the upstairs rooms (for additional storage)

Our philosophy is to use volunteer labour as much as possible on these projects; as an example the kitchen refurbishment was completed in 2009/10 using all volunteer labour.

Other grants have been secured from Hi-Arts (£5k for Cinema equipment), Beinn Tharsuinn wind farm fund (£2k for new chairs and tables), LEADER (£2.5k towards new-build Feasibility Study in 2009) and a number of smaller awards from our local Common Good Fund and Ward Managers Discretionary Budget to help with survey work, purchase of computers (for Youth Cafe) etc..

2.4 Administration & Caretaking

DADCA administration is done on a volunteer basis by the Board-appointed Secretary, Judi Sutherland. Her role includes correspondence, minutes and supervising the caretaking contract. Bookings are also dealt with on a voluntary basis by Pat Murray, and recorded on our website www.dadca.org.uk to allow users to see what is on and when the hall is available. The website is jointly maintained by a number of volunteers, some Board members and others not.

The hall was originally cleaned by the same volunteers, but this quickly became unsustainable and so a caretaking contract was drawn up and eventually awarded to a local company. The cleaning part of the contract has since been extended to cope with the additional demands placed on the hall by its heavy usage. The cost of caretaking is now approaching £5k per annum and is the largest single component of our regular expenditure, but the feedback from users regarding the state of the hall is generally very favourable.

As noted above, this expenditure is more than covered by income from hires.

2.5 Building Maintenance

The Social Club building is over 150 years old and as noted in the Options Appraisal, and evidenced by its forced closure in 2007, it is not in a great state of repair. Significant neglect over many years (as highlighted by the original building survey in 2008), the absence of any planned maintenance schedule and some fundamental design flaws have resulted in a building which will require a great deal of investment in the short to medium term.

The DADCA Board made an early decision to address any cosmetic problems which were easily fixed (e.g. painting & decorating) but not to spend time, effort and money (of which there was none) on major items until such time as further professional surveys could be undertaken.

Once the results of the surveys were known and the decision to press ahead with the new build options was taken by the Board, it then followed that any major restoration and renovation work would be a waste of DADCA money.

Accordingly, following the upgrades made possible by the Awards for All grants (which got the building into a usable state) finance continues to be allocated for cosmetic work (painting, window blinds, etc.) and essential maintenance (electric and fire safety checks, etc.) but not for any of the identified major defects or building shortcomings.

3. ADDITIONAL EXPECTED INCOME FROM NEW COMMUNITY CENTRE

DADCA's aim is to build on the existing solid financial base in a new Community Centre. We plan to maintain high levels of usage and community involvement, keeping a careful control on budgets whilst at the same time providing as many additional services and facilities as possible for our local community.

The financial record over the past 5½ years and the current levels of usage of the existing hall are good evidence of the base from which DADCA will be working. However, we recognise that additional revenues will be required to run and maintain a new building, and to finance our plan to employ a staff member to run the hall.

We are confident that with the continued support of our existing users and groups (as shown in the various recent surveys), and with the implementation of the following plans to generate more revenue, the new building will be more than sustainable - economically, socially and environmentally.

3.1 Additional Space to Let

One of the main drawbacks of the Social Club, as identified by a number of user groups, is the size of the main hall, the restrictive layout of the building (which makes access to the toilets and kitchen difficult/impossible if there is more than one event on) and the sheer volume of lets currently attracted.

For these reasons we are confident that we will secure even more bookings than the present 800 per year, although we are mindful that our regular Sunday let, the Dornoch Christian Fellowship, may well be lost as they have shown great interest in purchasing the Social Club should it ever become available.

However, this particular booking was the subject of much discussion by the Board when we were initially approached about it, as it adversely affects our ability to offer weekend bookings (apart from the four occasions per year we reserved the rights for, to accommodate Fibre Fest and the Book Fair, etc.) and their early start on a Sunday morning means that wedding reception bookings are faced with either a late night or a very early Sunday morning clean-up!

Notwithstanding any of the above, we are confident of maintaining a level of events at around 800 per year, and with a 20% increase in rates (which our user survey appeared to have no problem with) we are confident to predict £11,500 income into our projected profit & loss calculations.

3.2 Fitness Suite

The demand for a Fitness Suite in Dornoch is overwhelming, as shown by the results of the recent public survey (*see separate Consultation Document - Appendix C*). The provision of such a fitness suite would not only be used by the individual respondents, but there is also confirmed demand from Julie Brown - a qualified fitness instructor and an existing hall user - for provision of both private and Medical Centre referred fitness programmes, particularly for our over-represented elderly residents. Julie has agreed to act as an advisor to the Board with regard to the Fitness Suite layout and design.

The plan is to build a small self-contained fitness room equipped with a range of equipment and machines and with attached changing facilities. All of this will be part of the main building but will be accessed by suitably inducted individuals by means of an electronic door entry system and monitored by a security camera, thus allowing use of the facility at all times of the day (e.g. early morning before commute to Inverness, or late at night when kids are in bed).

Our budget plans are based on a conservative estimate of securing 50 individual members paying £15 per month (the mean value response from our survey) and a further 50 families paying £25 per month. For a local resident currently travelling out of Dornoch to use a fitness suite (148 respondents in our survey said they were) who could walk or cycle to the fitness suite in a new Community Centre, the cost of the monthly membership equates to less than the real cost of 3 car journeys.

We believe that there will be additional benefits accrued from people being able to use the fitness suite more regularly.

For budget purposes we have decided to ignore the likely additional revenue which could come from selling memberships to hotels for their guests, from the local UHI students (who were not surveyed specifically) or from temporary memberships for visitors (specifically Golf tourists).

We would use the revenue generated by the fitness suite to pay for one full-time employee (or equivalent) to manage the Community Centre, with specific responsibility for overseeing the Fitness Suite. This would be an additional full-time year-round job suitable for a young person.

Any additional revenues generated would be used to fund part-time positions to supplement the manager's post, and so reduce the onus on volunteer staff.

3.3 Weddings

Dornoch is a well established and popular wedding venue, both in the Dornoch Cathedral (thanks to the Madonna influence) and civil ceremonies conducted by the local Registrars in the Council Chambers. There are approximately 60 weddings per year in Dornoch (2012 figures).

However, the choice of venue for wedding receptions is now very limited. Traditionally the Burghfield House Hotel was the most popular choice (particularly for 'local' weddings), but its function room was demolished as part of its renaissance as the University of Highland & Islands (UHI) training hotel in 2006, and it is no long capable of holding large group functions.

Most of the business was transferred from the Burghfield House Hotel to the volunteer-run Carnegie Hall at Clashmore, about 3 miles out of Dornoch. Although its location is not ideal, the hall is well suited to weddings, being of a good size with adequate parking. However, the hall committee have recently decided to stop taking wedding bookings owing to a lack of capacity on their committee. This decision has placed more pressure on the remaining locations within Dornoch itself.

Most of the wedding receptions now take place at the Castle Hotel, which is able to offer facilities for up to 90 in their Garden Restaurant (although this does affect their dining room at peak times) or up to a maximum 150 by erecting a temporary Marquee in their grounds. However, their pricing structure is not to all tastes.

The Dornoch Social Club is not an ideal venue for a wedding reception - the hall is not really big enough, the toilets are not really adequate (either in quantity or quality), the available parking is limited and the kitchen is not industrial quality. Having said all this we have hosted a number of receptions in the past and have even more bookings already for 2014.

The market for wedding receptions is already established and a larger, modern, well decorated hall (with an option of a marquee attached) will enable us to fulfil this demand, particularly if we are free to offer a full weekend let in the absence of our regular Sunday booking.

Our plan is based on doubling the existing average 2 events a year to a modest 4 events per year, although with a significant increase in price to reflect the new facilities. We are confident of not only meeting but comfortably exceeding this target.

3.4 Commercial Lets

As with the wedding market, our ability to offer space for commercial lets is severely hampered by the current facilities. During the day the bulk of our events are based in the Main Hall (e.g. Pilates, Tai Chi, Fitness Classes, etc.) and with the layout of the hall we cannot accept commercial lets for the meeting rooms (Struie & Coffee Lounge) because of the compromised access to the toilets.

A new building will be designed in such a way that we can have 3 different events on at the same time - in the main hall, meeting room and activity room - all having unhindered access to the toilets and kitchen.

We have hosted some commercial lets, specifically from Highland Council, HIE and the Social Work Department for access visits. However our booking secretary turns down enquiries for small meeting and exhibition space on a regular basis, but this is incremental business and revenue which we would be able to accept in a new building.

We are budgeting for just one additional commercial 1 day let every month in our income & expenditure forecast (*see Page 13*).

3.5 Dornoch Gallery

During the summers of 2010 and 2011 the Struie Room in the Social Club was transformed into the Dornoch Gallery - originally a separate venture run by members of the Board, but subsequently amalgamated into DADCA itself. The Gallery was an exhibition space and retail outlet for local craft products which was staffed entirely by volunteers. The business plan was to offer space free of charge in exchange for a 20% commission on sales.

Overall the venture was a great success, generating around £850 profit in the 8 weeks it was open in 2010, and slightly more the next year with £964 nett profit.

The benefits of the Gallery were not only the profit accrued, which is retained as a ring-fenced sum in the DADCA accounts, but also that our thriving local Arts & Crafts community had the chance to display and sell their work locally. The downsides were that the Struie Room was not available for the duration of the Gallery opening and making sure that the volunteers were in place at the right time became a chore (volunteer fatigue?).

Notwithstanding the above problems, a new organiser (local artist) has come forward and is looking to reopen the Gallery in 2014.

With the experience gained from running the Gallery for 2 summers, we know that there is a market for local craft products in Dornoch, particularly from the summer tourists, and a Community Centre with a paid manager would be an ideal location to relocate the Gallery to - selling craft items would become part of the manager's duties.

Our plan is to stock a small area of the new Community Centre - possibly in the foyer - with local craft products (rotated on a regular basis) offered for sale at a slightly higher commission rate of 25% (still less than the industry norm of 30% or more). Our experiences lead us to believe that we can generate a minimum of £1,000 profit per annum from this venture (after expenses).

4. ADDITIONAL EXPENDITURE

After over 5½ years of successfully running the Social Club, the DADCA Board believes it has a good understanding of the costs involved in running a community hall. However, a move to a new building will entail some additional (and different) expenses. Following are some of the main additions that we have considered.

4.1 Caretaker

At present we contract out our caretaking service, which includes all the cleaning, janitorial supplies (hand towels, etc.), room setup, fire alarm test procedures and general health and safety compliance, and our plan would be to transfer this contract to the new building.

Given that the building will be more than 50% larger than our existing one then we will need to provide for additional cleaning time. Also, there will be more toilets and new showers to be kept clean and so more time again will be required to complete the tasks. However, we plan to transfer some of the existing tasks, specifically room setups, fire test and health and safety responsibility to the Centre Manager, and so this time element can be removed from the caretaking contract.

Overall, we plan to increase the caretaking contract hours from a nominal 15 hours per week to 18 hours per week (20%).

4.2 Heat & Light

Our current hall is heated by a mixture of wall-mounted electric ceramic and panel heaters and supplemented by portable electric fan heaters. None of these are particularly energy efficient, and given the age of the building our heating costs are proportionally very high.

Following the energy audit report (*see separate Options Appraisal - Appendix B*) we systematically replaced all our lights with low energy bulbs and received a grant to fit additional loft insulation over the main hall and draft excluders to the entrance doors. However our electricity bills remain high at over £3,000 per annum, despite recently joining the Scottish Government procurement scheme.

One of the major benefits of moving to a new building will be its thermal efficiency and the opportunity to take advantage of renewable energy systems. One of our plans would be to heat the new building using a biomass boiler powered by easily handled wood pellets manufactured locally in Invergordon. This system could also be the heat source for the hot water system, which would be supplemented by south facing solar (thermal) panels.

We envisage that the building will be fitted with low-energy light fittings throughout, with movement sensors for toilets and other communal areas to reduce costs and increase efficiency.

Overall, we believe that the increased energy required to provide heat and light over a larger floor area will be more than offset by the better thermal insulation properties of a new building, the advantages of passive solar gain through the design process, the greater efficiency offered by modern renewable energy heating systems and the rebates offered by the Renewable Heat Incentive scheme.

For these reasons we are happy to keep our projected total energy spend at the 2013/14 level, with allowances for fuel inflation of 8% per annum.

4.3 Administration

At the moment all the administration for DADCA and the Social Club is done on a voluntary basis by the committee (and now Board) members, and whilst this has been sustainable for the past 5½ years there is no guarantee that it will continue to be so in the future.

Central to the plan for a new Community Centre is the creation of a minimum of one full time (equivalent) job for a manager to take care of both running the centre on a day to day basis (including the Fitness Suite) and also take on a part of the DADCA administration (i.e. take bookings & payments, prepare invoices, update the website/Facebook pages, report to Board, etc.).

This step will not only involve finding additional finance to cover the position, but will also require DADCA to become an employer and run a payroll system (or at least buy in this service) and provide a pension scheme.

The required income to pay for a Centre Manager will come mainly from the subscriptions to the Fitness Suite, but also from the additional income accruing from increased hire charges, weddings, commercial lets and the Gallery.

4.4 Building Maintenance

Historically DADCA have spent approximately £2,500 per annum on non project-related building maintenance (i.e. general repairs, maintenance and decorating).

A new building will hopefully require little or no maintenance in its early years, but the Board think it is important to create a planned maintenance schedule from day one and budget accordingly, building up a maintenance fund in the early years to make sure finance is available as and when work is required.

The sums used for the purposes of the income & expenditure figures are best-guess estimates based on our experiences at the Social Club. We have allocated £1,000 per year every year for miscellaneous maintenance costs (replacement light bulbs, touch-up decorating, machinery maintenance, etc.).

In addition to the building maintenance, we have allocated a similar figure for depreciation and maintenance of the fitness machinery, based on sample quotations for actual replacement costs and annual maintenance.

Finally, we propose to create a specific Building Maintenance Fund for larger planned maintenance work (e.g. exterior painting) of £2,500 per annum.

5. CAPITAL FUNDING

The new build project is heavily reliant on a successful bid to the Big Lottery Growing Community Assets funding stream. However, the limit of this funding is £1,000,000 and our total estimated project cost (including contingencies) is £1,773,000. The funding gap will have to be met by a combination of the following sources.

5.1 Assets

In 2012 DADCA successfully negotiated the purchase of the Dornoch Social Club building from the Trustees, from whom it had been leased for many years. The building is now an asset of the company and the plan is to sell the building on the open market and put the proceeds towards the new-build cost.

The building has not been valued recently, but in its dilapidated state in 2008 it was valued at £150,000 by our local surveyor (*see separate Building Surveys document - Appendix A*). Although the building is in need of structural work, its location in the heart of the town and the plot size add to its value, and we already have a noted interest in the building from one of our user groups if/ when it is placed on the market.

It will be essential to keep the existing building running during the new build phase, and so some bridging finance will be required to allow the asset to be realised at the end of the build process.

5.2 Grants

In addition to the Big Lottery Growing Community Assets grant, we would look to apply to the following grant funders for financial assistance with our project :-

LEADER	***Robertson Trust***
Highland Council	***Sport Scotland***
Highland & Islands Enterprise	***Dornoch Common Good Fund***
Beinn Tharsuinn Wind Farm Fund	***Tudor Trust***
Lloyds TSB Foundation	***People & Communities Fund***
Scottish Community Foundation	***Climate Change Fund***

We would also seek assistance from CVSO and VG-ES in helping identify other potential funding bodies via their Highland Council GRANTnet service.

The Board are mindful that some grant funders will only release funds on production of receipts or even on completion of the project, and so additional short-term bridging finance may well be required on top of the grants themselves. Applications for funding to Social Investment Scotland Loan Fund or similar organisation will need to be considered.

5.3 Fund Raising

The DADCA Board is under no illusion that there will need to be a significant amount of money raised locally if the project is to succeed.

We already have a small (c. £2,500) new build fund ring-fenced in our accounts, and regularly add to this with the proceeds from specific events. However, as can be seen from the surveys, DADCA enjoys vast support from within the community and the Board is confident that once the final build cost is known and our plan nears reality we will be able to motivate our various sub-committees and groups into fund-raising action.

Likewise, once the scope of the project is clearer we also plan to launch a fund raising appeal amongst local residents and visitors for donations to our new-build fund, and are confident that we will raise a significant amount from this source.

6. INCOME & EXPENDITURE FORECAST

Based on what we already know from running the Social Club and with the assumptions shown, following is an estimate of an Income & Expenditure account for a new building opening in March 2016, with actual figures from 2012 & 2013 (excluding sub-committees) for comparison.

	2012	2013	**2016**	**Assumptions**
Income				
Donations	£570	£733	**£652**	+0% (2 year average)
Grants	£1,000	£3,800	**£1,370**	HC + St Finnbarr's
Fundraising	£6,694	£8,194	**£7,444**	+ 0% (2 year average)
Hire of Hall	£8,686	£9,572	**£11,486**	+ 20% increase
Gallery	£1,524			
New Gallery			**£1,500**	25% of £6,000
Weddings			**£1,200**	4 per annum at £300 each
Commercial Lets			**£2,080**	26 lets x 4hrs @ £20 per hour
Fitness Suite: Personal			**£9,000**	50 members @ £15 per month
Fitness Suite: Family			**£15,000**	50 members @ £25 per month
Fitness Suite: Corporate			**£0**	Assumed no income
Fitness Suite: Visitors			**£0**	Assumed no income
Feed in Tariff payments			**£0**	Assumed no income
Total Income	£18,474	£22,299	**£49,732**	
Expenditure				
Fundraising	£2,811	£3,571	**£3,191**	+0% (2 year average)
Repairs & Maintenance	£2,200	£4,704	**£1,000**	£1,000 repairs per annum
Heat & Light	£2,285	£3,111	**£3,919**	8% pa compound increase
Caretaking	£2,918	£4,993	**£6,240**	16 hours @ £7.50
Insurance	£686	£767	**£1,151**	50% increase
Performing Rights	£153	£440	**£528**	20% increase
Advertising	£1,092	£1,108	**£1,769**	+10% on current actual
Accounting	£720	£720	**£864**	20% increase
General Expenses	£406	£929	**£1,115**	20% increase
Wages			**£21,000**	1 FTE job @ £21k
National Insurance			**£2,116**	Wages x13.8% on balance
Pension			**£490**	Wages x3% on balance
Cost of Payroll			**£600**	£50/month – bought in
Building Maintenance Fund			**£2,500**	£10k per 4 year cycle
Equipment Maintenance			**£1,000**	Annual maintenance contract
Equipment Depreciation			**£1,000**	£16k / 4 years – 75% funded
Total Expenditure	£13,271	£20,343	**£48,482**	
Annual Surplus (Deficit)	£5,203	£1,956	**£1,250**	

The DADCA Board are happy that the above income projections are deliberately conservative as opposed to the expenditure figures, which are at the high end of what may be expected.

ARTICLES of ASSOCIATION
of
Dornoch & District Community Association

CONTENTS

GENERAL	constitution of the company, defined terms, objects, powers, restrictions on use of assets, limit on liability, general structure	articles 1-10
MEMBERS	qualifications, application, subscription, register, withdrawal, expulsion, termination/transfer	articles 11-22
MEMBERS MEETINGS	general, notice, special/ordinary resolutions, procedure	articles 23-48
DIRECTORS	maximum number, eligibility, election/ retiral/re-election, termination of office, register, office bearers, powers, personal interests	articles 49-66
DIRECTORS' MEETINGS	procedure, conduct of directors	articles 67-77
ADMINISTRATION	committees, operation of bank accounts, secretary, minutes, accounting records and annual accounts, notices	articles 78-89
MISCELLANEOUS	winding-up, indemnity	articles 90-94

Constitution of company

1. The model articles of association as prescribed in schedule 2 to The Companies (Model Articles) Regulations 2008 are excluded in respect of this company.

Defined terms

2. In these articles of association, unless the context requires otherwise:-
   (a) "Act" means the Companies Act 2006;
   (b) "charity" means a body which is either a "Scottish charity" within the meaning of section 13 of the Charities and Trustee Investment (Scotland) Act 2005 or a "charity" within the meaning of section 1 of the Charities Act 2006, providing (in either case) that its objects are limited to charitable purposes;
   (c) "charitable purpose" means a charitable purpose under section 7 of the Charities and Trustee Investment (Scotland) Act 2005 which is also regarded as a charitable purpose in relation to the application of the Taxes Acts;
   (d) "electronic form" has the meaning given in section 1168 of the Act;
   (e) "OSCR" means the Office of the Scottish Charity Regulator;
   (f) "property" means any property, heritable or moveable, real or personal, wherever situated; and
   (g) "subsidiary" has the meaning given in section 1159 of the Act.
   (h) "Dornoch & District" means the IV25 postal area.
3. Any reference to a provision of any legislation (including any statutory instrument) shall include any statutory modification or re-enactment of that provision in force from time to time.

Objects

4. The company's objects are:
   (a) to promote the benefit of the inhabitants of Dornoch & District without distinction of political, religious or other opinions, by associating the Local Authorities, Voluntary Organisations and inhabitants in a common effort to advance education and to provide facilities in the interest of social welfare for recreation and leisure time occupation with the object of improving the conditions of life for the said inhabitants, and
   (b) to secure the establishment, maintenance and management of a community centre for activities promoted by the Association in furtherance of the above objects, or any of them.
5. The company's objects are restricted to those set out in article 4 (but subject to article 6).
6. The company may (subject to first obtaining the consent of OSCR) add to, remove or alter the statement of the company's objects in article 4; on any occasion when it does so, it must give notice to the registrar of companies and the amendment will not be effective until that notice is registered on the register of companies.

Powers

7. In pursuance of the objects listed in article 4 (but not otherwise), the company shall have the following powers:-
   (a) To operate and maintain a community building for the people of Dornoch & District.
   (b) To carry on any other activities which further the above object.
   (c) To promote companies whose activities may further the above object, or may generate income to support the activities of the company, acquire and hold shares in such companies and carry out, in relation to any such company which is a subsidiary of the company, all such functions as may be

associated with a holding company.

(d) To acquire and take over the whole or any part of the undertaking and liabilities of any body holding property or rights which are suitable for the company's activities.

(e) To purchase, take on lease, hire, or otherwise acquire, any property or rights which are suitable for the company's activities.

(f) To improve, manage, develop, or otherwise deal with, all or any part of the property and rights of the company.

(g) To sell, let, hire out, license, or otherwise dispose of, all or any part of the property and rights of the company.

(h) To lend money and give credit (with or without security) and to grant guarantees and issue indemnities.

(i) To borrow money, and to give security in support of any such borrowings by the company, in support of any obligations undertaken by the company or in support of any guarantee issued by the company.

(j) To employ such staff as are considered appropriate for the proper conduct of the company's activities, and to make reasonable provision for the payment of pension and/or other benefits for members of staff, ex-members of staff and their dependants.

(k) To engage such consultants and advisers as are considered appropriate from time to time.

(l) To effect insurance of all kinds (which may include officers' liability insurance).

(m) To invest any funds which are not immediately required for the company's activities in such investments as may be considered appropriate (and to dispose of, and vary, such investments).

(n) To liaise with other voluntary sector bodies, local authorities, UK or Scottish government departments and agencies, and other bodies, all with a view to furthering the company's objects.

(o) To establish and/or support any other charity, and to make donations for any charitable purpose falling within the company's objects.

(p) To take such steps as may be deemed appropriate for the purpose of raising funds for the company's activities.

(q) To accept grants, donations and legacies of all kinds (and to accept any reasonable conditions attaching to them).

(r) To oppose, or object to, any application or proceedings which may prejudice the company's interests.

(s) To enter into any arrangement with any organisation, government or authority which may be advantageous for the purposes of the activities of the company, and to enter into any arrangement for co-operation or mutual assistance with any charity.

(t) To do anything which may be incidental or conducive to the furtherance of any of the company's objects.

Restrictions on use of the company's assets

8. The income and property of the company shall be applied solely towards promoting the company's objects (as set out in clause 4).

   (a) No part of the income or property of the company shall be paid or transferred (directly or indirectly) to the members of the company, whether by way of dividend, bonus or otherwise.

   (b) No director of the company shall be appointed as a paid employee of the company; no director shall hold any office under the company for which a salary or fee is payable.

   (c) No benefit (whether in money or in kind) shall be given by the company to any director except (i) repayment of out-of-pocket expenses or (ii) reasonable payment in return for particular services (not being of a management nature) actually rendered to the company.

Liability of members

9. Each member undertakes that if the company is wound up while he/she is a member (or within one year after he/she ceases to be a member), he/she will contribute - up to a maximum of £1 - to the assets of the company, to be applied towards:

   (a) payment of the company's debts and liabilities contracted before he/she ceases to be a member;

   (b) payment of the costs, charges and expenses of winding up; and

   (c) adjustment of the rights of the contributories among themselves.

General structure

10. The structure of the company consists of:-

    (a) the MEMBERS - who have the right to attend the annual general meeting (and any extraordinary general meeting) and have important powers under the articles of association and the Act; in particular, the members elect people to serve as directors and take decisions in relation to changes to the articles themselves

(b) the DIRECTORS - who hold regular meetings during the period between annual general meetings, and generally control and supervise the activities of the company; in particular, the directors are responsible for monitoring the financial position of the company.

Qualifications for membership

11. The members of the company shall consist of the subscribers to the memorandum of association and such other persons as are admitted to membership under articles 14 to 16.
12. Membership shall be open to :-
    (a) All persons aged 16 and over who are resident in the IV25 postal district.
    (b) A nominated representative from an affiliated organisation which caters for members of any age and whose objects are in accord with those of the Association.
    (c) Persons under the age of 16 resident in the IV25 postal district, who may become Junior Members; such Junior Members shall not have the right to vote at meetings of the Association.
13. Employees of the company shall not be eligible for membership; a person who becomes an employee of the company after admission to membership shall automatically cease to be a member.

Application for membership

14. Any person who wishes to become a member must sign, and lodge with the company, a written application for membership. Any organisation who wishes to nominate a representative member must first sign, and lodge with the company, a written application for affiliation.
15. The directors may, at their discretion, refuse to admit any person to membership.
16. The directors shall consider each application for membership at the first directors' meeting which is held after receipt of the application; the directors shall, within a reasonable time after the meeting, notify the applicant of their decision on the application.

Membership subscription

17. Membership subscription shall be set annually at the AGM.

Register of members

18. The directors shall maintain a register of members, setting out the full name and address of each member, the date on which he/she was admitted to membership, and the date on which any person ceased to be a member.

Withdrawal from membership

19. Any person who wishes to withdraw from membership shall sign, and lodge with the company, a written notice to that effect; on receipt of the notice by the company, he/she shall cease to be a member.

Expulsion from membership

20. Any person may be expelled from membership by special resolution (see article 33), providing the following procedures have been observed:-
    (a) at least 21 days' notice of the intention to propose the resolution must be given to the member concerned, specifying the grounds for the proposed expulsion
    (b) the member concerned shall be entitled to be heard on the resolution at the general meeting at which the resolution is proposed.

Termination/transfer

21. Membership shall cease on death.
22. A member may not transfer his/her membership to any other person.

General meetings (meetings of members)

23. The directors shall convene an annual general meeting in each year (but excluding the year in which the company is formed); the first annual general meeting shall be held not later than 18 months after the date of incorporation of the company.
24. Not more than 15 months shall elapse between one annual general meeting and the next.
25. The business of each annual general meeting shall include:-
    (a) a report by the chair on the activities of the company
    (b) consideration of the annual accounts of the company
    (c) the election/re-election of directors, as referred to in articles 51 to 53.
26. The directors may convene an extraordinary general meeting at any time.
27. The directors must convene an extraordinary general meeting if there is a valid requisition by members (under section 303 of the Act) or a requisition by a resigning auditor (under section 518 of the Act).

Notice of general meetings

28. At least 14 clear days' notice must be given of an annual general meeting or extraordinary general meeting.
29. The reference to "clear days" in article 28 shall be taken to mean that, in calculating the period of notice, the day after the notice is posted, (or, in the case of a notice sent by electronic means, the day after it was sent) and also the day of the meeting, should be excluded.
30. A notice calling a meeting shall specify the time and place of the meeting; it shall
    (a) indicate the general nature of the business to be dealt with at the meeting, and
    (b) if a special resolution (see article 24) (or a resolution requiring special notice under the Act) is to be proposed, shall also state that fact, giving the exact terms of the resolution.
31. A notice convening an annual general meeting shall specify that the meeting is to be an annual general meeting; any other general meeting shall be called an extraordinary general meeting.
32. Notice of every general meeting shall be given
    (a) in hard copy form
    (b) in writing *or*, (where the individual to whom notice is given has notified the company of an address to be used for the purpose of electronic communication) in electronic form; *or*
    (c) (subject to the company notifying members of the presence of the notice on the website, and complying with the other requirements of section 309 of the Act) by means of a website.

Special resolutions and ordinary resolutions

33. For the purposes of these articles, a "special resolution" means a resolution passed by 75% or more of the votes cast on the resolution at an annual general meeting or extraordinary general meeting, providing proper notice of the meeting and of the intention to propose the resolution has been given in accordance with articles 28 to 32; for the avoidance of doubt, the reference to a 75% majority relates only to the number of votes cast in favour of the resolution as compared with the number of votes cast against the resolution, and accordingly no account shall be taken of abstentions or members absent from the meeting.
34. In addition to the matters expressly referred to elsewhere in these articles, the provisions of the Act allow the company, by special resolution,
    (a) to alter its name
    (b) to alter any provision of these articles or adopt new articles of association.
35. For the purposes of these articles, an "ordinary resolution" means a resolution passed by majority vote (taking account only of those votes cast in favour as compared with those votes against), at an annual general meeting or extraordinary general meeting, providing proper notice of the meeting has been given in accordance with articles 28 to 32.

Procedure at general meetings

36. No business shall be dealt with at any general meeting unless a quorum is present; the quorum for a general meeting shall be 10 individuals entitled to vote (each being a member or a proxy for a member).
37. If a quorum is not present within 15 minutes after the time at which a general meeting was due to commence - or if, during a meeting, a quorum ceases to be present - the meeting shall stand adjourned to such time and place as may be fixed by the chairperson of the meeting.
38. The chair of the company shall (if present and willing to act as chairperson) preside as chairperson of each general meeting; if the chair is not present and willing to act as chairperson within 15 minutes after the time at which the meeting was due to commence, the directors present at the meeting shall elect from among themselves the person who will act as chairperson of that meeting.
39. The chairperson of a general meeting may, with the consent of the meeting, adjourn the meeting to such time and place as the chairperson may determine.
40. Every member shall have one vote, which (whether on a show of hands or on a secret ballot) may be given either personally or by proxy.
41. Any member who wishes to appoint a proxy to vote on his/her behalf at any meeting (or adjourned meeting):
    (a) shall lodge with the company, at the company's registered office, a written instrument of proxy (in such form as the directors require), signed by him/her; or
    (b) shall send by electronic means to the company, at such electronic address as may have been notified to the members by the company for that purpose, an instrument of proxy (in such form as the directors require)
    (c) providing (in either case), the instrument of proxy is received by the company at the relevant address not less than 48 hours before the time for holding the meeting (or, as the case may be, adjourned meeting).
42. An instrument of proxy which does not conform with the provisions of article 41, or which is not lodged or sent in accordance with such provisions, shall be invalid.

43. A member shall not be entitled to appoint more than one proxy to attend on the same occasion.
44. A proxy appointed to attend and vote at any meeting instead of a member shall have the same right as the member who appointed him/her to speak at the meeting and need not be a member of the company.
45. A vote given, or ballot demanded, by proxy shall be valid notwithstanding that the authority of the person voting or demanding a ballot had terminated prior to the giving of such vote or demanding of such ballot, unless notice of such termination was received by the company at the company's registered office (or, where sent by electronic means, was received by the company at the address notified by the company to the members for the purpose of electronic communications) before the commencement of the meeting or adjourned meeting at which the vote was given or the ballot demanded.
46. If there are an equal number of votes for and against any resolution, the chairperson of the meeting shall not be entitled to a casting vote.
47. A resolution put to the vote at a general meeting shall be decided on a show of hands unless a secret ballot is demanded by the chairperson (or by at least two persons present in person at the meeting and entitled to vote (whether as members or proxies for members)); a secret ballot may be demanded either before the show of hands takes place, or immediately after the result of the show of hands is declared.
48. If a secret ballot is demanded, it shall be taken at the meeting and shall be conducted in such a manner as the chairperson may direct; the result of the ballot shall be declared at the meeting at which the ballot was demanded.

Maximum number of directors

49. The maximum number of directors shall be 15.

Eligibility

50. A person shall not be eligible for election/appointment as a director unless he/she is a member of the company.

Election, retiral, re-election

51. At each annual general meeting, the members may (subject to article 49) elect any member (providing he/she is willing to act) to be a director.
52. The directors may at any time appoint any member (providing he/she is willing to act) to be a director (subject to article 49).
53. At each annual general meeting, all of the directors shall retire from office - but shall then be eligible for re-election.

Termination of office

54. A director shall automatically vacate office if:-
    (a) he/she ceases to be a director through the operation of any provision of the Act or becomes prohibited by law from being a director
    (b) he/she becomes debarred under any statutory provision from being a charity trustee
    (c) he/she becomes incapable for medical reasons of fulfilling the duties of his/her office and such incapacity is expected to continue for a period of more than six months
    (d) he/she ceases to be a member of the company
    (e) he/she becomes an employee of the company
    (f) he/she resigns office by notice to the company
    (g) he/she is absent (without permission of the directors) from more than three consecutive meetings of the directors, and the directors resolve to remove him/her from office
    (h) he/she is removed from office by ordinary resolution (special notice having been given) in pursuance of section 168 of the Act.

Register of directors

55. The directors shall maintain a register of directors, setting out full details of each director, including the date on which he/she became a director, and also specifying the date on which any person ceased to hold office as a director.

Office Bearers

56. The directors shall elect from among themselves a chair and a treasurer, and such other office bearers (if any) as they consider appropriate.
57. All of the office bearers shall cease to hold office at the conclusion of each annual general meeting, but shall then be eligible for re-election.
58. A person elected to any office shall cease to hold that office if he/she ceases to be a director, or if he/she resigns from that office by written notice to that effect.

Powers of directors

59. Subject to the provisions of the Act and these articles, and subject to any directions given by special resolution, the company and its assets and undertaking shall be managed by the directors, who may exercise all the powers of the company.
60. A meeting of the directors at which a quorum is present may exercise all powers exercisable by the directors.

Personal interests

61. A director who has a personal interest in any transaction or other arrangement which the company is proposing to enter into, must declare that interest at a meeting of the directors; he/she will be debarred (in terms of article 73) from voting on the question of whether or not the company should enter into that arrangement.
62. For the purposes of the preceding article, a director shall be deemed to have a personal interest in an arrangement if any partner or other close relative of his/hers **or** any firm of which he/she is a partner **or** any limited company of which he/she is a substantial shareholder or director (or any other party who/which is deemed to be connected with him/her for the purposes of the Act), has a personal interest in that arrangement.
63. Provided
    (a) he/she has declared his/her interest
    (b) he/she has not voted on the question of whether or not the company should enter into the relevant arrangement and
    (c) the requirements of article 65 are complied with,

    a director will not be debarred from entering into an arrangement with the company in which he/she has a personal interest (or is deemed to have a personal interest under article 62) and may retain any personal benefit which he/she gains from his/her participation in that arrangement.
64. No director may serve as an employee (full time or part time) of the company, and no director may be given any remuneration by the company for carrying out his/her duties as a director.
65. Where a director provides services to the company or might benefit from any remuneration paid to a connected party for such services, then
    (a) the maximum amount of the remuneration must be specified in a written agreement and must be reasonable
    (b) the directors must be satisfied that it would be in the interests of the company to enter into the arrangement (taking account of that maximum amount); and
    (c) less than half of the directors must be receiving remuneration from the company (or benefit from remuneration of that nature).
66. The directors may be paid all travelling and other expenses reasonably incurred by them in connection with their attendance at meetings of the directors, general meetings, or meetings of committees, or otherwise in connection with the carrying-out of their duties.

Procedure at directors' meetings

67. Any director may call a meeting of the directors or request the secretary to call a meeting of the directors.
68. Questions arising at a meeting of the directors shall be decided by a majority of votes; if an equality of votes arises, the chairperson of the meeting shall have a casting vote.
69. No business shall be dealt with at a meeting of the directors unless a quorum is present; the quorum for meetings of the directors shall be 5.
70. If at any time the number of directors in office falls below the number fixed as the quorum, the remaining director(s) may act only for the purpose of filling vacancies or of calling a general meeting.
71. Unless he/she is unwilling to do so, the chair of the company shall preside as chairperson at every directors' meeting at which he/she is present; if the chair is unwilling to act as chairperson or is not present within 15 minutes after the time when the meeting was due to commence, the directors present shall elect from among themselves the person who will act as chairperson of the meeting.
72. The directors may, at their discretion, allow any person who they reasonably consider appropriate, to attend and speak at any meeting of the directors; for the avoidance of doubt, any such person who is invited to attend a directors' meeting shall not be entitled to vote.
73. A director shall not vote at a directors' meeting (or at a meeting of a committee) on any resolution concerning a matter in which he/she has a personal interest which conflicts (or may conflict) with the interests of the company; he/she must withdraw from the meeting while an item of that nature is being dealt with.
74. For the purposes of article 73, a person shall be deemed to have a personal interest in a particular matter if

any partner or other close relative of his/hers **or** any firm of which he/she is a partner **or** any limited company of which he/she is a substantial shareholder or director, has a personal interest in that matter.

75. A director shall not be counted in the quorum present at a meeting in relation to a resolution on which he/she is not entitled to vote.

76. The company may, by ordinary resolution, suspend or relax to any extent – either generally or in relation to any particular matter – the provisions of articles 73 to 75.

Conduct of directors

77. Each of the directors shall, in exercising his/her functions as a director of the company, act in the interests of the company; and, in particular, must
    (a) seek, in good faith, to ensure that the company acts in a manner which is in accordance with its objects (as set out article 4)
    (b) act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person
    (c) in circumstances giving rise to the possibility of a conflict of interest of interest between the company and any other party
        i. put the interests of the company before that of the other party, in taking decisions as a director
        ii. where any other duty prevents him/her from doing so, disclose the conflicting interest to the company and refrain from participating in any discussions or decisions involving the other directors with regard to the matter in question
    (d) ensure that the company complies with any direction, requirement, notice or duty imposed on it by the Charities and Trustee Investment (Scotland) Act 2005.

Delegation to sub-committees

78. The directors may delegate any of their powers to any sub-committee consisting of one or more directors and such other persons (if any) as the directors may determine; they may also delegate to the chair of the company (or the holder of any other post) such of their powers as they may consider appropriate.

79. Any delegation of powers under article 78 may be made subject to such conditions as the directors may impose and may be revoked or altered.

80. The rules of procedure for any sub-committee shall be as prescribed by the directors.

Operation of bank accounts

81. The signatures of two out of the signatories appointed by the directors shall be required in relation to all operations (other than lodgement of funds) on the bank and building society accounts held by the company; at least one out of the two signatures must be the signature of a director.

Secretary

82. The directors shall (notwithstanding the provisions of the Act) appoint a company secretary, and on the basis that the term of the appointment, the remuneration (if any) payable to the company secretary, and the such conditions of appointment shall be as determined by the directors; the company secretary may be removed by them at any time.

Minutes

83. The directors shall ensure that minutes are made of all proceedings at general meetings, directors' meetings and meetings of committees; a minute of any meeting shall include the names of those present, and (as far as possible) shall be signed by the chairperson of the meeting.

Accounting records and annual accounts

84. The directors shall ensure that proper accounting records are maintained in accordance with all applicable statutory requirements.

85. The directors shall prepare annual accounts, complying with all relevant statutory requirements; if an audit is required under any statutory provisions or if they otherwise think fit, they shall ensure that an audit of such accounts is carried out by a qualified auditor.

86. No member shall (unless he/she is a director) have any right of inspecting any accounting or other records, or any document of the company, except as conferred by statute or as authorised by the directors or as authorised by ordinary resolution of the company.

Notices

87. Any notice which requires to be given to a member under these articles shall be given either in writing or by electronic means; such a notice may be given personally to the member *or* be sent by post in a pre-paid envelope addressed to the member at the address last intimated by him/her to the company *or* (in the case of a member who has notified the company of an address to be used for the purpose of electronic

communications) may be given to the member by electronic means.

88. Any notice, if sent by post, shall be deemed to have been given at the expiry of 24 hours after posting; for the purpose of proving that any notice was given, it shall be sufficient to prove that the envelope containing the notice was properly addressed and posted.

89. Any notice sent by electronic means shall be deemed to have been given at the expiry of 24 hours after it is sent; for the purpose of proving that any notice sent by electronic means was indeed sent, it shall be sufficient to provide any of the evidence referred to in the relevant guidance issued from time to time by the Chartered Institute of Secretaries and Administrators.

Winding-up

90. If on the winding-up of the company any property remains after satisfaction of all the company's debts and liabilities, such property shall be transferred to such body or bodies (whether incorporated or unincorporated) as may be determined by the members of the company at or before the time of dissolution (or, failing such determination, by such court as may have or acquire jurisdiction), to be used solely for a charitable purpose or charitable purposes within Dornoch & District.

91. For the avoidance of doubt, a body to which property is transferred under article 90 may be a member of the company.

92. To the extent that effect cannot be given to article 90 (as read with article 91), the relevant property shall be applied to some charitable purpose or purposes.

Indemnity

93. Every director or other officer or auditor of the company shall be indemnified (to the extent permitted by sections 232, 234, 235, 532 and 533 of the Act) out of the assets of the company against any loss or liability which he/she may sustain or incur in connection with the execution of the duties of his/her office; that may include, without prejudice to that generality, (but only to the extent permitted by those sections of the Act), any liability incurred by him/her in defending any proceedings (whether civil or criminal) in which judgement is given in his/her favour or in which he/she is acquitted **or** any liability in connection with an application in which relief is granted to him/her by the court from liability for negligence, default or breach of trust in relation to the affairs of the company.

94. The company shall be entitled to purchase and maintain for any director insurance against any loss or liability which any director or other officer of the company may sustain or incur in connection with the execution of the duties of his/her office, and such insurance may extend to liabilities of the nature referred to in section 232(2) of the Act (negligence etc. of a director).

DORNOCH AND DISTRICT COMMUNITY ASSOCIATION

Balance Sheet

As at 31 March 2013

	Notes	2013 £	2012 £
FIXED ASSETS	7	3101	1775
CURRENT ASSETS			
Bank		25726	28114
Debtors		219	1824
		25945	29938
CURRENT LIABILITIES			
Creditors and accruals	8	992	6397
NET CURRENT ASSETS		24953	23541
NET ASSETS	9	28054	25316
CAPITAL			
Restricted Funds		200	1353
Unrestricted Funds		27854	23963
		28054	25316

For the year ending 31 March 2013 the company was entitled to exemption from audit under section 477(2) of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for ensuring the company keeps accounting records which comply with section 386 of the Companies Act 2006.

The directors acknowledge their responsibility for preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year, and of its profit or loss for the financial year, in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as is applicable to the company.

These accounts have been delivered in accordance with the provisions applicable to companies subject to the small companies regime.

.....
A P Murray
Director

Approved by the Board on 27 May 2013

2 Voluntary income

	2013	2012
	£	£
Donations	2641	2863
Affiliation Fees	1	35
	2642	2898

3 Grants

	2013	2012
	£	£
Highland Council	2800	1600
Community Energy Scotland	-	246
Awards for All	-	10000
Beinn Tharsuinn	-	300
Co Op	1500	-
	4300	12146

4 Incoming Resources from Charitable Activities

	2013	2012
	£	£
Fundraising events	20123	13490
Hire of hall	9572	8704
Advertising income	-	250
Gallery commission	-	1524
	29695	23968

5 Costs of Activities

	2013	2012
	£	£
Fundraising costs	16676	9329
Repairs and maintenance	3260	12200
Electricity	3111	2530
Caretaking	4264	2609
Insurance	1005	686
Telephone and internet	427	309
Performing rights	585	153
Advertising	2640	2660
General expenses	864	738
Depreciation	494	592
	33326	31806

6 Management and Administration

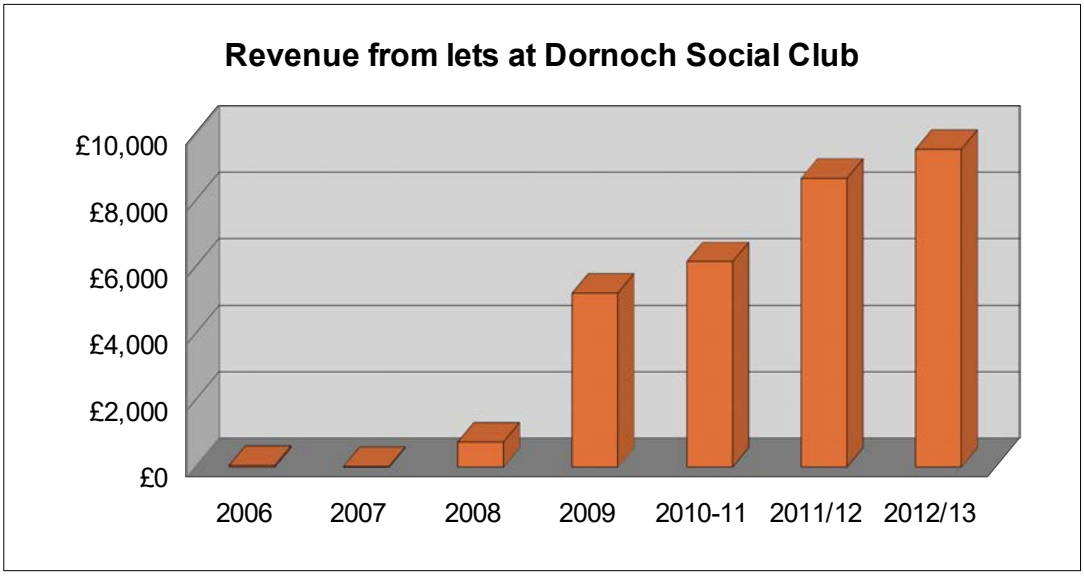
	2013	2012
	£	£
Legal and Professional Fees	13	14
Independent Examiner's Fees	560	444
	573	458

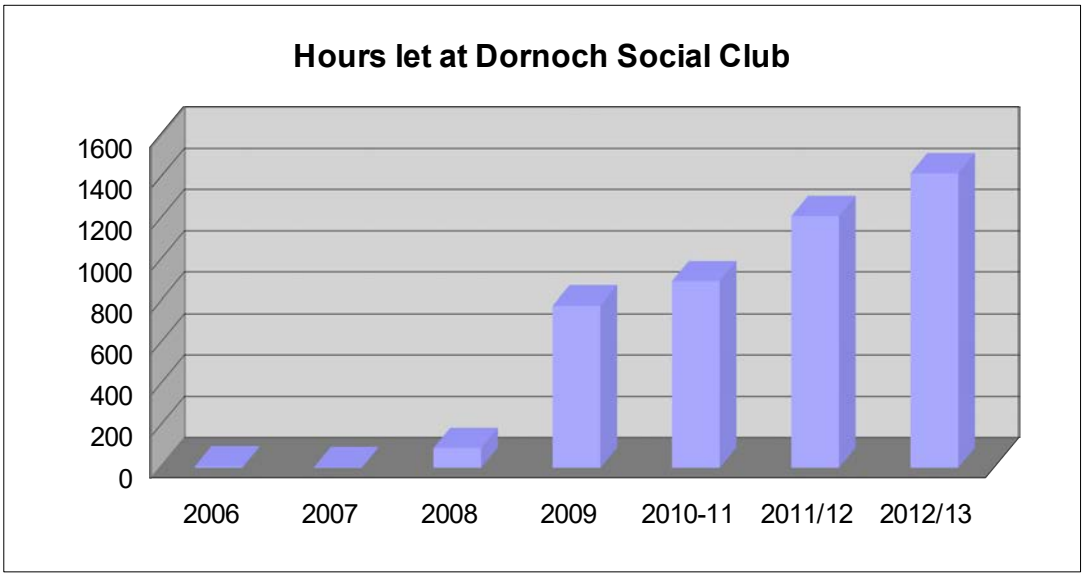
7 Fixed Assets/

APPENDIX C – DORNOCH SOCIAL CLUB BOOKINGS 2006-13

Year	Hours	Revenue
2006	8	£50
2007	4	£25
2008	96	£755
2009	786	£5,234
2010-11	902	£6,184
2011/12	1218	£8,704
2012/13	1426	£9,572

** 15 month accounting to March 2011*





WHAT'S ON AT THE DORNOCH SOCIAL CLUB
SEPTEMBER TO DECEMBER 2013

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
10.30-12.00: Mother and Toddler Group *Main Hall* Mums and dads with toddlers all welcome. Contact Donald 01862 811 088	**10 am - 12 noon: Coffee Morning** Everybody welcome Just drop in for a cup of tea or coffee and a chat.	**10 am -12 noon: Dornoch Art Group** *Struie Room* contact Mary 01862 810555 **10 am -12 noon: Tai Chi** *Main Hall* Contact Marian 811 768	**10 am-12.15 pm: Pilates** *Main Hall* Contact Moira 07544 249589	**10-11 am: Flexi-fit Fitness Class** *Main Hall* Contact Julie 07725 233066	**DORNOCH CINEMA** Films on the big screen with nibblies and a glass of wine.. Open 7 for 7:30 £4.00 28th Sep: **'Cloud Atlas'** (15) 19th Oct:**'Behind the Candelabra'**(15) 16th Nov: **'Lincoln'** (12) 21st Dec: **'The Great Gatsby'** (12A) Watch Northern Times for details. **Car Boot Sales** **9:30 to 12:30** September 21 October 16 *St Andrew's Fair* November 30 Stalls, coffee lounge, Santa's grotto!	**11.30 am-1.30 pm: DCF Sunday School** *Main Hall* contact Donald 01862 811088 **Book your birthday party or special occasion:** **07544 743 697** **www.dadca.org.uk** dornochleisure@hotmail.com
1.30-3.30 pm: Indoor Bowling *Main Hall* Contact Paul 01862 810115		**1.30-3.30 pm: Indoor Bowling** *Main Hall* Contact Paul 01862 810115		**3.30-4.30 pm: Dog Training Classes** *Main Hall* Contact Lesley 07762 879373		
6-8 pm: Yoga *Main Hall* *call Amanda* 01408 622543 **7:15 pm: Whist** *Struie Room* Sep 23, Oct 7 21, Nov 4 18, Dec 2 16 call Paul 01862 810115	**6:30-9 pm: Dornoch Youth Cafe** *Main Hall* Come along & see what's happening: contact Amy 07895370813	**7- 8 pm: Core Conditioning Fitness Class** *Main Hall* Contact Julie 07725 233066	**7:30-9 pm: Ceilidh Dancing Class** *Main Hall* Beginners welcome. Just come along in comfortable shoes!			

Appendix B – Fairhurst Reports

Dornoch Area Community Interest Company (DACIC)

Proposed Curling Development at Shore Road, Dornoch

Water Environment Risk Assessment

June 2019

FAIRHURST

CONTROL SHEET

CLIENT: **Dornoch Area Community Interest Company (DACIC)**

PROJECT TITLE: **Proposed Curling Development at Shore Road, Dornoch**

REPORT TITLE: **Water Environment Risk Assessment**

PROJECT REFERENCE: **132854**

DOCUMENT NUMBER: **DOC 02**

STATUS: **FINAL**

Issue & Approval Schedule		Name	Signature	Date
	Prepared by	Mark Wills		June 2019
	Checked by	Scott Ryce		June 2019
	Approved by	Ross McIlrath		June 2019

Revision Record	Rev.	Date	Status	Description	Signature	
	Rev 1	25/07/19	Final	Updated to reflect comments by The Highland Council Contaminated Land Officer 27/06/2019	By	MW
					Check	RMc
					Approve	MW
					By	
					Check	
					Approve	

This document has been prepared in accordance with procedure OP/P02 of the *Fairhurst Quality and Environmental Management System.*

This document has been prepared in accordance with the instructions of the client, [**DACIC**], for the client's sole and specific use. Any other persons who use any information contained herein do so at their own risk.

Executive Summary

Fairhurst were appointed by Dornoch Area Community Interest Company (DACIC). (The Client) to undertake a review of the existing ground investigation information, undertake a Risk Assessment of the Groundwater information design an intrusive and interpret the findings for a site located within the Dornoch area of Sutherland (NH 7974 8943). The location of the site is presented in Drawing 132854/9000, Appendix 1.

The proposed Curling development site is split into two areas; a northerly section of the site which has been historically developed as an Abattoir and associated buildings including areas of fuel storage associated with the Abattoir. The significantly larger, southern area of the site has never previously been developed and is considered to be a Greenfield site. These two sections of the site and the proposed development layout are presented in Drawing 1328546/9002, Appendix 1.

Two phases of intrusive ground investigation were undertaken at and in the vicinity of the proposed commercial end-use development site located at Shore Road, Dornoch. These relate to the area of the Gas Works to the southeast of the site and in the area of the historic garage to the north of the site.

This report focuses on the findings of these investigations in relation to the Water Environment i.e. the Ground Water and the Surface Water (Dornoch Burn and Black Burn).

The following outlines the main findings and conclusions:

Groundwater
The groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination was assessed against *Groundwater* GAC thresholds to assess the risk to the Groundwater. The groundwater chemical analysis results identified no groundwater elevations in the site Sentinel Borehole (BH05) above the Groundwater GAC thresholds As such there is no risk to the offsite groundwater as a potential resource. However following consultation with The Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater GAC thresholds.

This assessment should be reviewed and accepted by The Highland Council Contaminated Land Officer prior to the commencement of development works.

Surface Water Environment (Black Burn)
The groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination was assessed against Surface Water GAC thresholds to assess the risk to the local Surface Water Environment (Black Burn).

There were minor elevations of Dissolved Chromium and Copper present in BH05. These contaminants were identified in the groundwater to the north of the site i.e. up groundwater gradient, and in the majority of groundwater samples obtained and are therefore not

considered to be a result of an onsite source but representative of the groundwater in the surrounding area of the site. There were only very minor elevations of Benzo(ghi)Perylene + Indeno(123-cd)pyrene identified on the first sampling visit and none on the second. The elevations on the first sampling visit is likely to be due to purging of the boreholes immediately prior to sampling and the purging and sampling causing disturbance to the water column from the insertion and removal of the sampling equipment, mobilising colloidal particles in the water column which could exacerbate the identified contamination as the contaminants could adhere to the colloids.

On the above basis it is concluded that there is no significant risk to the Black Burn which is located approximately 140m south of the historic Abattoir Buildings from the site. However following consultation with The Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Surface Water GAC thresholds.

This assessment should be reviewed and accepted by The Highland Council Contaminated Land Officer prior to the commencement of development works.

Based on the above and consultation with The Highland Council Contaminated Land Officer a further water sample requires to be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater and Surface Water GAC thresholds and presented with the Ground Investigation Report for the proposed development.

Contents

1.0 Introduction 1

2.0 Site Details 2

3.0 Proposed Development 3

4.0 Preliminary Conceptual Model (Water Environment) 4

5.0 Previous Ground Investigations 5

6.0 Hydraulic Gradient Calculations 6

7.0 Quantitative Assessment Criteria 7

8.0 Tier I Risk Assessment 8

9.0 Conclusions and Recommendations 11

Appendices

Appendix 1: Drawings

132854/9000 Site Location Plan
132854/9002 Historic Ground Investigation Layout
132854/9004 Groundwater Hydraulic Gradient, Flow Direction and Sentinel Borehole Tier 1 Risk Assessment (Surface Water)
132854/9005 Preliminary Conceptual Model (Water Environment)
132854/9008 Draft Proposed Development Layout (Option 2)

Appendix 2: Historic Reporting

113346 DOC 03 Ground Investigation Interpretative Report Issue 3 – May 2016
113890 DOC 03 Ground Investigation Interpretative Report Issue 3 – May 2016
92912 DOC 01 Geo-environmental Desk Study Report – January 2012
BGS Estimated Soil Chemistry Information

Appendix 3: Principles of Environmental Risk Assessment

Appendix 4: Tier 1 Risk Assessments of the Water Environment

Appendix 5: Regulatory Communications

1.0 Introduction

Fairhurst were appointed by '*Dornoch Area Community Interest Company*' (DACIC) (The Client) to undertake a review of the existing ground investigation information, undertake a Risk Assessment of the existing Groundwater information, design an intrusive ground investigation and interpret the findings for a site located within the Dornoch area of Sutherland (NH 7974 8943). The location of the site is presented in Drawing 132854/9000, Appendix 1.

The proposed DACIC commercial development site is split into two areas; a northerly section of the site which has been historically developed as an Abattoir and associated buildings including areas of fuel storage associated with the Abattoir. The significantly larger, southern area of the site has never previously been developed and is considered to be a Greenfield site. These two sections of the site and the proposed development layout are presented in Drawing 132854/9002, Appendix 1.

Two phases of intrusive ground investigation were undertaken at and in the vicinity of the proposed DACIC commercial development site located at Shore Road, Dornoch. These relate to the area of the historic Gas Works to the south-east of the site and in the area of the historic garage to the north of the site (currently the UHI student accommodation site). The information utilised in the preparation of this Report is the ground investigation information, chemical testing and results of post-fieldwork monitoring works from the historic phases of ground investigation.

The specific objectives of this Report are set out below.

1.1. Environmental Objectives

This report focuses on the findings of these investigations in relation to the Water Environment i.e. the Groundwater and the Surface Water (Dornoch Burn and Black Burn)

- Provide a summary of the Preliminary Conceptual Model for the site relating to the Water Environment;
- Summarise previous ground investigations;
- Provide Hydraulic Gradient Calculations for the site;
- Undertake a Tier 1 Quantitative Risk Assessment of the Water Environment (Groundwater and Surface Water) based on the of the site Sentinel Borehole and provide recommendations based upon these findings;
- Develop an Updated Conceptual Model based upon the Qualitative and Quantitative Risk Assessment of the Water Environment;
- Provide recommendations for any remedial works required in order to break or remove the pollutant linkages identified by the investigation;
- Provide recommendations for further works (if required).

2.0 Site Details

2.1. Location and Description

The site is approximately 2.93Ha in area and irregular in shape. The site is located to the west of the Shore Road, Dornoch, Sutherland. The site is centred at approximate National Grid Reference NH 7974 8943.

The site can be split into two distinct areas; the smaller northern area of the site currently consists of open, unused land, predominantly surfaced with demolition rubble associated with the recent demolition works, undertaken in 2015, to remove structures and substructures associated with the historic onsite Abattoir.

The significantly larger southern area of the site is considered to be a '*Greenfield*' area of land with no potentially contaminative historic developments.

A site location plan is presented in Drawing 132854/9000, Appendix 1.

2.2. Topography

The topography of the site varies between the northern and southern areas of the site; the northern section gently slopes towards south from approximately 5.50mAOD in the north of the site to approximately 4.56mAOD along the southern boundary. The water level of the Dornoch Burn adjacent to the east of the site is at approximately 3.50mAOD.

The larger southern '*Greenfield*' area of the site generally slopes from north to south towards the Dornoch Firth from approximately 4.56mAOD to 3.50mAOD, at the southern boundary of the site. The Back Burn which is approximately 5.00m wide is present just south of the southern boundary of the site. There are no significantly steep slopes or embankments present in any area of the site.

A full topographical survey and aerial photograph of the site is presented in Appendix 1.

2.2.1. Superficial Geology

The 1:50,000 BGS mapping indicates that the superficial deposits underlying the site are Raised Marine Deposits of Flandrian Age composed of Gravel, Sand and Silt.

The BGS online Geoindex has also identified several historic offsite boreholes to the west of the site which have identified the presence of buried Peat deposits, encountered between 6.00 – 9.00mbgl and 0.10 – 0.50m thick. The historic borehole logs are presented in Appendix 2.

2.2.2. Solid Geology

The 1:50,000 BGS mapping indicates that the solid geology underlying the site is composed of the Raddery Sandstone Formation Sandstone. The lithology is describes as "*red sandstones largely of fluvial origin with lensing conglomerate members and muddy lacustrine members with fish fragments*". The BGS mapping also indicates there are no faults within 2km of the site.

3.0 Proposed Development

3.1. Development Proposals

The Client proposes to redevelop the site for a Commercial end use consisting curling and multi-use facility. At the time of preparation of this Report, specific details of the proposed development are not available however a draft proposed development layout is presented in Drawing 132854/9000, included Appendix 1.

3.2. Planning Status

It is understood that no Planning Application has been submitted to The Highland Council Planning Service.

It is currently considered that based on the history of the site, the Planning Application will be issued with Planning Conditions relating to Contaminated Land.

4.0 Preliminary Conceptual Model (Water Environment)

The Preliminary Qualitative Risk Assessment has been brought forward from the previously agreed Desk Study presented in Appendix 2 however curtailed to the Water Environment Pollutant linkages relating to the Demolished Abattoir Buildings and Processes.

Table 1: Preliminary Qualitative Risk Assessment

Source	COCs	Pathway	Receptor(s)	Assessment	Likelihood of Occurrence	Severity of Consequences	Risk Rating	Investigation Required
Onsite Sources: Demolished Abattoir Buildings and Processes	Heavy Metals Fuels/Oils BTEX MTBE PAHs SVOCs/ VOCs	Leaching; Groundwater Migration	Surface Water Environment: Black Burn	Potentially mobile contaminants from made ground could migrate offsite to the local surface water environment through a groundwater table or via pore water movement through permeable deposits. The Black Burn may be at risk from groundwater migration of any mobile contaminants.	Low	Moderate	Low	**Yes** - Confirmation of groundwater conditions at the Sentinel Borehole (BH05) to confirm that the surface water environment (Black Burn) will not be affected by potentially contaminated onsite groundwater.

Risk Ratings key for Table 1:

High:	The available information indicates a significant possibility of harm to a receptor requiring further investigation, assessment or treatment.
Moderate:	The available information indicates a potential for significant harm to a receptor requiring further investigation or assessment.
Low:	The available information does not indicate a significant potential for harm to a receptor requiring further investigation. This does not indicate a zero risk

The Preliminary Conceptual Model is shown graphically in Drawing 132854/9005, Appendix 1.

5.0 Previous Ground Investigations

Two historic phases of ground investigation were undertaken at and in the vicinity of the site in 2016.

These relate to the historic garage to the north of the site area and the Gas Works and surrounding are to the south and southeast of the site.

This report focuses on the findings of these investigations in relation to the Water Environment i.e. the Groundwater and the Surface Water (Dornoch Burn and Black Burn).

5.1. Historic Garage Ground Investigation (113890)

The Ground Investigation works were undertaken between the 14th March and 11th April 2016 and consisted of 28 No. mechanically excavated trial pits including 3 No. soakaways, 7 No. Hydraulic Percussive boreholes and 3 No. Cable Percussive boreholes.

The locations of all exploratory positions are presented in Drawing 132854/9002, Appendix 1.

All factual information relating to the Ground Investigation including engineering logs for the exploratory positions and chemical analysis results are presented in Appendix 2.

In relation to the investigation, sampling and monitoring the Water Environment the following information is pertinent to the Risk Assessment:

- The groundwater level monitoring within the borehole installations onsite on six visits over a monitoring period of three months. These were used to calculate the Hydraulic Gradients
- The analysis of the groundwater samples from the offsite borehole (BH08) located up groundwater gradient of the onsite potential sources of contamination.

5.2. Historic Gas Works Ground Investigation (113346)

The Intrusive Ground Investigation works were undertaken between the 14th and 25th of March 2016 and consisted of 20 No. mechanically excavated trial pits including 2 No. BRE 365 infiltration tests, 2 No. hand excavated pits and 13 No. Hydraulic Percussive boreholes.

All factual information relating to the Ground Investigation including Engineering logs for the exploratory positions and chemical analysis results are presented in Appendix 2.

In relation to the investigation, sampling and monitoring the Water Environment the following information is pertinent to the Risk Assessment:

- The groundwater level monitoring within the borehole installations onsite on six visits over a monitoring period of three months. These were used to calculate the Hydraulic Gradients
- The analysis of the groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination.

The locations of all exploratory positions are presented in Drawing 132854/9002, Appendix 1.

6.0 Hydraulic Gradient Calculations

The Hydraulic Gradient of the wider groundwater flow direction was calculated using BH01 from the adjacent site to the north (The Garage Site) and BH10 and BH12 (Gas Works site)

BH01 identified groundwater at 4.38mAOD on 04/04/16.

Hydraulic Gradient i = (h1 - h2)/d
i = Hydraulic Gradient
h1 = Up gradient Level [mAOD]
h2 = Down gradient Level [mAOD]
d = Distance between wells [m]

Table 2: Hydraulic Gradient BH01 (Offsite to north of site), BH10 and BH12 (Visit 1 04/04/16)

Borehole	d Distance (m)	h1	h2	Hydraulic Gradient
BH01 to BH10	151.60	4.38	3.56	0.00541
BH10 to BH12	146.84	3.56	3.26	0.00204
BH01 to BH12	233.84	4.38	3.26	0.00479

This identifies that the Hydraulic Gradient of the groundwater is from BH01 towards BH12 i.e. to the south-south-west towards the Black Burn rather than towards the Dornoch Burn. The flow direction of the site groundwater is presented in Drawing 132854/9004, Appendix 1.

BH05 identified in Drawing 132854/9004, Appendix 1, is located to the south and down groundwater gradient of the historic development (Abattoir buildings) and the Black Burn, is therefore considered to be acting as a Sentinel Borehole for the site and the groundwater chemical analysis results will be used for assessing the risk to the Surface Water Environment (Black Burn) from the groundwater at the site.

7.0 Quantitative Assessment Criteria

7.1. Water Environment (Groundwater)

The groundwater is considered a receptor. Groundwater will be assessed against the current SEPA position statement relating to the Groundwater Environment and Generic Assessment Criteria from WAT-PS-10 will be used for quantitative risk assessment criteria for risk to the Groundwater Environment.

7.2. Water Environment (Surface Water)

The surface water is considered a receptor. Surface water will be assessed against the current SEPA position statement relating to the Surface Water Environment and Generic Assessment Criteria from WAT-SG-53 v5.1 will be used for quantitative risk assessment criteria for risk to the Surface Water Environment. (The Surface Water quality assessment criteria are not those presented in WAT-SG-53 v6 December 2015 as the PAH assessment criteria are less than the limit of detection offered by laboratories and are based on the protection of crustaceans and molluscs which may enter the food chain which are not found in the adjacent Black Burn).

8.0 Tier I Risk Assessment

The Quantitative Risk Assessment evaluates the maximum concentrations of contaminants from the investigation chemical analysis results, found to be elevated above that of laboratory limits of detection. The groundwater chemical analysis results from BH05, (Sentinel Borehole for the site) will be used for assessing the risk to the Surface Water Environment (Black Burn) from the groundwater at the site. If these groundwater chemical analysis are found to be elevated then further assessment is undertaken.

8.1. Groundwater Tier 1 Risk Assessment

Groundwater GAC

A Tier 1 Risk Assessment was undertaken based upon the groundwater chemical analysis results from the groundwater samples obtained BH05, the site Sentinel Borehole. The results were assessed against Tier 1 *Groundwater* GAC thresholds to assess the environmental quality of the groundwater at the site.

The Tier 1 Risk Assessment of the groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination identified no groundwater elevations above the Groundwater GAC thresholds As such there is no risk to the offsite groundwater as a potential resource.

Surface Water GAC

The groundwater chemical analysis results from the site Sentinel Borehole were also assessed against Tier 1 *Surface Water* GAC thresholds to determine if contaminated groundwater from the site presents a risk to the local Surface Water Environment, the Black Burn. It should be noted that the first sampling visit was undertaken immediately after purging. The purging of the boreholes immediately prior to sampling and the sampling could both cause disturbance to the water column from the insertion and removal of the sampling equipment. This could mobilise colloidal particles in the water column which could exacerbate the identified contamination as the contaminants could adhere to the colloids. The groundwater exceedances are summarised below in Table 3 and the Sentinel Borehole exceedances are presented in Drawing 132854/9004, Appendix 1.

Table 3: Groundwater Tier 1 Risk Assessment Exceedances (Surface Water GAC)

Location	Determinand	Assessment Criteria (Surface Water)	Concentration	Further Assessment Required (Y/N)
BH05*	Copper (Dissolved)	1.0 ug/l	4.1 ug/l (1st Visit)	Yes
			1.5 ug/l (2nd Visit)	
	Chromium (Dissolved)	4.7 ug/l	6.0 ug/l (1st Visit)	Yes
			6.0 ug/l (2nd Visit)	
	Benzo(ghi)Perylene + Indeno(123-cd)Perylene	0.002 ug/l	0.02 ug/l (1st Visit)	Yes

Site Sentinel Borehole (Groundwater flow direction calculated in Section 6.0 has been shown to be in a south to south west direction meaning **BH05 is a Sentinel Borehole.*

8.2. Discussion of Residual Pollutant Linkages

Following Tier 1 risk assessment of the contaminants of concern, the following can be concluded:

1. The groundwater samples from the Sentinel borehole (BH05) were assessed against *Surface Water* GAC thresholds to assess the risk to the local Surface Water Environment (Black Burn) from the groundwater at the site. The risk assessment identified concentrations of Dissolved Chromium, and PAHs above *Surface Water GAC*.

   The PAH elevations and the highest concentrations were recorded during the first sampling visit. The process of drilling, constructing, purging and sampling a well can mobilise colloids (particles ranging in size from 1 nm to 1000 nm) and particulates that are not moving through the groundwater under natural flow conditions resulting in artificially high concentrations of inorganic constituents. These elevations could be due to the recent purging of the boreholes prior to sampling and the sampling both of which would cause disturbance to the water column from the insertion and removal of the sampling equipment which would mobilise colloidal particles which would exacerbate the contamination elevations as they could adhere to the colloids. This theory is substantiated as the concentrations of PAH detected during the first visit and were recorded as less than the laboratory LOD (0.1ug/l) during the second visit. As the elevated PAH was not repeated in the second visit this indicates it is not a significant risk. The most likely explanation is that the laboratory test results from the first visit included the colloidal matter and the presence of naturally occurring organic matter within the alluvial clay. Due to this finding the second visit of the Sentinel borehole is considered to be more representative of the groundwater condition leaving the northern section of the site.

   Samples of groundwater obtained from BH08 (of the Garage site), which is located at the northern boundary of the site and considered to be representative of the offsite groundwater entering the site, identified similar concentrations of Dissolved Chromium (7 & 5 ug/l) and Dissolved Copper (5.2 & 5.2 ug/l) as the concentration in BH05 Dissolved Chromium (6 & 6 ug/l) and Dissolved Copper (4.1 & 1.5 ug/l). The elevated Dissolved Chromium and Copper identified in the site groundwater is therefore not considered to be a result of an onsite source but representative of the groundwater in the surrounding area of the site and therefore it is concluded that there is no significant risk to the Black Burn which is located approximately 140m south of the historic Gas Works/Abattoir Buildings from the site.

   In regard to elevations of Dissolved Chromium in the groundwater the BGS estimated soil chemistry data (Appendix 2) identifies that the site is located within an area where naturally occurring elevated Chromium concentrations are present in soils (60 – 90 mg/kg). Therefore the marginal exceedances of Dissolved Chromium within the groundwater in the area of the site are potentially as a result of leaching from natural soils.

Table 4: Updated Risk Assessment for onsite sources of Water Environment contamination

Source	CoCs	Potential Pathways	Potential Receptors	Assessment	Potential severity	Potential probability	Risk class	Further Investigation/ remediation required
Groundwater	Dissolved Chromium, Dissolved Copper and Benzo(ghi)Perylene + Indeno(123-cd)Perylene	Migration to Surface Water Environment (Black Burn)	Surface Water Environment (Black Burn)	Chemical analysis and risk assessment has concluded that the groundwater exiting the site presents a potential risk of Dissolved Chromium, Dissolved Copper and PAH contamination to the local Surface Water Environment. The marginal exceedance of Dissolved Chromium and Dissolved Copper within the groundwater at the site Sentinel Borehole (BH05) is considered to be as a result of leaching from natural soils and therefore not considered to be a result of onsite sources of contamination. The site Sentinel Borehole (BH05) identified no exceedances of Benzo(ghi)Perylene + Indeno(123-cd)Perylene during the second monitoring visit. The site Sentinel Borehole acts as the assessment point for assessing the risk to the offsite Surface Water Environment (Black Burn). Considering the above it can be concluded that the groundwater exiting the site does not present a risk to the local Surface Water Environment (Black Burn).	Low	Low	Low	**No**

Risk Ratings key for Table 4:
High: The available information indicates a significant possibility of harm to a receptor requiring further investigation, assessment or treatment.
Moderate: The available information indicates a potential for significant harm to a receptor requiring further investigation or assessment.
Low: The available information does not indicate a significant potential for harm to a receptor requiring further investigation. This does not indicate a zero risk

9.0 Consultation with The Highland Council Contaminated Land Officer

Following consultation with The Highland Council Contaminated Land Officer the following comment and request was received by email on the 27th of June 2019:

> *"I agree that the assessment demonstrates that the use of the northern part of the site has an abattoir has not caused water environment impact, with the following potential exception.*
> *The building was demolished in 2015, and site investigation undertaken in March 2016. Have Fairhurst calculated the travel time for hydrocarbon contaminants which may have been released during decommissioning of fuel tanks/heating equipment? Could hydrocarbons which may have been released during decommissioning have reached sentinel BH5 within the period between decommissioning and investigation? Is BH5 still present, could a further sample for hydrocarbons (TPH, BTEX and PAH only) be obtained? Or else, could leachate samples from soil in the vicinity of fuel tanks/IBC/Boiler building be collected during the proposed new phase of investigation? The only concern would be hydrocarbons in the Water Environment, as Fairhurst have demonstrated other contaminants are not considered to have impacted the Water Environment."*

This email is included in Appendix 5.

On the basis of the above a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater GAC thresholds.

10.0 Conclusions and Recommendations

Two phases of intrusive ground investigation were undertaken at and in the vicinity of the proposed commercial end-use development site located at Shore Road, Dornoch. These relate to the area of the Gas Works to the southeast of the site and in the area of the historic garage to the north of the site.

This report focuses on the findings of these investigations in relation to the Water Environment i.e. the Ground Water and the Surface Water (Dornoch Burn and Black Burn).

The following outlines the main findings and conclusions:

Groundwater
The groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination was assessed against *Groundwater* GAC thresholds to assess the risk to the Groundwater. The groundwater chemical analysis results identified no groundwater elevations in the site Sentinel Borehole (BH05) above the Groundwater GAC thresholds As such there is **no** risk to the offsite groundwater as a potential resource. However following consultation with The Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater GAC thresholds.

This assessment should be reviewed and accepted by The Highland Council Contaminated Land Officer prior to the commencement of development works.

Surface Water Environment (Black Burn)
The groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination was assessed against Surface Water GAC thresholds to assess the risk to the local Surface Water Environment (Black Burn).

There were minor elevations of Dissolved Chromium and Copper present in BH05. These contaminants were identified in the groundwater to the north of the site i.e. up groundwater gradient, and in the majority of groundwater samples obtained and are therefore not considered to be a result of an onsite source but representative of the groundwater in the surrounding area of the site. There were only very minor elevations of Benzo(ghi)Perylene + Indeno(123-cd)pyrene identified on the first sampling visit and none on the second. The elevations on the first sampling visit is likely to be due to purging of the boreholes immediately prior to sampling and the purging and sampling causing disturbance to the water column from the insertion and removal of the sampling equipment, mobilising colloidal particles in the water column which could exacerbate the identified contamination as the contaminants could adhere to the colloids.

On the above basis it is concluded that there is **no** significant risk to the Black Burn which is located approximately 140m south of the historic Abattoir Buildings from the site. However following consultation with The Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05), if still accessible,

analysed for TPH, BTEX and PAH and the results risk assessed against the Surface Water GAC thresholds.

This assessment should be reviewed and accepted by The Highland Council Contaminated Land Officer prior to the commencement of development works.

Based on the above and consultation with The Highland Council Contaminated Land Officer a further water sample requires to be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater and Surface Water GAC thresholds and presented with the Ground Investigation Report for the proposed development.

Appendix 1

Drawings

132854/9000	**Site Location Plan**
132854/9002	**Historic Ground Investigation Layout**
132854/9004	**Groundwater Hydraulic Gradient, Flow Direction and Sentinel Borehole Tier 1 Risk Assessment (Surface Water)**
132854/9005	**Preliminary Conceptual Model (Water Environment)**
132854/9008	**Draft Proposed Development Layout (Option 2)**

Appendix 2

Historic Reporting

113346 DOC 03 Ground Investigation Interpretative Report Issue 3 – May 2016
113890 DOC 03 Ground Investigation Interpretative Report Issue 3 – May 2016
92912 DOC 01 Geo-environmental Desk Study Report - January 2012
BGS Estimated Soil Chemistry Information

Appendix 3

Principles of Environmental Risk Assessment

Principles of Environmental Risk Assessment

The Environmental Protection Act (1990), Part II A Contaminated Land (Section 57 of the Environment Act 1995), revised by Scottish Statutory Instrument No.658 (2005), and the Contaminated Land Regulations (1999) provide a basis on which to determine the risks and liabilities presented by a contaminated site. Contaminated Land is defined within Annex 3, Chapter A Part 1- Scope of Chapter and in all those Sections mentioned as:

"Any land which appears to the local authority in whose area it is situated to be in such a condition, by reason of substances in, on or under the land that-

(a) Significant harm is being caused or there is significant possibility of such harm being caused; or
(b) Significant pollution of the water environment is being caused or there is a significant possibility of such pollution being caused."

Section 57 of the Environment Act 1995 requires that any site identified as being "contaminated" by the Local Authority will be registered by them and remediation will be required to render the site fit for use.

The presence of contamination is not the sole factor for deciding whether a site is contaminated. Relevant parties should identify site-specific risks and provide objective, cost-effective methods to manage the contamination in a manner that satisfies the proposed end-use.

A risk-based approach, which takes both technical and non-technical aspects into consideration when making decisions on contamination resulting from past, present or future human activities, is advocated. The assessment of environmental risks generally relies on the identification of three principal elements forming a 'pollutant linkage':

SOURCE: the contaminant
PATHWAY: the route through which the contaminant can migrate, and
RECEPTOR: any human, animal, plant, water environment or property that may be adversely affected (harmed) by the contaminant

In the absence of any one of these elements, on any given site, there is no risk. Where all three elements are present, risk assessment is required to determine the significance of the harm that is being or may be caused. As outlined above, the terms of the Contaminated Land regime specify that remediation need only be implemented where a site is causing, or there is a significant possibility that it will cause, significant harm, or significant pollution to the water environment.

Development of contaminated land is usually addressed through the application of planning and development legislation and guidance (i.e. Planning Advice Note 33). The suitable for use approach is seen as the most appropriate to deal with contaminated land, taking account of environmental, social and economic objectives. The assessment is made in the context of the proposed land use (i.e. residential, retail, open-space and tourist developments).

Appendix 4

Tier 1 Risk Assessments of the Water Environment

Appendix 5

Regulatory Communications

CIVIL ENGINEERING • STRUCTURAL ENGINEERING • TRANSPORTATION • ROADS & BRIDGES
PORTS & HARBOURS • GEOTECHNICAL & ENVIRONMENTAL ENGINEERING • PLANNING &
DEVELOPMENT • WATER SERVICES • HEALTH & SAFETY/CDM SERVICES

www.fairhurst.co.uk

Aberdeen
Birmingham
Bristol
Dundee
Edinburgh
Elgin
Glasgow
Huddersfield
Inverness
Leeds
London
Manchester
Newcastle
Sevenoaks
Taunton
Watford
Westhill

FAIRHURST

Dornoch Area Community Interest Company DACIC

Proposed Curling Development, Shore Road, Dornoch

Ground Investigation Rationale

June 2019

FAIRHURST

FAIRHURST

CONTROL SHEET

CLIENT: **Dornoch Area Community Interest Company (DACIC)**

PROJECT TITLE: **Proposed Curling Development, Shore Road, Dornoch**

REPORT TITLE: **Ground Investigation Rationale**

PROJECT REFERENCE: **132854**

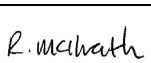
DOCUMENT NUMBER: **132854 DOC 02**

STATUS: **FINAL**

Issue & Approval Schedule

ISSUE 1	Name	Signature	Date
Prepared by	Mark Wills		June 2019
Checked by	Scott Ryce		June 2019
Approved by	Ross McIlrath		June 2019

Revision Record

Rev.	Date	Status	Description	Signature	
Rev 1	26/07/19	Final	Updated to reflect comments by The Highland Council Contaminated Land Officer 27/06/2019	MW	
				RMc	
				MW	

This document has been prepared in accordance with procedure OP/P02 of the *Fairhurst Quality and Environmental Management System*

*This document has been prepared in accordance with the instructions of the client, **[DACIC]**, for the client's sole and specific use. Any other persons who use any information contained herein do so at their own risk.*

Executive Summary

Fairhurst were appointed by '*Dornoch Area Community Interest Company*' (DACIC) to design an intrusive ground investigation for a site located within the Dornoch area of Sutherland (NH 7974 8943). The location of the site is presented in Drawing 132854/9000, Appendix 1.

This Document presents a rationale for the design of the intrusive ground investigation and subsequent monitoring for a Commercial end use development (Curling Development). The following potential contaminative features are present at the site;

- Abattoir and associated buildings/facilities in the north of the site with
- Various areas of fuel storage associated with the abattoir
- Suspected Asbestos Containing Materials

Both Groundwater and Surface Water have been discounted as being receptors through historic investigations and risk assessments. A summary of the conclusions from the "132854 DOC 02 *Water Environment Risk Assessment Report",* Appendix 2, are presented below:

"Groundwater
The groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination was assessed against *Groundwater* GAC thresholds to assess the risk to the Groundwater. The groundwater chemical analysis results identified no groundwater elevations in the site Sentinel Borehole (BH05) above the Groundwater GAC thresholds As such there is **no** risk to the offsite groundwater as a potential resource. However following consultation with The Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05) if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater GAC thresholds.

This assessment should be reviewed and accepted by The Highland Council Contaminated Land Officer prior to the commencement of development works.

Surface Water Environment (Black Burn)
The groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination was assessed against Surface Water GAC thresholds to assess the risk to the local Surface Water Environment (Black Burn).

There were minor elevations of Dissolved Chromium and Copper present in BH05. These contaminants were identified in the groundwater to the north of the site i.e. up groundwater gradient, and in the majority of groundwater samples obtained and are therefore not considered to be a result of an onsite source but representative of the groundwater in the surrounding area of the site. There were only very minor elevations

of Benzo(ghi)Perylene + Indeno(123-cd)pyrene identified on the first sampling visit and none on the second. The elevations on the first sampling visit is likely to be due to purging of the boreholes immediately prior to sampling and the purging and sampling causing disturbance to the water column from the insertion and removal of the sampling equipment, mobilising colloidal particles in the water column which could exacerbate the identified contamination as the contaminants could adhere to the colloids.

On the above basis it is concluded that there is no significant risk to the Black Burn which is located approximately 140m south of the historic Abattoir Buildings from the site. However following consultation with The Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05) if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Surface Water GAC thresholds.

This assessment should be reviewed and accepted by The Highland Council Contaminated Land Officer prior to the commencement of development works.

Based on the above and consultation with The Highland Council Contaminated Land Officer a further water sample requires to be obtained from the site Sentinel Borehole (BH05) if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Surface Water GAC thresholds and presented with the Ground Investigation Report for the proposed development.

This report should be submitted to The Highland Council for approval prior to undertaking the site works.

Contents

1.0 Introduction & Brief 1

2.0 Potential/Confirmed Pollutant Linkages 2

3.0 Rationale for Proposed Intrusive Investigation 3

4.0 Ground Gas and Vapour Monitoring 7

5.0 Quantitative Assessment Criteria 8

Appendices

Appendix 1: Drawings

132854/9000	**Site Location Plan**
132854/9006-A	**Ground Investigation Layout**
132854/9008	**Draft Proposed Development Layout (Option 2)**

Appendix 2: Reporting

Fairhurst Geo-environmental Desk Study Report, January 2012
Fairhurst Water Environment Risk Assessment Report, June 2019

1.0 Introduction & Brief

Fairhurst were appointed by '*Dornoch Area Community Interest Company'* (The Client) to design an intrusive ground investigation and interpret the findings for a site located within the Dornoch area of Sutherland (NH 7974 8943). The location of the site is presented in Drawing 132854/9000, Appendix 1.

The proposed Curling development site is split into two areas; a northerly section of the site which has been historically developed as an Abattoir and associated buildings including areas of fuel storage associated with the Abattoir. The significantly larger, southern area of the site has never previously been developed and is considered to be a Greenfield site. These two sections of the site and the proposed development layout are presented in Drawing 132854/9002, Appendix 1.

Following issue of the Fairhurst (2012) Phase I Geo-environmental Desk Study for the proposed development site, which covered the north eastern area, and consultations with The Highland Council, further investigations were undertaken in the area of the Gas Works to the southeast of the site and in the area of the historic garage to the north of the site. The latter was redeveloped into Student accommodation by the University of Highlands and Islands.

Both Groundwater and Surface Water (Black Burn) have been discounted as being receptors through historic investigations and risk assessments in the report entitled "*132854 DOC 02 Water Environment Risk Assessment Report",* Appendix 2 however following consultation with the Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05) if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Surface Water and Groundwater GAC thresholds Appendix 3.

This proposed ground investigation will in particular address the potential pollutant linkages to Human End Users and Construction/Maintenance workers from the identified sources.

The features which present potentially significant pollutant linkages are indicated on Drawing 132854/9006, Appendix 1; but for the avoidance of doubt are;

1. Abattoir and associated buildings/facilities in the north of the site with
2. Various areas of fuel storage associated with the abattoir
3. Suspected Asbestos Containing Materials

2.0 Potential/Confirmed Pollutant Linkages

The potential pathways by which receptors might be exposed to contaminants (from the identified sources) at the site are dependent on the proposed land use. In this case, the site is proposed to be utilised for Commercial development. Therefore the most appropriate land use for Risk Assessment is '*Industrial/Commercial*' (CLEA SC050021/SR3).

A Preliminary Conceptual Model (PCM) has been produced identifying that there is a possibility of a complete pollutant linkage associated with the potentially contaminative features identified in Drawing 132854/9006, Appendix 1, which are summarised in Table 1.

Table 1: Potential/Confirmed Pollutant Linkages

Linkage no.	Source	→	Pathway	→	Receptor
1	Abattoir Buildings and Processes	→	Dermal contact/ inhalation (inc. vapours)/ ingestion of contaminated soils	→	Humans (end users)
2	Areas of fuel storage associated with the Abattoir	→	Dermal contact/ inhalation (inc. vapours)/ ingestion of contaminated soils	→	Humans (end users)
3	Suspected Asbestos Containing Materials	→	Outdoor inhalation of dust (Asbestos fibres)	→	Humans (end users)
4	Areas of fuel storage associated with the Abattoir	→	Migration of potential hydrocarbon contamination, released during decommissioning of fuel tanks/heating equipment, through soil pore space and site groundwater to Surface Water Environment (Black burn)		Groundwater and Surface Water

3.0 Rationale for Proposed Intrusive Investigation

3.1 Design Objectives

The Geo-environmental site investigation has been designed in accordance with BS 5930 (Code of Practice for Site Investigation) and BS 10175:2011 (Investigation of Potentially Contaminated Sites).

3.2 Environmental Rationale

The majority of the site has never previously been developed and is considered Greenfield. There is a relatively small section in the north of the site which has been historically developed and contains potentially contaminative features such as an Abattoir and associated buildings. Therefore following previous discussion with the Highland Council Contaminated Land Officer (Letter SU-SLA-1002 received by Fairhurst from The Highland Council Scientific Officer Michael Hayes dated 13th May 2014) the environmental aspect of the ground investigation has been limited to this area. The investigation in the remainder of the site has been undertaken historically but was for geotechnical purposes only. The area of the site requiring environmental investigation, the potentially contaminative sources and the layout of proposed ground investigation is presented in Drawing 132854/9006, Appendix 1. The environmental investigation is to comprise a combination of targeted and non-targeted positions. Table 2 identifies the '*environmental*' rationale of the ground investigation.

Table 2: Ground Investigation Rationale for Environmental Purposes

Position no.	Approximate Spacing	Contaminant Source	Pollutant Linkage	Receptor
BH01 – BH10 **TP01 – TP7** **SA01 – SA03**	Non-targeted within source zone of Abattoir and associated buildings and processes on approximate 25m grid	Abattoir and associated buildings and processes	Dermal contact/ inhalation (inc. vapours)/ ingestion of contaminated soils	Humans (End Users)
BH03 and BH08	**BH03** and **BH08,** targeted to locations of fuel storage.	Various areas of fuel storage	Dermal contact/ inhalation (inc. vapours)/ ingestion of contaminated soils	Humans (End Users)
BH09	**BH09** targeted to Suspected Asbestos Containing Materials (ACM's)	Suspected Asbestos Containing Materials (ACM's)	Inhalation of contaminated soils	Humans (End Users)
Historic BH05 (Sentinel borehole)	**BH05** Site Sentinel borehole	Areas of fuel storage associated with the Abattoir	Migration of potential hydrocarbon contamination, released during decommissioning of fuel tanks/heating equipment, through soil pore space and site Groundwater to Surface Water Environment (Black burn)	Groundwater and Surface Water

Two soil samples will be taken from the top 1.00m from each position within the northern section of the site (one between 0.00 – 0.20m and the second between 0.20 – 1.00m) of every ground investigation position and tested for the contaminants of concern as identified in Table 3. It is assumed that the proposed development will retain the same topographical levels as currently however further soil samples will be obtained at 0.50m intervals in Made Ground, where the strata is identified as containing visual/olfactory contamination or identified as containing elevated PID readings. These will be tested for the contaminants of concern as identified in Table 3. Should the proposed development reduce the final topographical levels further sampling and analysis of the upper 0.50m will be required to assess the potential existence of contamination.

During the above ground investigation and following purging, a water sample will be obtained from the historic sentinel BH05 if still accessible.

3.3 Chemical Testing and Insitu Testing

Suites of chemical testing will be undertaken on soils to assess the soil concentrations relating to the historical usage of the site. A suite of chemical testing will be undertaken on the water sample obtained from BH05 (sentinel borehole) to assess the water concentrations relating to the historic various areas of fuel storage at the site. The contaminants of concern are presented in Table 3a&b. Historically, there may have been contamination as a result of the use of the site as a slaughterhouse/abattoir however there is no evidence that the site has been subject to the disposal of animal materials via burial. As far as can be ascertained all recent bloods and waste animal materials were disposed of appropriately. It was previously agreed with the Highland Council Contaminated Land Officer that in regard to the potential for biological contaminants to be present initially the investigation will assess for visual/olfactory evidence of by products from the Abattoir Processes. Should these be identified during the site investigation appropriate H&S measures will be implemented, samples will be obtained and appropriate analysis undertaken to determine the exact nature of the contamination as identified in the DOE '*Animal and animal products processing works'.*

Table 3a: Contaminants of Concern (soil)

Position no.	Contaminant Source	Contaminants of Concern Soil
BH01 to BH10, TP01 to TP07 and SA01-SA03	Abattoir and associated buildings and processes	Heavy Metals, Fuel Oils, BTEX, MTBE, PAH's, SVOC/VOC*, Biological Contaminants**, Asbestos, SO_3/SO_4, pH
BH03 and 08	Various areas of fuel storage	Fuel Oils, BTEX, MTBE, PAH's, SVOC/VOC* (Due to positions being coincidental with *'Abattoir and associated buildings and processes'* Heavy Metals, , Biological Contaminants**, Asbestos, SO_3/SO_4, pH will also be tested for)
BH09	Suspected Asbestos Containing Materials (ACM's)	Asbestos (Due to position being coincidental with *'Abattoir and associated buildings and processes*' Heavy Metals, Fuel Oils, BTEX, MTBE, PAH's, SVOC/VOC*, Biological Contaminants**, SO_3/SO_4, pH will also be tested for)
BH04, BH06 and SA01	Abattoir and associated buildings and processes	UKWIR specific testing

*SVOC/VOC Analysis subject to Photo Ionisation Detector elevations above LOD (0.1ppm)
**Analysis subject to visual/olfactory evidence of by products from the Abattoir Processes.

Table 3b: Contaminants of Concern (Water)

Position no.	Contaminant Source	Contaminants of Concern Water
Historic BH 05 (Sentinel borehole)	Various areas of fuel storage	TPH, BTEX and PAH's,

A Fairhurst Engineer will be responsible for the scheduling of all chemical analysis in order to assess the levels of potential contamination in the areas of concern. The soil samples will be sent to Scientific Analysis Laboratories (SAL) Ltd. and tested for a suite of UKAS accredited tests as identified in Table 3a&b. Laboratory testing will be undertaken on either a 5 or 10 day turnaround.

Field Monitoring and Testing will be undertaken during the ground investigation. Sealed plastic bags of soil samples recovered from the boreholes and trial pits and the headspace within these samples will be screened for Volatile Organic Compounds (VOC's) utilising a Photo Ionisation Detector (PID) during the ground investigation..

3.4 Geotechnical Rationale

The southern section of the site which has never previously been developed and is considered Greenfield has undergone geotechnical investigation previously. The below

geotechnical ground investigation relates only to the area of the site which was historically Abattoir and associated buildings and processes.

Table 4 identifies the '*geotechnical*' rationale of the ground investigation.

Table 4: Ground Investigation Rationale for Geotechnical Purposes

Position no.	Approximate Spacing	Rationale
BH01 – BH10	Approximate 35m offset Herringbone Grid	Gather information relating to ground conditions. Assist with design of proposed development. Allow in-situ testing (SPT's at 1.00m intervals) and obtain samples of the underlying deposits. Characterise in-situ density and strength of the natural deposits. Assess the *'digability'* of the underlying materials Assess settlement potential of the materials. Obtain information of the groundwater regime.
SA01 to SA03	In areas for proposed infiltration below car parking / coach parking	Undertake Infiltration Testing in accordance with BRE 365 to assess permeability of underlying deposits
BH02, BH04, BH06, BH08, BH09, BH10, TP02 – TP07 and SA01–SA03	Targeted in area of access Road, Carpark and Coach park	Allow sampling at a depth at road formation level for Laboratory CBR, PSD and MCV testing as required by the National Roads Development Guide (NRDG).

4.0 Ground Gas and Vapour Monitoring

Following consultation with The Highland Council Contaminated Land Officer it was identified that "*As the risk from ground gas is very low, provided significant quantities of hydrocarbon impacted soil and/or putrescible material in made ground are not encountered, a gas risk assessment is not required.*", Appendix 3.

5.0 Quantitative Assessment Criteria

3.5 Human Health (Soil)

A range of soil assessment criteria has to be used to enable the results of the soil samples to be compared against recognised standards for *Commercial* end use. The hierarchy is as follows;

- LQM/CIEH (2015) S4ULs for Human Health Risk Assessment (LQM) (*Commercial*)
- Department of Environment, Farming and Rural Affairs Category 4 Screening Levels (2014) (DEFRA C4SL) (*Commercial*)
- CL:AIRE (Jan 2010) The Soil Generic Assessment Criteria for Human Health Risk Assessment (CLRE) (*Commercial*)
- For assessing risk from Asbestos fibres, CIRIA C733 Asbestos in soil and made ground: a guide to understanding and managing risks

Justification

The LQM/CIEH (2015) *'Suitable 4 Use Levels'* (S4ULs) assessment criteria have been produced in line with UK human health risk assessment for 89 substances including many metals, BTEX and other hydrocarbon fractions, PAHs, phenols, chlorinated solvents and other VOCs, pesticides and explosives. For each substance, S4ULs have been derived for six generic land uses and a range of Soil Organic Matter contents. The S4ULs are all based on Health Criteria that represent minimal or tolerable levels of risks to health as described in the Environment Agency's SR2 guidance, ensuring that the resulting assessment criteria are *'suitable for use'* under planning.

DEFRA C4SLs have been used to assess the concentrations of Lead in the absence of any other Generic Assessment Criteria. C4SLs are intended to provide a higher test than the previously existing *'minimal risk'* SGVs, in order to aid contaminated land risk assessment. They are designed to be cautious estimates of soil contaminant concentrations that present a *'low risk'* and, within the context of Part IIA, definitely do not pose significant possibility of significant harm.

3.6 Water Environment (Groundwater)

Following consultation with The Highland Council Contaminated Land Officer a further water sample requires to be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater GAC thresholds.

3.7 Water Environment (Surface Water)

Following consultation with The Highland Council Contaminated Land Officer a further water sample requires to be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Surface Water GAC thresholds.

3.8 Buried Concrete Specification

To assess the conditions of the site in relation to the suitability of the building materials (concrete) to be used on the site an assessment is made. Generic Assessment Criteria used is BRE Special Digest 1 Concrete in Aggressive Ground 2005 (3rd Edition).

3.9 Assessment of Volatile Organic Compound Vapours

UK Occupational Exposure Limits for Volatile Organic Compound Vapours are used as an initial screening figure for the risk assessment of VOC vapours detected with a Photo Ionisation Detector (PID) during the intrusive investigation and ground gas/vapour monitoring.

3.10 Assessment of Water Supply Pipe Material Selection

Scottish Water UKWIR Guidance document 10/WM/03/21 has been used to provide an assessment of water supply pipe material selection for the proposed development.

Appendix 1

Drawings

132854/9000	**Site Location Plan**
132854/9006-A	**Ground Investigation Layout**
132854/9008	**Draft Proposed Development Layout (Option 2)**

Appendix 2

Reporting

Fairhurst Phase I Geo-environmental Desk Study, January 2012
Fairhurst Water Environment Risk Assessment Report, June 2019

www.fairhurst.co.uk

Aberdeen
Birmingham
Bristol
Dundee
Edinburgh
Elgin
Glasgow
Huddersfield
Inverness

Leeds
London
Manchester
Newcastle
Sevenoaks
Taunton
Watford
Westhill

CIVIL ENGINEERING • STRUCTURAL ENGINEERING • TRANSPORTATION • ROADS & BRIDGES
PORTS & HARBOURS • GEOTECHNICAL & ENVIRONMENTAL ENGINEERING • PLANNING &
DEVELOPMENT • WATER SERVICES • HEALTH & SAFETY/CDM SERVICES

FAIRHURST

Dornoch Area Community Interest Company (DACIC)

Proposed Curling Development at Shore Road, Dornoch

Flood Risk Assessment

June 2019

FAIRHURST

CONTROL SHEET

CLIENT: **Dornoch Area Community Interest Company (DACIC)**

PROJECT TITLE: **Proposed Curling Development at Shore Road, Dornoch**

REPORT TITLE: **Flood Risk Assessment**

PROJECT REFERENCE: **132854**

DOCUMENT NUMBER: **DOC 03**

STATUS: **FINAL**

Issue & Approval Schedule		Name	Signature	Date
	Prepared by	Mark Wills		June 2019
	Checked by	Scott Ryce		June 2019
	Approved by	Ross McIlrath		June 2019

Revision Record	Rev.	Date	Status	Description	Signature	
					By	
					Check	
					Approve	
					By	
					Check	
					Approve	

This document has been prepared in accordance with procedure OP/P02 of the *Fairhurst Quality and Environmental Management System.*

This document has been prepared in accordance with the instructions of the client, [**DACIC**], for the client's sole and specific use. Any other persons who use any information contained herein do so at their own risk.

Contents

1.0 Introduction 1

2.0 Planning Policy 2

3.0 Development Site 5

4.0 Potential Sources of Flood Risk 9

5.0 Hydraulic Analysis 10

6.0 Flood Risk Analysis 18

7.0 Conclusions 22

References 23

Appendices

Appendix 1: Drawings

132854/9000	**Site Location Plan**
132854/9008	**Draft Proposed Development Layout (Option 2)**
132854/9001	**Extent of 1in200yr Flood + 20% Flow Increase, Proposed Development and areas of Potential Compensatory Storage**
92912/WS/003	**Dornoch Burn Catchment Area**
132854/9010	**Hydraulic Model Cross-section Locations**
132854/9011	**Extent of 1in200yr Flood + 20% Flow Increase and Proposed Development**

Appendix 2: Hydrology

Dornoch Burn Catchment Descriptors
FEH Rainfall-Runoff Method Output

Appendix 3: Correspondence

SEPA Correspondence

1.0 Introduction

Fairhurst was appointed by '*Dornoch Area Community Interest Company*' (DACIC), (The Client), to undertake a Flood Risk Assessment (FRA) for a proposed Curling Facility development at Shore Road, Dornoch. The development site is located on land to the west of Shore Road on the southern outskirts of the town of Dornoch, IV25 3LS (NH 7974 8943). Figure 1 shows a location plan of the site.

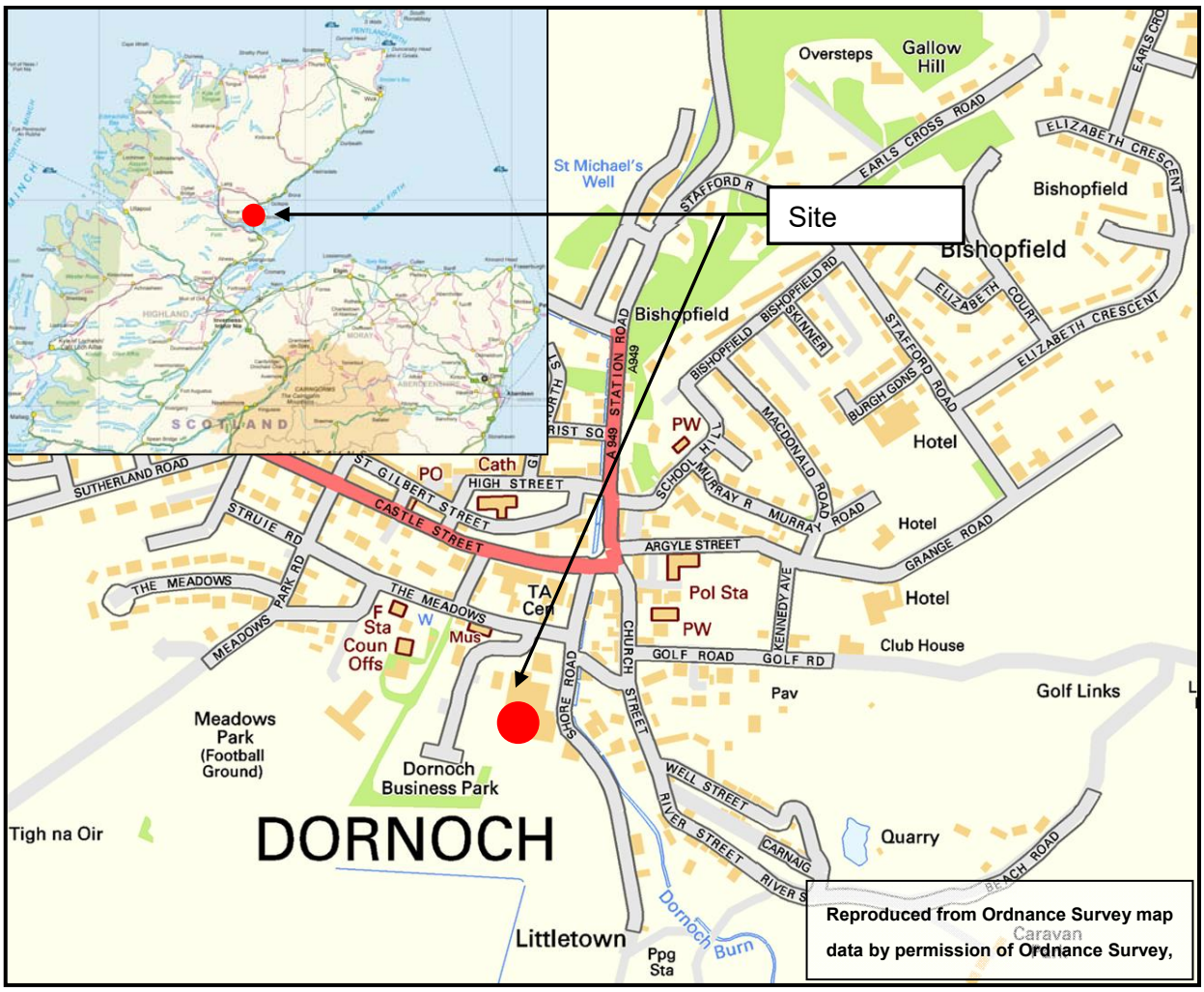


Figure 1 – Site Location

The proposed development is to consist of a Curling Facility together with associated infrastructure and landscaping works.

The site is situated near to the Dornoch Burn, a watercourse flowing through the town of Dornoch and then south-east towards the North Sea. Flood risk has therefore been assessed in relation to the Dornoch Burn. Other potential sources of flooding have also been considered. A previous FRA was carried out by Fairhurst in May 2012 and was revised in 2016 covers a wider area but the modeling includes the current site.

2.0 Planning Policy

2.1 National planning policy

In consideration of planning applications, planning authorities require to be satisfied that due account has been taken of Scottish Planning Policy (SPP) and the Scottish Government's Online Planning Advice on Flood Risk. It is necessary to show that adequate protection against flooding exists or can be provided for the proposed development and that the development does not increase any existing flood risk to persons or property upstream and downstream.

The flood risk framework guiding development sets out three categories of coastal and watercourse flood risk, together with guidance on surface water flooding, and the appropriate planning approach for each (the annual probabilities referred to in the framework relate to the land at the time a plan is being prepared or a planning application is made):

- ***Little or No Risk*** *- annual probability of coastal or watercourse flooding is less than 0.1% (1:1000 years)*
  - *No constraints due to coastal or watercourse flooding.*
- ***Low to Medium Risk*** *- annual probability of coastal or watercourse flooding is between 0.1% and 0.5% (1:1000 to 1:200 years)*
  - *Suitable for most development. A flood risk assessment may be required at the upper end of the probability range (i.e. close to 0.5%), and for essential infrastructure and the most vulnerable uses. Water resistant materials and construction may be required.*
  - *Generally not suitable for civil infrastructure. Where civil infrastructure must be located in these areas or is being substantially extended, it should be designed to be capable of remaining operational and accessible during extreme flood events.*
- ***Medium to High Risk*** *- annual probability of coastal or watercourse flooding is greater than 0.5% (1:200 years)*
  - *May be suitable for:*
    - *residential, institutional, commercial and industrial development within built-up areas provided flood protection measures to the appropriate standard already exist and are maintained, are under construction, or are a planned measure in a current flood risk management plan;*
    - *essential infrastructure within built-up areas, designed and constructed to remain operational during floods and not impede water flow;*
    - *some recreational, sport, amenity and nature conservation uses, provided appropriate evacuation procedures are in place; and*
    - *job-related accommodation, e.g. for caretakers or operational staff.*
  - *Generally not suitable for:*
    - *civil infrastructure and the most vulnerable uses;*
    - *additional development in undeveloped and sparsely developed areas, unless a location is essential for operational reasons, e.g. for navigation and water-based recreation, agriculture, transport or utilities infrastructure (which should be designed and constructed to be operational during floods and not impede water flow), and an alternative, lower risk location is not available; and*
    - *new caravan and camping sites.*

- *Where built development is permitted, measures to protect against or manage flood risk will be required and any loss of flood storage capacity mitigated to achieve a neutral or better outcome.*
- *Water-resistant materials and construction should be used where appropriate. Elevated buildings on structures such as stilts are unlikely to be acceptable.*

Surface Water Flooding

- *Infrastructure and buildings should generally be designed to be free from surface water flooding in rainfall events where the annual probability of occurrence is greater than 0.5% (1:200 years).*
- *Surface water drainage measures should have a neutral or better effect on the risk of flooding both on and off the site, taking account of rain falling on the site and run-off from adjacent areas.*

SPP states that new development should not take place if it would be at significant risk of flooding from any source or would materially increase the probability of flooding elsewhere. In general, the storage capacity of floodplains should be safeguarded and works to elevate the level of the site by land-raising should not lead to a loss of floodwater storage capacity.

The Scottish Environment Protection Agency (SEPA) has a duty to give advice to planning authorities as to flood risk under the Flood Risk Management Act 2009, Section 72. SEPA considers this to include professional and expert interpretation of data or records.

The SEPA/Planning Authority Protocol on Development at Risk of Flooding Advice and Consultation (SEPA Policy 41) issued in 2016 provides principles to be followed by authorities regarding advice and consultation on flood risk issues. It also gives generic guidance on the requirements for undertaking flood risk assessments.

2.2 Local Planning Policy

2.2.1 Local Development Plan

The Highland Council (THC) adopted a new Highland-wide Local Development Plan (HwLDP) on 5 April 2012. The HwLDP provides a framework for considering planning applications. Policy 64 in the new Local Development Plan states that for all new development *"a flood risk assessment or other suitable information which demonstrates compliance with SPP will be required"* which reinforces the Risk Framework as set out in SPP.

The HwLDP replaced a number of Local Plans in the Highlands, including the Sutherland Local Plan (adopted June 2010) that previously covered the Dornoch area. A Parliamentary Order has been made to retain elements within these Local Plans. The Sutherland Local Plan is now available as an "*As Continued in Force"* version (April 2012). A full schedule of retained elements is contained within Appendix 7 of the HwLDP. This appendix does not state that any flood-related policies from the previously adopted local plans are to be retained, and therefore Policy 64 from the HwLDP can be applied across the Highland Council area.

As part of the HwLDP, THC provides Supplementary Guidance. The most up-to-date version – SG 12 "*Flooding risk and drainage impact assessment*" – was adopted in January 2013 and reinforces the policies set out in SPP. The general policy on flood risk requires

avoidance of flood risk areas, specifies when a developer flood risk assessment will be required and promotes sustainable flood management measures. Flood risk assessments are required to consider risk from all sources and ensure that fluvial flows used in hydraulic modeling are in line with the SPP Risk Framework. The effects of climate change must also be considered. In addition, THC policy on Surface Water Drainage requires all developments to adhere to accepted technical SuDS requirements. All new development is required to be *"free from unacceptable flood risk for all flood events up to the 1 in 200 year return period (including an allowance for climate change)"*.

2.2.2 Site-specific Policy

Alongside the HwLDP, THC has prepared three Local Development Plans (LDPs) which will set out the existing and possible future uses of land within these areas. The Caithness and Sutherland LDP (CaSPlan) was formally adopted in August 2018 and includes policy specific to Dornoch. The site lies partly within an area identified within the CaSPlan as DN03: Dornoch South Abattoir Site. This area is identified for mixed use development (student accommodation, business, community, open space, recreation). Site-specific guidance is provided:

> *The site is at risk of flooding which will limit the extent and type of development suitable for the site. A Flood Risk Assessment will be required.*
> *The design and layout of a development would have to comply with the following –*
> *(1) Land raising (with appropriate compensatory flood storage capacity) would only be acceptable on the areas of previously developed land to the north and any buildings in this area would have to be demonstrated to be outwith the area at risk of flooding, not create an island of development and be demonstrated to not impact on flood risk elsewhere. Areas of previously developed land which are shown to be at risk of flooding may be suitable for car parking but should not be subject to any land raising.*
> *(2) Greenfield areas of the site are only suitable for types of recreation uses which are less vulnerable to flood risk, such as a golf driving range or car park. Such proposals should not result in a change in ground levels (i.e. no land raising) and be designed so that they are flood resilient and do not impact on flood water flows. An appropriate evacuation procedure should also be prepared.*

It should be noted that the Abattoir buildings on the site were demolished in 2015. SEPA has acknowledged in correspondence (Appendix 3) that:

1. *"we would not consider the extent of the historic abattoir building to be the limit of flooding. The FRA was carried out after the abattoir building was demolished and shows that parts of the site in this area are currently at risk of flooding."*
2. *"We would encourage you to finalise the location of the new building so that it and any changes in land levels are located outwith the functional flood plain identified in the FRA."*
3. *"If this is not possible then volume-for-volume and level-for-level compensatory storage should be provided."*
4. *"Since the previous Flood Risk Assessment (FRA) was submitted, no new evidence has come to light to indicate that the flood risk at the site has changed. As such, it would be acceptable to use the modelling previously undertaken as the basis for a new FRA to support the proposed development"*

3.0 Development Site

3.1 Existing Site Conditions

3.1.1 General Background

The proposed development is located to the south of Dornoch town centre, on the southern part of the site of a former Abattoir and adjacent land to the south. The site on which the development is proposed has an area of approximately 2.93Ha.

The site is bounded to the north-west with a light industrial zone. North of the current site lies the recently developed UHI student accommodation; to the east lies Shore Road, which separates the site from the Dornoch Burn. The Gas Works lies to the south east and areas of open grassland border the site to the west and south.

In places the Dornoch Burn passes less than 20m away from the proposed site boundary, and less than 5m away from Shore Road which is to provide service access to and from the development.

The source of the Dornoch Burn is located inland to the north-west of Dornoch and it flows predominantly through agricultural land prior to reaching the town. Within the town, the burn is channelized and has been heavily modified, passing beneath or through approximately twenty structures as it flows through Dornoch. The burn discharges to open flat land to the south-east of the town before reaching the North Sea.

3.1.2 Site Visit

A site visit was carried out in January 2012 to better understand potential flooding mechanisms associated with the site. The following points have been noted as a result of the visit:

- In addition to the many structures on the watercourse within the town, there are also pipes spanning the burn – some of which are at a level where they would be drowned in high flows.
- No major blockages or evidence of past or persistent blockages of structures was observed, however at one location a large tree trunk is growing within the channel obstructing the flow.
- The former Abattoir building to the north of the proposed development site has a ground floor level well above the level of the surrounding ground and car park to the south of the building.

3.1.3 Survey Information

A cross-section survey of the Dornoch Burn along with a topographic survey of part of the development site was carried out by Fairhurst in April 2012. The cross-sections extend along the Dornoch Burn to the length assessed using a hydraulic model (with cross-section locations shown on Drawing 132854/9010 in Appendix 1). The topographic survey consisted of spot levels along the northern and eastern boundaries with some additional levels within the site itself.

A full ground-based topographic survey of the former Abattoir site and the surrounding area was carried out by Caintech Ltd. in May 2016 (Appendix 1). A Digital Terrain Model (DTM) was created from the survey and used as the ground model for the 2D hydraulic modelling.

A LiDAR DTM of the area at Shore Road and around the site was acquired in 2014. The DTM presents the bare ground and buildings have been removed when the data were processed. This DTM was used as the ground model for areas outside of the site for 2D hydraulic modelling.

3.2 Proposed Development

The proposed development use is shown on the Draft Proposed Development Layout (Option 2) Drawing 132854/9008, Appendix 1. The development includes a Curling Facility and associated car and coach parking.

3.3 Historic Flood Information

The Dornoch Burn has a history of flooding within the town and information has been gained from multiple sources. Figure 2 shows some of the key locations referred to in this section.

Under the Flood Prevention and Land Drainage (Scotland) Act 1997, local authorities in Scotland were required to publish reports at two-yearly intervals outlining flood history and current flood prevention measures which are in place or planned within their area. The Highland Council has provided these biennial reports for their area and the following information relating to the Dornoch Burn has been obtained:

- Flooding has been reported at the industrial estate at the northern end of the town following the Dornoch Burn overtopping at a culverted section. This resulted in a nearby industrial unit being inundated up to a depth of 15" (approximately 380mm). *[February 2002]*
- Flooding has been reported at High Street where water backed up "*behind a newly installed weir"* and the fire service was required to pump water from a nearby newsagent. The Council stated that an investigation is required with respect to this new weir. *[January 2004]*
- Flooding was later reported again at the same industrial estate as the 2002 event due to the burn overtopping its banks. Following this event, the council stated that a larger diameter pipe is required to convey high flows through the culverted section – however there is no evidence that works have been carried out to replace or upgrade the culvert. *[October 2004]*
- Housing near to the A949 at Camore (approximately 2km west of Dornoch) has reportedly had flooding issues partly in relation to the Dornoch Burn. Works have been carried out to provide storage in a nearby field which will result in the attenuation of flow at this location. *[October 2006]*

In addition to the information outlined in the Biennial Reports, the Highland Council published the Dornoch Catchment Study in December 2007 to address flood related issues in the town of Dornoch and the surrounding area. The following information has been obtained from this report:

- Fields to the north-west of the industrial estate (prior to reaching Dornoch) flood regularly;

- Flooding downstream of Dornoch Square has been identified as an issue, but the extent of the damage is unknown;
- Five structures on the burn within Dornoch have a capacity less than the 100 year return period flow;
- Many minor flooding incidents have been occurring within the town and the council propose to install a water level warning gauge on the Dornoch Burn to enable a quick response when levels are high; and
- Sandbags have been placed on the eastern bank of the burn just upstream of the Scottish Water facility to protect this area from inundation.

As a result of these issues, the Council has proposed providing attenuation at a location upstream of the industrial estate in an area where fields already become partly inundated during flood events.

During the site visit in January 2012, anecdotal evidence of flooding from the Dornoch Burn was obtained from local residents and businesses. The information gained was:

- The basement of the newsagent adjacent to the bridge and culvert at High Street is prone to flooding, however the frequency with which this occurs is not known;
- The burn has often overtopped its banks at the stone bridge upstream of the health centre and flowed along Shore Road into the former Abattoir site (the proposed development site);
- A large flood event in 2006 resulted in staff from the health centre having to park their cars near Dornoch Square as Shore Road could not be passed by vehicles. Access to the health centre could be gained on foot by those with suitable footwear. This indicates that the flood water was high enough to risk damage to vehicles but not of a depth where it would be dangerous to walk through;
- During the same flood event in 2006, water which had overtopped the bank of the burn further upstream flowed down Shore Road towards the Scottish Water depot. It has been stated that while the water did flow down Shore Road, it cannot be said for certain where the burn upstream first overtopped the banks as the entire area was beneath water during this event;
- The yard belonging to a local joiner suffered the same experience during the 2006 flood event where water from the burn inundated the entire area; and
- An area to the east of the proposed development site which was formerly home to a hotel has a history of flooding, however the frequency of this flooding is not known.

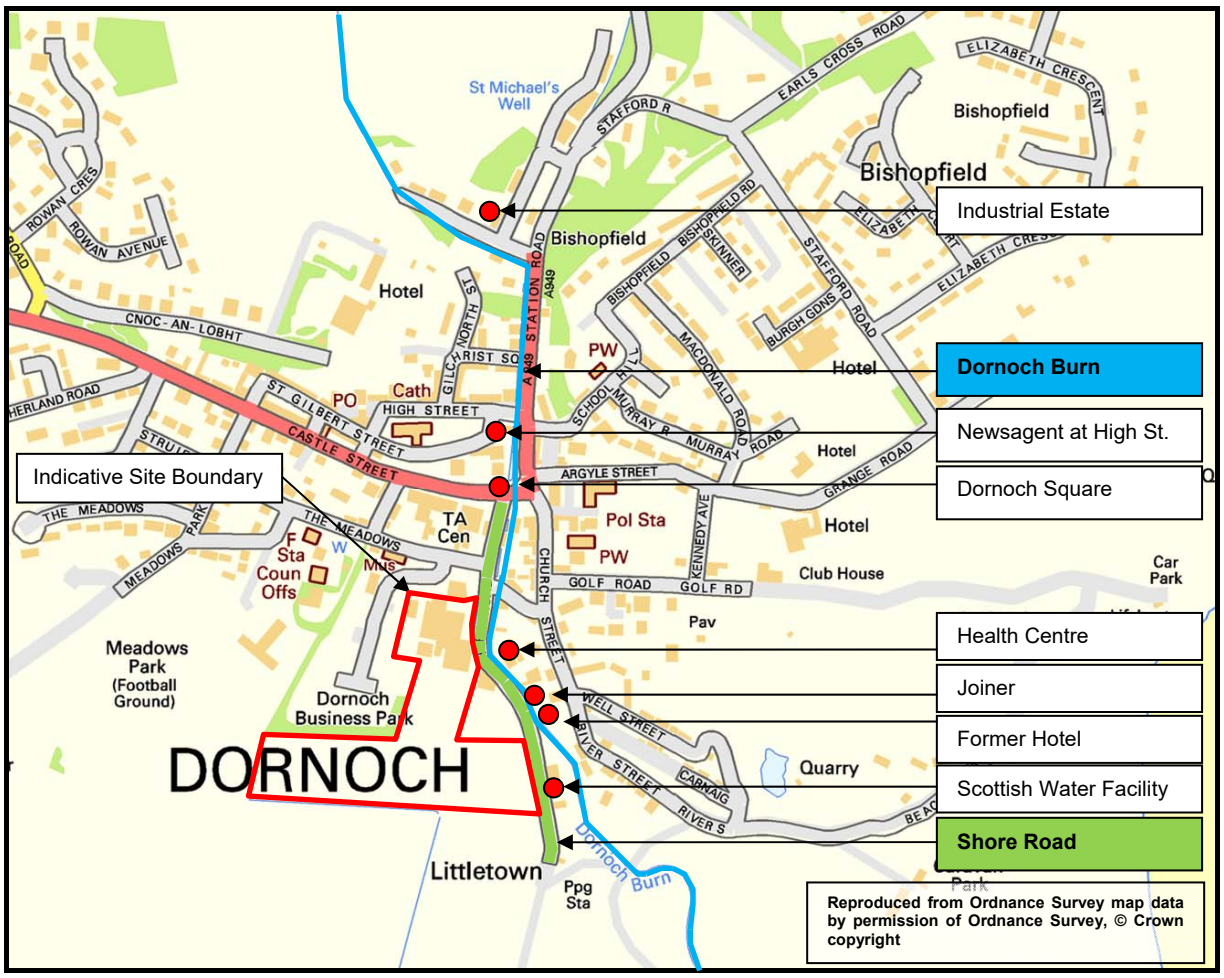


Figure 2 – Key Features in Dornoch

3.4 SEPA Flood Map

SEPA's new flood maps (SEPA 2016) provide guidance on the possible extent, depth and velocity for different likelihoods *('High, Medium and Low')* of three different sources of flooding (River, Sea and Surface Water), alongside other associated information.

The resolution of the mapping does not provide site-specific detail. The flood maps do not consider the interaction between sources of flooding. The river flood map is based on a two dimensional flood modelling method applied across Scotland to all catchments greater than 3km^2 and includes hydraulic structures *'where appropriate information was available'*. Whilst the flood maps can be a useful tool for initially considering whether a site may be at risk of flooding, the following caveat is attached to their use:

> *The Flood Maps are indicative and of a strategic nature. Whilst all reasonable effort has been made to ensure that the Flood Maps are accurate for their intended purpose, no warranty is given by SEPA in this regard. It is inappropriate for these Flood Maps to be used to assess flood risk to an individual property.*

Areas within the southern part of the site are shown on the flood maps as being having Medium likelihood (1 in 200yr) of flooding from surface water. These areas appear to be associated with low lying topography.

The site is shown as at Low likelihood (1 in 1000yr) of coastal flooding.

4.0 Potential Sources of Flood Risk

At this location there are several potential sources of flooding that may require to be considered:

- **Fluvial flows:** Extreme fluvial flood events have the potential to cause rapid inundation of properties whilst posing a threat to the welfare of occupants. The Dornoch Burn has been identified on the SEPA flood map as presenting risk to some areas of the site.
- **Infrastructure failure:** The failure of conveyance infrastructure such as culverts or bridges could increase the risk of flooding at the site. One major infrastructure feature downstream of the site have been identified that could cause flooding issues should it become blocked or fail.
- **Overland flow:** Overland flow occurs when the infiltration capacity of the ground is exceeded in a storm event. This could result in water travelling as sheet flow overland or excess water being conveyed from one location to another via local road networks.
- **Sewer flooding**: If the capacity of sewers is exceeded in an extreme event, or a blockage occurs, surcharging of the network can result in surface flooding.
- **Groundwater:** Groundwater flooding can occur at low points on the site.
- **Coastal flooding:** The location and elevation of the site mean it is not at risk from coastal waves, however the possibility of tidal inundation via the Dornoch Burn must be considered.

5.0 Hydraulic Analysis

In correspondence with SEPA (Appendix 3) it was agreed that "*since the previous Flood Risk Assessment (FRA) was submitted, no new evidence has come to light to indicate that the flood risk at the site has changed. As such, it would be acceptable to use the modelling previously undertaken as the basis for a new FRA to support the proposed development.*"

5.1 Objectives

The Dornoch Burn has been identified as a potential source of flooding. A 1D/2D linked hydraulic model has been constructed using ISIS and TUFLOW (both industry standard modelling software packages for this type of study) with the objective of obtaining flood extent and levels throughout the site for the 200 year and 200 year + climate change events.

The 1D ISIS model was originally constructed as part of the 2012 FRA. This model has been modified to better describe the potential flood route from the Dornoch Burn running through the site. This was achieved by linking the 1D ISIS model with a 2D TUFLOW model of the area of interest.

5.2 Hydrology

For input to the Dornoch Burn hydraulic model, a hydrological assessment has been undertaken to estimate the peak flows at the site for the 1 in 200 year event. This event represents the standard against which new development should be assessed with respect to SPP. This assessment was carried out as part of the May 2012 FRA and is still valid for the present site. Flows have been increased by 20% to account for the potential impact of climate change, as discussed in Section 5.3.

5.2.1 Dornoch Burn

The FEH Rainfall-runoff method has been used to obtain flow in the Dornoch Burn, and is appropriate for a catchment of this size. Data has been obtained from the FEH CD-ROM (v3). It has, however, been concluded on closer examination that the catchment size and shape in reality will differ from that shown on the FEH CD-ROM due to man-made changes to the watercourse and local area. Figure 3 below shows the main line of the Dornoch Burn (thicker blue line) and its tributaries (thinner blue lines).

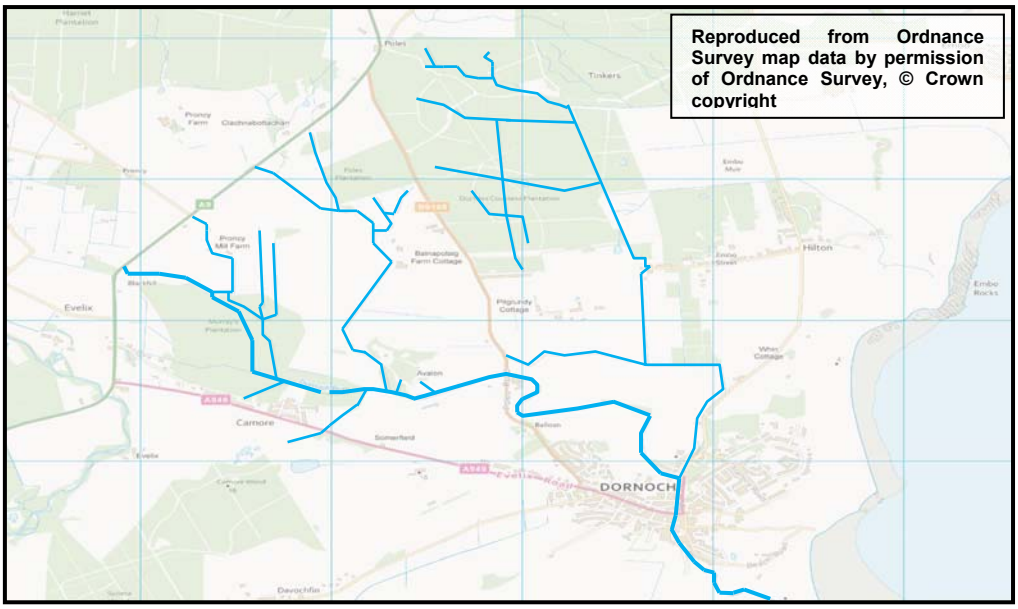


Figure 3 – Dornoch Burn

From Figure 3 it can be seen that the tributaries (in particular that to the north-east of the main line) have been modified in order to take a specific route through local plantations. It is assumed that these modifications have been made to deliver adequate drainage from the plantations, and flow in the channels which have been identified as having been modified either flows towards the Dornoch Burn (as shown in Figure 3) or towards the North Sea.

These modifications result in a larger catchment area than the one given by the FEH CD-ROM, with the area estimated at 9.6km^2. This area has been determined from manually drawing the catchment area using mapping to find where water will fall and what channels which channels will contribute to the Dornoch Burn catchment. The catchment area has been drawn originating at the downstream boundary of the hydraulic model.

Because the catchment shape and size differs from that in the FEH CD-ROM, catchment descriptors have been modified in accordance with the procedure set out in the Flood Estimation Handbook.

Using the catchment area which has been drawn from mapping and the catchment descriptors which have been changed to suit this catchment area, the FEH Rainfall-Runoff method has been used to estimate flows in the Dornoch Burn at different return period events. These flows are shown below in Table 1.

Table 1 – Dornoch Burn, Flows

Return Period (years)	Flow (m^3/s)
5	7.6
10	9.1
20	10.8
25	11.5
50	13.7
75	14.9
100	15.8
150	17.2
200	18.4

300	20.2
500	22.4

The catchment area which has been determined from mapping is shown on Drawing 92912/WS/003 in Appendix 1. Appendix 2 shows the catchment descriptors from FEH, modified catchment descriptors and output from FEH Rainfall-Runoff method.

5.2.2 North Sea

While the site is not at risk of flooding directly from the sea, the Dornoch Burn at the site can potentially be influenced by the tide. Extreme sea level data has been obtained from the joint SEPA/Environment Agency *"Coastal Flood Boundary Conditions for UK Mainland and Islands"*. The data which has been obtained is shown below in Table 2.

Table 2 – Extreme Sea Level

Return Period (years)	Extreme Sea Level (mAOD)
5	2.94
10	3.01
20	3.06
25	3.09
50	3.15
75	3.18
100	3.21
150	3.25
200	3.27
300	3.31
500	3.36

5.2.3 Joint Probability

Due to the location of the site, extreme sea level alone is not sufficient to cause high water levels at the proposed development. The probability of an extreme sea level and a high flow occurring at the same time, however, can potentially result in water levels increasing along the burn and presenting flood risk to the site.

An assessment of the flood risk resulting from a joint probability event between extreme sea levels and fluvial floods was carried out as part of the 2012 FRA. It was concluded that the most conservative approach to take, and that which fulfils the SPP requirement for a 0.5% annual exceedance probability event, is to run the model with the 200 year fluvial flow only.

5.3 Climate Change

The UK Climate Impacts Programme (UKCIP) is funded by the Department of the Environment to investigate the potential impacts of climate change in the United Kingdom. The UKCIP has produced assessments of the potential impacts based on rates of increase in global greenhouse gas emissions consistent with the projections of the Intergovernmental Panel on Climate Change (IPCC).

In 1998 the IPCC published their Technical Report No. 1 entitled "*Climate Change Scenarios for the United Kingdom*". Revised scenarios were published in April 2002 (UKCIP02), before both reports were superseded by the UK Climate Projections 2009 (UKCP09) in June 2009. This has since been which superseded by the UK Climate Projections 2018 (UKCP18) which

updates the probabilistic projections over land and provides a set of high-resolution spatially-coherent future climate projections for the UK at 12 km scale, however it was agreed with SEPA that the FRA modelling previously undertaken on the site using UKCP09 could be used and as such is progressed on that basis

5.3.1 Fluvial

UKCP09 provides relative changes in precipitation at an improved 25km grid resolution; showing a range of relative increases in annual precipitation scenarios that could be expected at the grid box covering Dornoch for different future emission scenarios. For the period covering the 2080s, under the *'high'* emission scenario, an increase in annual average precipitation of -1.1% has been estimated (50th percentile). At the seasonal level, average precipitation is predicted to decrease by about 21% (50th percentile) during the summer months, and to increase by 26% (50th percentile) during the autumn months. The potential impact of future climate change will therefore be assessed as a 20% increase in flow as part of the model sensitivity analysis.

5.3.2 Coastal

UKCP09 provides relative changes in sea level at an improved 25km grid resolution. For the 2080s under a high emission scenario, an increase of 282mm has been estimated (50% percentile, increase relative to 2008 value).

5.4 Hydraulic Analysis Methodology

5.4.1 Data Collection

The March 2012 cross-section survey of the watercourse obtained:

- 18 cross-sections along a 602m length of the Dornoch Burn stretching both upstream and downstream of the development site;
- Details of 14 structures along the length of the burn to be modelled;
- Details of a tree which has its trunk growing partly within the channel of the burn;
- Information about a low-lying pipe crossing which would be drowned in high flows; and
- Spot levels around the development site.

The upstream boundary is located at the junction of High Street with Station Road and the downstream boundary is where the burn enters Royal Dornoch Golf Club. These boundaries have been chosen as far as they are from the site in order to take the effects of the many structures crossing the burn into account when predicting water levels using the model.

The locations of model cross-sections are shown on Drawing 132854/9010, Appendix 1.

5.4.2 Key Elements of the 1D ISIS Model

The 1D hydraulic model contains all the cross-sections and structures which were surveyed in March 2012. The width of each cross-section was adjusted to describe only the Dornoch Burn as a 1D component within the wider 2D domain.

Channel roughness is represented in the hydraulic model using Manning's n values. The value of n chosen for the channel is 0.035. While parts of the channel have clearly been modified from their natural shape, information gained on the site visit shows vegetation and

other similar features which suggest the bed will still have a roughness of 0.035. At section 14, a tree is growing with its trunk partly in the channel, and the Manning's n value over this area has been set to 0.120 in line with what is described by Chow (1959); "*Heavy stand of timber, a few down trees, little undergrowth, flood stage reaches branches*".

The crossing structures have been modelled with a spill in parallel to represent the potential overtopping of the structure. This approach was not followed for the longer culverts (under Dornoch Square and at section 15); instead the area above ground was included in the 2D domain and water was allowed to spill from the 1D to the 2D domain.

5.4.3 The 2D TUFLOW Model

The LiDAR DTM of the area at Shore Road and around the site was used for the 2D flow domain. The DTM presents the bare ground and buildings have been removed when the data were processed.

The 2D domain was described by a 2m grid, providing adequate resolution to describe the flow conditions alongside the 1D model and through the site.

Roughness throughout the 2D model was set to a global n value of 0.1. A sensitivity test to the roughness within the 2D domain is presented in Section 5.6.

Existing buildings within the site have openings at ground levels along Shore Road. Although these openings could be sand bagged during a flooding event, it was assumed for modelling purposes that floodwater would get into the buildings, although flow velocities within the building are expected to be null. These buildings were therefore modelled as area of very high roughness (n=3). The existing wall to the east of the building has been included by adjusting topographic levels in the area.

When modelling the proposed design options, the model DTM has been updated to represent the proposed levels surrounding the UHI student accommodation development to the north of the site to ensure that the assessment is representative of the future situation.

5.4.4 Boundary Conditions

The model has been run using the 200 year peak flows given in Table 1. The downstream boundary of the 1D model has been set to normal depth, with a bed slope of 1 in 1000 which is considered appropriate given the flat nature of the surrounding ground. Normal depth conditions were also applied long the eastern and southern edge of the 2D domain to allow for water to continue flowing beyond the computational domain.

The 1D model and 2D domains were dynamically linked, allowing water to spill from one model to the other at each timestep during the run.

5.4.5 Infrastructure Blockage

A blockage of the culvert under the main square was modelled by reducing the width of this culvert by 50%. This is considered a reasonable estimate for a potential blockage by a tree or large object which could have been swept downstream. In a similar manner, the potential blockage from the culvert located at cross-section 15 was also investigated by reducing the width of the culvert by 50%.

The other crossing structures found within the modelled extent of the Dornoch Burn are flat deck bridges. Being located downstream of the main square, any debris large enough to generate substantial blockage coming from the upper catchment is likely to be trapped by the culvert under Main Square. Additionally, the town centre itself does not provide a source

of large debris to generate substantial blockage. No blockage scenario was investigated for these structures.

5.5 Hydraulic Analysis Outcomes

5.5.1 Model Results

The predicted 1 in 200yr (plus climate change) flood extent at the site is presented in Drawing 132854/9011, Appendix 1. Flood levels at six key locations in and around the site are also provided below in Table 2.

Table 2 – Hydraulic modelling results: flood levels: 200yr and 200yr + Climate Change scenarios (mAOD) – refer to Drawing 132854/9011 for location numbering)

Location	Existing Ground Level	200yr Stage	200yr + CC Stage
1	5.39	5.51	5.58
2	4.56	5.35	5.42
3	4.43	5.06	5.12
4	3.74	4.15	4.21
5	3.36	3.93	3.97
6	3.50	3.65	3.68

5.5.2 Model Results: Blockage Scenario

Flood levels at key locations within the site are shown in Table 3 for blockage scenarios.

A 50% blockage of the culvert under the main square during the 200yr event would marginally decrease the flood levels at some locations within the site. This is due to the fact that any water going out of bank upstream of the main square would leave the burn by its left bank and flow preferentially along Church Street, therefore avoiding the site.

The blockage of the culvert at Section 15 has no impact on the extent of flooding at the site.

Table 3 – Hydraulic modelling results: flood levels: 200yr and blockage scenarios (mAOD) – refer to Drawing 132854/9011 for location numbering

Location	Existing Ground Level	200yr Stage	Main square culvert blocked	Culvert at XS15 blocked
1	5.39	5.51	5.49	5.51
2	4.56	5.35	5.34	5.35
3	4.43	5.06	5.06	5.06
4	3.74	4.15	4.15	4.15
5	3.36	3.93	3.92	3.93
6	3.50	3.65	3.65	3.65

5.6 Sensitivity Analysis

In the absence of reliable gauged flow records to calibrate the model, proving techniques were adopted to assess the sources of possible uncertainty in the results. Sensitivity to design channel roughness (n) along the ISIS 1D model and within the 2D domain and to the peak flow (Q) were tested. Results within the 2D domains were compared with the output from the 200yr events at the key locations.

5.6.1 Roughness along the 1D Model

Within the whole 2D domain, the change in flood levels due to a 20% increase in Manning's roughness along the ISIS model ranges from -50mm to +50mm as the higher levels in the 1D model modifies the spilling mechanisms between the 1D and the 2D domains and the subsequent overland flood routes. Changes in flood levels were found to range from 0 to +50mm. Table 4 below summarises the impact on the water levels at key locations in and around the site. A 20% change in Manning's roughness in the 1D model has minor impact on the flood levels.

5.6.2 Roughness within the 2D Domain

The roughness value throughout the 2D domain was changed to 0.05 and 0.15 to assess the impact of this parameter to the predicted flood levels at the site.

With a lower value throughout the 2D domain, changes in flood water levels within the whole 2D domain range from -140mm to 0mm. The change in flood level at the site was found to range from -110mm to 0mm. Values at the 6 locations are given in Table 4 below.

With an n value of 0.15 throughout the 2D domain, changes in flood water levels within the whole 2D domain range from 0 to +110mm. The increase in flood level at the site was found to range from 0 and +80mm. Values at the 6 locations are given in Table 4 below.

A change in the global roughness within the 2D domain has a minor impact on the flood levels at the site. The selected value of 0.1 is therefore appropriate.

5.6.3 Peak Flow

With regards to a 20% increase in peak flow, the flood levels within the 2D domain were found to increase by up to 110mm. A maximum increase of 70mm was found within the application site. The corresponding values at the key locations are also given in Table 4. A 20% change in peak flow has minor impact on the flood levels at the site.

Table 4 – Sensitivity analysis results: flood levels (mAOD) – refer to drawing no. 132854/9011 for location numbering

Location	Existing Ground Level	200yr Stage	+20% n in 1D model	n=0.15 in 2D domain	n=0.05 in 2D domain	+20% Q
1	5.39	5.51	5.52	5.59	5.43	5.58
2	4.56	5.35	5.36	5.42	5.24	5.42
3	4.43	5.06	5.07	5.13	4.96	5.12
4	3.74	4.15	4.17	4.23	4.04	4.21
5	3.36	3.93	3.94	3.98	3.85	3.97
6	3.50	3.65	3.66	3.69	3.61	3.68

6.0 Flood Risk Analysis

The potential sources of flooding identified in Section 4.0 are discussed below.

6.1 Fluvial Flood Risk

The results of the hydraulic modelling exercise indicate that during the 1 in 200 year flooding event, water from the Dornoch Burn would spill out of bank onto Shore Road and run southward through the central part of the site.

SEPA's Land Use Vulnerability Guidance document classes non-residential institutions as a Least Vulnerable use. The document suggests that a 1 in 200 year standard of protection including freeboard allowance is appropriate in this case.

The proposed development is located outwith the 1 in 200 year flood extent, though it is currently shown on Drawing 132854/9001 to be slightly within the 1 in 200 year + climate change extent. The small area of the proposed building within the functional floodplain is identified in Drawing 132854/9001. It is recommended that the position of the building be adjusted to ensure that there is no land raising within this flood extent however this will be confirmed following specific detailed development proposals.

If this is not possible compensatory storage of floodwaters will be provided as identified in Drawing 132854/9001 and as detailed in Section 7.1.

If the proposed development changes and results in further land raising within the functional floodplain then a volume-for-volume and level-for-level compensatory storage will be provided.

6.2 Infrastructure Failure

Fourteen structures along the Dornoch Burn have been incorporated into the hydraulic model. The majority of these are basic footbridge crossings, however the culvert under the main square and the culverts downstream of the development site have been identified as having the potential to cause increased flood risk if they were to block.

From the results presented in Table 3, it can be seen that an assumed 50% blockage has no impact or marginal betterments in terms of flood levels at the site.

The risk of substantial blockage from the other structures within the modelled reach site was discounted as the culvert under Main Square would trap any large debris coming from the upper catchment, and Dornoch town centre does not provide a source of substantial debris.

The site is not shown to be at risk of flooding from reservoir failure on SEPA's online Reservoirs Map.

6.3 Overland Flow

There is limited upslope catchment which can generate flow that will not be intercepted by the Dornoch Burn, its tributaries or the local road network. Furthermore, the upslope catchment contains the remainder of the town of Dornoch giving rise to limited areas where overland flow could potentially be generated.

The risk of inundation to property can be mitigated by setting building floor levels above surrounding ground level and profiling finished levels to route surface water around and away from buildings.

6.4 Sewer Flooding

Flooding resulting from sewer capacity exceedance or blockage is unlikely to give rise to risk to life at this location due to the topography. Building floor levels should be set above the level of surrounding ground to mitigate any risk of inundation.

6.5 Groundwater

There may be discrete flat or low-lying areas within the site where groundwater is encountered. Due to the nature of the development, it is not considered vulnerable to groundwater flooding. Building floor levels should be set above the level of surrounding ground to mitigate any risk of inundation.

6.6 Coastal Flooding

The hydraulic modelling exercise has discounted the possibility of extreme sea levels affecting levels in the Dornoch Burn at the site as set out in Section 5.2.3.

7.0 Development Specific Flood Risk Analysis

The below sections provide a summary of the proposed development structure in relation the flood levels at the site, the areas within the current proposed development where it is proposed to raise the ground level within the functional floodplain and the changes to the proposed development in light of the 200 year +20% flood extent. The proposed development layout and 200 year +20% flood extent are presented in Drawing 132854/9011 & 9001, Appendix 1.

7.1 Curling Facility Structure

It is proposed to construct a new Curling Facility Structure in the northwest of the site. The proposed finished floor level of the Curling Facility Structure is anticipated to be +5.80mAOD/5.90mAOD. The 200 year flood level (including +20% flow for climate change) at the proposed building location is +5.26mAOD. Therefore the Curling Facility Structure provides an adequate freeboard height of 540mm/640mm (>500mm) between the flood water and the finished floor level.

A small area of the current proposed Curling Facility Structure is located within the 1 in 200 year +20% extent functional floodplain as presented on Drawing 132854/9001 Appendix 1. Raising areas of land within the functional floodplain will cause the displacement of flood waters during a flood event which will require to be compensated for by topographically lowering other areas of the site, below and outwith the flood extent area to accommodate the displaced flood water onsite. If it is not possible to adjust the position of the building compensatory storage of floodwaters will be required on a volume-for-volume and level-for-level basis. The location of the proposed raised and lowered areas of the site, in relation to the flood extent is presented in Drawing 132854/9001, Appendix 1.

The raising of land in this area will cause the displacement of flood waters to adjacent land within the development and therefore a volume analysis has been undertaken to ensure the displaced flood waters can be accommodated in the proposed lowered areas of the site along the eastern edge of the Curling Facility Structure. The volume analysis is summarised below in Table 5.

Table 5: Displaced Flood Water Volume Calculations

Area No.	Area (m^2)	Average depth of water between Existing Ground Level and 200 Year Flood Level +20% Flow (m)	Volume of Water Displaced (m^3)
1	145	0.02	2.90
		Total Volume (m^3)	**2.90**

The calculation above identifies that following raising the land within the Orange area, identified in Drawing 132854/9001 Appendix 1, equates to approximately 2.90m^3 of potentially displaced flood water will have to be accommodated elsewhere within the site boundary. It is therefore proposed to lower areas of land onsite, outwith the flood extent area, to accommodate the displaced flood water. The proposed floodwater compensatory earthworks which will be undertaken in the Blue areas identified in Drawing 132854/9001 Appendix 1, total an area of 385m^3. An average removal of 0.02m below the 200 Year Flood Level +20% Flow will provide a void able to accommodate 7.70m^3 of potential displaced flood water which is considered adequate in comparison with the volume of displaced flood water which required to be accommodated (2.90m^3).

7.1 Curling Facility Infrastructure

The construction of the entrance road, car park/coach park and drainage infrastructure will require the removal of material from the area to allow the infrastructure to be constructed without raising the current site levels within the functional floodplain and causing the displacement of flood waters. This material will require to be removed from site or reused onsite in areas outwith the 1 in 200 year +20% extent functional floodplain.

8.0 Conclusions

Potential flood risk at the development site comes from a variety of sources, the most prominent of which is the Dornoch Burn. The implications of this flood risk source has been taken into consideration in the layout and design of the proposed development. The results of the hydraulic modelling exercise indicate that during the 1 in 200 year flooding event, water from the Dornoch Burn would spill out of bank onto Shore Road and run southward through the central part of the site.

SEPA's Land Use Vulnerability Guidance document classes non-residential institutions as a Least Vulnerable use.

The proposed development will result in land raising within the functional floodplain in a small area of the current proposed Curling Facility Structure however compensatory storage of floodwaters will be provided as identified in Drawing 132854/9001, Appendix 1.

Flood protection to the new building should be provided by setting finished floor levels above the 1 in 200 year flood level (+20%), including freeboard.

The construction of infrastructure in the 1 in 200 year +20% extent functional floodplain will require the current site levels to be retained so as not to cause the displacement of flood waters.

Development ground levels should generally be profiled to route water around and away from buildings to mitigate against other potential sources of flood risk.

SuDS principles should be adopted to mitigate the effect of the development in terms of flood risk both within and beyond the limits of the site.

References

1. Highland Council, *Highland Wide Local Development Plan,* April 2012.
2. Highland Council, *Flood Prevention and Land Drainage (Scotland) Act 1997: Biennial Report Nos. 1-7*, 1997-2009
3. Highland Council, *Dornoch Catchment Study*, December 2007.
   Institute of Hydrology, *FEH CD-ROM v.3*, 2009.
4. Ven Te Chow, *Open Channel Hydraulics,* 1959.
5. Scottish Government, *Scottish Planning Policy*, June 2014.
6. DEFRA/Environment Agency, *Use of Joint Probability Methods in Flood Management: A Guide to Best Practice*, March 2005.

Appendix 1

Drawings

132854/9000	**Site Location Plan**
132854/9008	**Draft Proposed Development Layout (Option 2)**
132854/9001	**Extent of 1in200yr Flood + 20% Flow Increase, Proposed Development and areas of Potential Compensatory Storage**
92912/WS/003	**Dornoch Burn Catchment Area**
132854/9010	**Hydraulic Model Cross-section Locations**
132854/9011	**Extent of 1in200yr Flood + 20% Flow Increase and Proposed Development**

Appendix 2

Hydrology

Dornoch Burn Catchment Descriptors
FEH Rainfall-Runoff Method Output

Appendix 3

Correspondence

SEPA Correspondence

CIVIL ENGINEERING • STRUCTURAL ENGINEERING • TRANSPORTATION • ROADS & BRIDGES
PORTS & HARBOURS • GEOTECHNICAL & ENVIRONMENTAL ENGINEERING • PLANNING &
DEVELOPMENT • WATER SERVICES • HEALTH & SAFETY / CDM SERVICES

www.fairhurst.co.uk

Aberdeen
Birmingham
Bristol
Dundee
Edinburgh
Elgin
Glasgow
Inverness
Leeds
London
Manchester
Newcastle
Sevenoaks
Sheffield
Taunton
Thurso
Watford
Westhill

FAIRHURST

Dornoch Area Community Interest Company DACIC

Proposed Curling Development, Shore Road, Dornoch

Ground Investigation Rationale

June 2019

FAIRHURST

FAIRHURST

CONTROL SHEET

CLIENT: **Dornoch Area Community Interest Company (DACIC)**

PROJECT TITLE: **Proposed Curling Development, Shore Road, Dornoch**

REPORT TITLE: **Ground Investigation Rationale**

PROJECT REFERENCE: **132854**

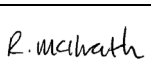
DOCUMENT NUMBER: **132854 DOC 02**

STATUS: **FINAL**

Issue & Approval Schedule

ISSUE 1	Name	Signature	Date
Prepared by	Mark Wills		June 2019
Checked by	Scott Ryce		June 2019
Approved by	Ross McIlrath		June 2019

Revision Record

Rev.	Date	Status	Description	Signature	
Rev 1	26/07/19	Final	Updated to reflect comments by The Highland Council Contaminated Land Officer 27/06/2019	MW	
				RMc	
				MW	

This document has been prepared in accordance with procedure OP/P02 of the *Fairhurst Quality and Environmental Management System*

*This document has been prepared in accordance with the instructions of the client, **[DACIC]**, for the client's sole and specific use. Any other persons who use any information contained herein do so at their own risk.*

Executive Summary

Fairhurst were appointed by '*Dornoch Area Community Interest Company*' (DACIC) to design an intrusive ground investigation for a site located within the Dornoch area of Sutherland (NH 7974 8943). The location of the site is presented in Drawing 132854/9000, Appendix 1.

This Document presents a rationale for the design of the intrusive ground investigation and subsequent monitoring for a Commercial end use development (Curling Development). The following potential contaminative features are present at the site;

- Abattoir and associated buildings/facilities in the north of the site with
- Various areas of fuel storage associated with the abattoir
- Suspected Asbestos Containing Materials

Both Groundwater and Surface Water have been discounted as being receptors through historic investigations and risk assessments. A summary of the conclusions from the "132854 DOC 02 *Water Environment Risk Assessment Report",* Appendix 2, are presented below:

"Groundwater
The groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination was assessed against *Groundwater* GAC thresholds to assess the risk to the Groundwater. The groundwater chemical analysis results identified no groundwater elevations in the site Sentinel Borehole (BH05) above the Groundwater GAC thresholds As such there is **no** risk to the offsite groundwater as a potential resource. However following consultation with The Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05) if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater GAC thresholds.

This assessment should be reviewed and accepted by The Highland Council Contaminated Land Officer prior to the commencement of development works.

Surface Water Environment (Black Burn)
The groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination was assessed against Surface Water GAC thresholds to assess the risk to the local Surface Water Environment (Black Burn).

There were minor elevations of Dissolved Chromium and Copper present in BH05. These contaminants were identified in the groundwater to the north of the site i.e. up groundwater gradient, and in the majority of groundwater samples obtained and are therefore not considered to be a result of an onsite source but representative of the groundwater in the surrounding area of the site. There were only very minor elevations

of Benzo(ghi)Perylene + Indeno(123-cd)pyrene identified on the first sampling visit and none on the second. The elevations on the first sampling visit is likely to be due to purging of the boreholes immediately prior to sampling and the purging and sampling causing disturbance to the water column from the insertion and removal of the sampling equipment, mobilising colloidal particles in the water column which could exacerbate the identified contamination as the contaminants could adhere to the colloids.

On the above basis it is concluded that there is no significant risk to the Black Burn which is located approximately 140m south of the historic Abattoir Buildings from the site. However following consultation with The Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05) if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Surface Water GAC thresholds.

This assessment should be reviewed and accepted by The Highland Council Contaminated Land Officer prior to the commencement of development works.

Based on the above and consultation with The Highland Council Contaminated Land Officer a further water sample requires to be obtained from the site Sentinel Borehole (BH05) if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Surface Water GAC thresholds and presented with the Ground Investigation Report for the proposed development.

This report should be submitted to The Highland Council for approval prior to undertaking the site works.

Contents

1.0 Introduction & Brief 1

2.0 Potential/Confirmed Pollutant Linkages 2

3.0 Rationale for Proposed Intrusive Investigation 3

4.0 Ground Gas and Vapour Monitoring 7

5.0 Quantitative Assessment Criteria 8

Appendices

Appendix 1: Drawings

132854/9000	**Site Location Plan**
132854/9006-A	**Ground Investigation Layout**
132854/9008	**Draft Proposed Development Layout (Option 2)**

Appendix 2: Reporting

Fairhurst Geo-environmental Desk Study Report, January 2012
Fairhurst Water Environment Risk Assessment Report, June 2019

1.0 Introduction & Brief

Fairhurst were appointed by '*Dornoch Area Community Interest Company'* (The Client) to design an intrusive ground investigation and interpret the findings for a site located within the Dornoch area of Sutherland (NH 7974 8943). The location of the site is presented in Drawing 132854/9000, Appendix 1.

The proposed Curling development site is split into two areas; a northerly section of the site which has been historically developed as an Abattoir and associated buildings including areas of fuel storage associated with the Abattoir. The significantly larger, southern area of the site has never previously been developed and is considered to be a Greenfield site. These two sections of the site and the proposed development layout are presented in Drawing 132854/9002, Appendix 1.

Following issue of the Fairhurst (2012) Phase I Geo-environmental Desk Study for the proposed development site, which covered the north eastern area, and consultations with The Highland Council, further investigations were undertaken in the area of the Gas Works to the southeast of the site and in the area of the historic garage to the north of the site. The latter was redeveloped into Student accommodation by the University of Highlands and Islands.

Both Groundwater and Surface Water (Black Burn) have been discounted as being receptors through historic investigations and risk assessments in the report entitled "*132854 DOC 02 Water Environment Risk Assessment Report",* Appendix 2 however following consultation with the Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05) if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Surface Water and Groundwater GAC thresholds Appendix 3.

This proposed ground investigation will in particular address the potential pollutant linkages to Human End Users and Construction/Maintenance workers from the identified sources.

The features which present potentially significant pollutant linkages are indicated on Drawing 132854/9006, Appendix 1; but for the avoidance of doubt are;

1. Abattoir and associated buildings/facilities in the north of the site with
2. Various areas of fuel storage associated with the abattoir
3. Suspected Asbestos Containing Materials

2.0 Potential/Confirmed Pollutant Linkages

The potential pathways by which receptors might be exposed to contaminants (from the identified sources) at the site are dependent on the proposed land use. In this case, the site is proposed to be utilised for Commercial development. Therefore the most appropriate land use for Risk Assessment is '*Industrial/Commercial*' (CLEA SC050021/SR3).

A Preliminary Conceptual Model (PCM) has been produced identifying that there is a possibility of a complete pollutant linkage associated with the potentially contaminative features identified in Drawing 132854/9006, Appendix 1, which are summarised in Table 1.

Table 1: Potential/Confirmed Pollutant Linkages

Linkage no.	Source	→	Pathway	→	Receptor
1	Abattoir Buildings and Processes	→	Dermal contact/ inhalation (inc. vapours)/ ingestion of contaminated soils	→	Humans (end users)
2	Areas of fuel storage associated with the Abattoir	→	Dermal contact/ inhalation (inc. vapours)/ ingestion of contaminated soils	→	Humans (end users)
3	Suspected Asbestos Containing Materials	→	Outdoor inhalation of dust (Asbestos fibres)	→	Humans (end users)
4	Areas of fuel storage associated with the Abattoir	→	Migration of potential hydrocarbon contamination, released during decommissioning of fuel tanks/heating equipment, through soil pore space and site groundwater to Surface Water Environment (Black burn)		Groundwater and Surface Water

3.0 Rationale for Proposed Intrusive Investigation

3.1 Design Objectives

The Geo-environmental site investigation has been designed in accordance with BS 5930 (Code of Practice for Site Investigation) and BS 10175:2011 (Investigation of Potentially Contaminated Sites).

3.2 Environmental Rationale

The majority of the site has never previously been developed and is considered Greenfield. There is a relatively small section in the north of the site which has been historically developed and contains potentially contaminative features such as an Abattoir and associated buildings. Therefore following previous discussion with the Highland Council Contaminated Land Officer (Letter SU-SLA-1002 received by Fairhurst from The Highland Council Scientific Officer Michael Hayes dated 13th May 2014) the environmental aspect of the ground investigation has been limited to this area. The investigation in the remainder of the site has been undertaken historically but was for geotechnical purposes only. The area of the site requiring environmental investigation, the potentially contaminative sources and the layout of proposed ground investigation is presented in Drawing 132854/9006, Appendix 1. The environmental investigation is to comprise a combination of targeted and non-targeted positions. Table 2 identifies the '*environmental*' rationale of the ground investigation.

Table 2: Ground Investigation Rationale for Environmental Purposes

Position no.	Approximate Spacing	Contaminant Source	Pollutant Linkage	Receptor
BH01 – BH10 **TP01 – TP7** **SA01 – SA03**	Non-targeted within source zone of Abattoir and associated buildings and processes on approximate 25m grid	Abattoir and associated buildings and processes	Dermal contact/ inhalation (inc. vapours)/ ingestion of contaminated soils	Humans (End Users)
BH03 and BH08	**BH03** and **BH08,** targeted to locations of fuel storage.	Various areas of fuel storage	Dermal contact/ inhalation (inc. vapours)/ ingestion of contaminated soils	Humans (End Users)
BH09	**BH09** targeted to Suspected Asbestos Containing Materials (ACM's)	Suspected Asbestos Containing Materials (ACM's)	Inhalation of contaminated soils	Humans (End Users)
Historic BH05 (Sentinel borehole)	**BH05** Site Sentinel borehole	Areas of fuel storage associated with the Abattoir	Migration of potential hydrocarbon contamination, released during decommissioning of fuel tanks/heating equipment, through soil pore space and site Groundwater to Surface Water Environment (Black burn)	Groundwater and Surface Water

Two soil samples will be taken from the top 1.00m from each position within the northern section of the site (one between 0.00 – 0.20m and the second between 0.20 – 1.00m) of every ground investigation position and tested for the contaminants of concern as identified in Table 3. It is assumed that the proposed development will retain the same topographical levels as currently however further soil samples will be obtained at 0.50m intervals in Made Ground, where the strata is identified as containing visual/olfactory contamination or identified as containing elevated PID readings. These will be tested for the contaminants of concern as identified in Table 3. Should the proposed development reduce the final topographical levels further sampling and analysis of the upper 0.50m will be required to assess the potential existence of contamination.

During the above ground investigation and following purging, a water sample will be obtained from the historic sentinel BH05 if still accessible.

3.3 Chemical Testing and Insitu Testing

Suites of chemical testing will be undertaken on soils to assess the soil concentrations relating to the historical usage of the site. A suite of chemical testing will be undertaken on the water sample obtained from BH05 (sentinel borehole) to assess the water concentrations relating to the historic various areas of fuel storage at the site. The contaminants of concern are presented in Table 3a&b. Historically, there may have been contamination as a result of the use of the site as a slaughterhouse/abattoir however there is no evidence that the site has been subject to the disposal of animal materials via burial. As far as can be ascertained all recent bloods and waste animal materials were disposed of appropriately. It was previously agreed with the Highland Council Contaminated Land Officer that in regard to the potential for biological contaminants to be present initially the investigation will assess for visual/olfactory evidence of by products from the Abattoir Processes. Should these be identified during the site investigation appropriate H&S measures will be implemented, samples will be obtained and appropriate analysis undertaken to determine the exact nature of the contamination as identified in the DOE '*Animal and animal products processing works'.*

Table 3a: Contaminants of Concern (soil)

Position no.	Contaminant Source	Contaminants of Concern Soil
BH01 to BH10, TP01 to TP07 and SA01-SA03	Abattoir and associated buildings and processes	Heavy Metals, Fuel Oils, BTEX, MTBE, PAH's, SVOC/VOC*, Biological Contaminants**, Asbestos, SO_3/SO_4, pH
BH03 and 08	Various areas of fuel storage	Fuel Oils, BTEX, MTBE, PAH's, SVOC/VOC* (Due to positions being coincidental with *'Abattoir and associated buildings and processes'* Heavy Metals, , Biological Contaminants**, Asbestos, SO_3/SO_4, pH will also be tested for)
BH09	Suspected Asbestos Containing Materials (ACM's)	Asbestos (Due to position being coincidental with *'Abattoir and associated buildings and processes*' Heavy Metals, Fuel Oils, BTEX, MTBE, PAH's, SVOC/VOC*, Biological Contaminants**, SO_3/SO_4, pH will also be tested for)
BH04, BH06 and SA01	Abattoir and associated buildings and processes	UKWIR specific testing

*SVOC/VOC Analysis subject to Photo Ionisation Detector elevations above LOD (0.1ppm)
**Analysis subject to visual/olfactory evidence of by products from the Abattoir Processes.

Table 3b: Contaminants of Concern (Water)

Position no.	Contaminant Source	Contaminants of Concern Water
Historic BH 05 (Sentinel borehole)	Various areas of fuel storage	TPH, BTEX and PAH's,

A Fairhurst Engineer will be responsible for the scheduling of all chemical analysis in order to assess the levels of potential contamination in the areas of concern. The soil samples will be sent to Scientific Analysis Laboratories (SAL) Ltd. and tested for a suite of UKAS accredited tests as identified in Table 3a&b. Laboratory testing will be undertaken on either a 5 or 10 day turnaround.

Field Monitoring and Testing will be undertaken during the ground investigation. Sealed plastic bags of soil samples recovered from the boreholes and trial pits and the headspace within these samples will be screened for Volatile Organic Compounds (VOC's) utilising a Photo Ionisation Detector (PID) during the ground investigation..

3.4 Geotechnical Rationale

The southern section of the site which has never previously been developed and is considered Greenfield has undergone geotechnical investigation previously. The below

geotechnical ground investigation relates only to the area of the site which was historically Abattoir and associated buildings and processes.

Table 4 identifies the '*geotechnical*' rationale of the ground investigation.

Table 4: Ground Investigation Rationale for Geotechnical Purposes

Position no.	Approximate Spacing	Rationale
BH01 – BH10	Approximate 35m offset Herringbone Grid	Gather information relating to ground conditions. Assist with design of proposed development. Allow in-situ testing (SPT's at 1.00m intervals) and obtain samples of the underlying deposits. Characterise in-situ density and strength of the natural deposits. Assess the *'digability'* of the underlying materials Assess settlement potential of the materials. Obtain information of the groundwater regime.
SA01 to SA03	In areas for proposed infiltration below car parking / coach parking	Undertake Infiltration Testing in accordance with BRE 365 to assess permeability of underlying deposits
BH02, BH04, BH06, BH08, BH09, BH10, TP02 – TP07 and SA01–SA03	Targeted in area of access Road, Carpark and Coach park	Allow sampling at a depth at road formation level for Laboratory CBR, PSD and MCV testing as required by the National Roads Development Guide (NRDG).

4.0 Ground Gas and Vapour Monitoring

Following consultation with The Highland Council Contaminated Land Officer it was identified that "*As the risk from ground gas is very low, provided significant quantities of hydrocarbon impacted soil and/or putrescible material in made ground are not encountered, a gas risk assessment is not required.*", Appendix 3.

5.0 Quantitative Assessment Criteria

3.5 Human Health (Soil)

A range of soil assessment criteria has to be used to enable the results of the soil samples to be compared against recognised standards for *Commercial* end use. The hierarchy is as follows;

- LQM/CIEH (2015) S4ULs for Human Health Risk Assessment (LQM) (*Commercial*)
- Department of Environment, Farming and Rural Affairs Category 4 Screening Levels (2014) (DEFRA C4SL) (*Commercial*)
- CL:AIRE (Jan 2010) The Soil Generic Assessment Criteria for Human Health Risk Assessment (CLRE) (*Commercial*)
- For assessing risk from Asbestos fibres, CIRIA C733 Asbestos in soil and made ground: a guide to understanding and managing risks

Justification

The LQM/CIEH (2015) *'Suitable 4 Use Levels'* (S4ULs) assessment criteria have been produced in line with UK human health risk assessment for 89 substances including many metals, BTEX and other hydrocarbon fractions, PAHs, phenols, chlorinated solvents and other VOCs, pesticides and explosives. For each substance, S4ULs have been derived for six generic land uses and a range of Soil Organic Matter contents. The S4ULs are all based on Health Criteria that represent minimal or tolerable levels of risks to health as described in the Environment Agency's SR2 guidance, ensuring that the resulting assessment criteria are *'suitable for use'* under planning.

DEFRA C4SLs have been used to assess the concentrations of Lead in the absence of any other Generic Assessment Criteria. C4SLs are intended to provide a higher test than the previously existing *'minimal risk'* SGVs, in order to aid contaminated land risk assessment. They are designed to be cautious estimates of soil contaminant concentrations that present a *'low risk'* and, within the context of Part IIA, definitely do not pose significant possibility of significant harm.

3.6 Water Environment (Groundwater)

Following consultation with The Highland Council Contaminated Land Officer a further water sample requires to be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater GAC thresholds.

3.7 Water Environment (Surface Water)

Following consultation with The Highland Council Contaminated Land Officer a further water sample requires to be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Surface Water GAC thresholds.

3.8 Buried Concrete Specification

To assess the conditions of the site in relation to the suitability of the building materials (concrete) to be used on the site an assessment is made. Generic Assessment Criteria used is BRE Special Digest 1 Concrete in Aggressive Ground 2005 (3rd Edition).

3.9 Assessment of Volatile Organic Compound Vapours

UK Occupational Exposure Limits for Volatile Organic Compound Vapours are used as an initial screening figure for the risk assessment of VOC vapours detected with a Photo Ionisation Detector (PID) during the intrusive investigation and ground gas/vapour monitoring.

3.10 Assessment of Water Supply Pipe Material Selection

Scottish Water UKWIR Guidance document 10/WM/03/21 has been used to provide an assessment of water supply pipe material selection for the proposed development.

Appendix 1

Drawings

132854/9000	**Site Location Plan**
132854/9006-A	**Ground Investigation Layout**
132854/9008	**Draft Proposed Development Layout (Option 2)**

Appendix 2

Reporting

Fairhurst Phase I Geo-environmental Desk Study, January 2012
Fairhurst Water Environment Risk Assessment Report, June 2019

www.fairhurst.co.uk

Aberdeen
Birmingham
Bristol
Dundee
Edinburgh
Elgin
Glasgow
Huddersfield
Inverness

Leeds
London
Manchester
Newcastle
Sevenoaks
Taunton
Watford
Westhill

CIVIL ENGINEERING • STRUCTURAL ENGINEERING • TRANSPORTATION • ROADS & BRIDGES
PORTS & HARBOURS • GEOTECHNICAL & ENVIRONMENTAL ENGINEERING • PLANNING &
DEVELOPMENT • WATER SERVICES • HEALTH & SAFETY/CDM SERVICES

FAIRHURST

Dornoch Area Community Interest Company (DACIC)

Proposed Curling Development at Shore Road, Dornoch

Water Environment Risk Assessment

June 2019

FAIRHURST

CONTROL SHEET

CLIENT: **Dornoch Area Community Interest Company (DACIC)**

PROJECT TITLE: **Proposed Curling Development at Shore Road, Dornoch**

REPORT TITLE: **Water Environment Risk Assessment**

PROJECT REFERENCE: **132854**

DOCUMENT NUMBER: **DOC 02**

STATUS: **FINAL**

Issue & Approval Schedule		Name	Signature	Date
	Prepared by	Mark Wills		June 2019
	Checked by	Scott Ryce		June 2019
	Approved by	Ross McIlrath		June 2019

Revision Record	Rev.	Date	Status	Description	Signature	
	Rev 1	25/07/19	Final	Updated to reflect comments by The Highland Council Contaminated Land Officer 27/06/2019	By	MW
					Check	RMc
					Approve	MW
					By	
					Check	
					Approve	

This document has been prepared in accordance with procedure OP/P02 of the *Fairhurst Quality and Environmental Management System.*

This document has been prepared in accordance with the instructions of the client, [**DACIC**], for the client's sole and specific use. Any other persons who use any information contained herein do so at their own risk.

Executive Summary

Fairhurst were appointed by Dornoch Area Community Interest Company (DACIC). (The Client) to undertake a review of the existing ground investigation information, undertake a Risk Assessment of the Groundwater information design an intrusive and interpret the findings for a site located within the Dornoch area of Sutherland (NH 7974 8943). The location of the site is presented in Drawing 132854/9000, Appendix 1.

The proposed Curling development site is split into two areas; a northerly section of the site which has been historically developed as an Abattoir and associated buildings including areas of fuel storage associated with the Abattoir. The significantly larger, southern area of the site has never previously been developed and is considered to be a Greenfield site. These two sections of the site and the proposed development layout are presented in Drawing 1328546/9002, Appendix 1.

Two phases of intrusive ground investigation were undertaken at and in the vicinity of the proposed commercial end-use development site located at Shore Road, Dornoch. These relate to the area of the Gas Works to the southeast of the site and in the area of the historic garage to the north of the site.

This report focuses on the findings of these investigations in relation to the Water Environment i.e. the Ground Water and the Surface Water (Dornoch Burn and Black Burn).

The following outlines the main findings and conclusions:

Groundwater
The groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination was assessed against *Groundwater* GAC thresholds to assess the risk to the Groundwater. The groundwater chemical analysis results identified no groundwater elevations in the site Sentinel Borehole (BH05) above the Groundwater GAC thresholds As such there is no risk to the offsite groundwater as a potential resource. However following consultation with The Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater GAC thresholds.

This assessment should be reviewed and accepted by The Highland Council Contaminated Land Officer prior to the commencement of development works.

Surface Water Environment (Black Burn)
The groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination was assessed against Surface Water GAC thresholds to assess the risk to the local Surface Water Environment (Black Burn).

There were minor elevations of Dissolved Chromium and Copper present in BH05. These contaminants were identified in the groundwater to the north of the site i.e. up groundwater gradient, and in the majority of groundwater samples obtained and are therefore not

considered to be a result of an onsite source but representative of the groundwater in the surrounding area of the site. There were only very minor elevations of Benzo(ghi)Perylene + Indeno(123-cd)pyrene identified on the first sampling visit and none on the second. The elevations on the first sampling visit is likely to be due to purging of the boreholes immediately prior to sampling and the purging and sampling causing disturbance to the water column from the insertion and removal of the sampling equipment, mobilising colloidal particles in the water column which could exacerbate the identified contamination as the contaminants could adhere to the colloids.

On the above basis it is concluded that there is no significant risk to the Black Burn which is located approximately 140m south of the historic Abattoir Buildings from the site. However following consultation with The Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Surface Water GAC thresholds.

This assessment should be reviewed and accepted by The Highland Council Contaminated Land Officer prior to the commencement of development works.

Based on the above and consultation with The Highland Council Contaminated Land Officer a further water sample requires to be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater and Surface Water GAC thresholds and presented with the Ground Investigation Report for the proposed development.

Contents

1.0 Introduction 1

2.0 Site Details 2

3.0 Proposed Development 3

4.0 Preliminary Conceptual Model (Water Environment) 4

5.0 Previous Ground Investigations 5

6.0 Hydraulic Gradient Calculations 6

7.0 Quantitative Assessment Criteria 7

8.0 Tier I Risk Assessment 8

9.0 Conclusions and Recommendations 11

Appendices

Appendix 1: Drawings

132854/9000 Site Location Plan
132854/9002 Historic Ground Investigation Layout
132854/9004 Groundwater Hydraulic Gradient, Flow Direction and Sentinel Borehole Tier 1 Risk Assessment (Surface Water)
132854/9005 Preliminary Conceptual Model (Water Environment)
132854/9008 Draft Proposed Development Layout (Option 2)

Appendix 2: Historic Reporting

113346 DOC 03 Ground Investigation Interpretative Report Issue 3 – May 2016
113890 DOC 03 Ground Investigation Interpretative Report Issue 3 – May 2016
92912 DOC 01 Geo-environmental Desk Study Report – January 2012
BGS Estimated Soil Chemistry Information

Appendix 3: Principles of Environmental Risk Assessment

Appendix 4: Tier 1 Risk Assessments of the Water Environment

Appendix 5: Regulatory Communications

1.0 Introduction

Fairhurst were appointed by '*Dornoch Area Community Interest Company*' (DACIC) (The Client) to undertake a review of the existing ground investigation information, undertake a Risk Assessment of the existing Groundwater information, design an intrusive ground investigation and interpret the findings for a site located within the Dornoch area of Sutherland (NH 7974 8943). The location of the site is presented in Drawing 132854/9000, Appendix 1.

The proposed DACIC commercial development site is split into two areas; a northerly section of the site which has been historically developed as an Abattoir and associated buildings including areas of fuel storage associated with the Abattoir. The significantly larger, southern area of the site has never previously been developed and is considered to be a Greenfield site. These two sections of the site and the proposed development layout are presented in Drawing 132854/9002, Appendix 1.

Two phases of intrusive ground investigation were undertaken at and in the vicinity of the proposed DACIC commercial development site located at Shore Road, Dornoch. These relate to the area of the historic Gas Works to the south-east of the site and in the area of the historic garage to the north of the site (currently the UHI student accommodation site). The information utilised in the preparation of this Report is the ground investigation information, chemical testing and results of post-fieldwork monitoring works from the historic phases of ground investigation.

The specific objectives of this Report are set out below.

1.1. Environmental Objectives

This report focuses on the findings of these investigations in relation to the Water Environment i.e. the Groundwater and the Surface Water (Dornoch Burn and Black Burn)

- Provide a summary of the Preliminary Conceptual Model for the site relating to the Water Environment;
- Summarise previous ground investigations;
- Provide Hydraulic Gradient Calculations for the site;
- Undertake a Tier 1 Quantitative Risk Assessment of the Water Environment (Groundwater and Surface Water) based on the of the site Sentinel Borehole and provide recommendations based upon these findings;
- Develop an Updated Conceptual Model based upon the Qualitative and Quantitative Risk Assessment of the Water Environment;
- Provide recommendations for any remedial works required in order to break or remove the pollutant linkages identified by the investigation;
- Provide recommendations for further works (if required).

2.0 Site Details

2.1. Location and Description

The site is approximately 2.93Ha in area and irregular in shape. The site is located to the west of the Shore Road, Dornoch, Sutherland. The site is centred at approximate National Grid Reference NH 7974 8943.

The site can be split into two distinct areas; the smaller northern area of the site currently consists of open, unused land, predominantly surfaced with demolition rubble associated with the recent demolition works, undertaken in 2015, to remove structures and substructures associated with the historic onsite Abattoir.

The significantly larger southern area of the site is considered to be a '*Greenfield*' area of land with no potentially contaminative historic developments.

A site location plan is presented in Drawing 132854/9000, Appendix 1.

2.2. Topography

The topography of the site varies between the northern and southern areas of the site; the northern section gently slopes towards south from approximately 5.50mAOD in the north of the site to approximately 4.56mAOD along the southern boundary. The water level of the Dornoch Burn adjacent to the east of the site is at approximately 3.50mAOD.

The larger southern '*Greenfield*' area of the site generally slopes from north to south towards the Dornoch Firth from approximately 4.56mAOD to 3.50mAOD, at the southern boundary of the site. The Back Burn which is approximately 5.00m wide is present just south of the southern boundary of the site. There are no significantly steep slopes or embankments present in any area of the site.

A full topographical survey and aerial photograph of the site is presented in Appendix 1.

2.2.1. Superficial Geology

The 1:50,000 BGS mapping indicates that the superficial deposits underlying the site are Raised Marine Deposits of Flandrian Age composed of Gravel, Sand and Silt.

The BGS online Geoindex has also identified several historic offsite boreholes to the west of the site which have identified the presence of buried Peat deposits, encountered between 6.00 – 9.00mbgl and 0.10 – 0.50m thick. The historic borehole logs are presented in Appendix 2.

2.2.2. Solid Geology

The 1:50,000 BGS mapping indicates that the solid geology underlying the site is composed of the Raddery Sandstone Formation Sandstone. The lithology is describes as "*red sandstones largely of fluvial origin with lensing conglomerate members and muddy lacustrine members with fish fragments*". The BGS mapping also indicates there are no faults within 2km of the site.

3.0 Proposed Development

3.1. Development Proposals

The Client proposes to redevelop the site for a Commercial end use consisting curling and multi-use facility. At the time of preparation of this Report, specific details of the proposed development are not available however a draft proposed development layout is presented in Drawing 132854/9000, included Appendix 1.

3.2. Planning Status

It is understood that no Planning Application has been submitted to The Highland Council Planning Service.

It is currently considered that based on the history of the site, the Planning Application will be issued with Planning Conditions relating to Contaminated Land.

4.0 Preliminary Conceptual Model (Water Environment)

The Preliminary Qualitative Risk Assessment has been brought forward from the previously agreed Desk Study presented in Appendix 2 however curtailed to the Water Environment Pollutant linkages relating to the Demolished Abattoir Buildings and Processes.

Table 1: Preliminary Qualitative Risk Assessment

Source	COCs	Pathway	Receptor(s)	Assessment	Likelihood of Occurrence	Severity of Consequences	Risk Rating	Investigation Required
Onsite Sources: Demolished Abattoir Buildings and Processes	Heavy Metals Fuels/Oils BTEX MTBE PAHs SVOCs/ VOCs	Leaching; Groundwater Migration	Surface Water Environment: Black Burn	Potentially mobile contaminants from made ground could migrate offsite to the local surface water environment through a groundwater table or via pore water movement through permeable deposits. The Black Burn may be at risk from groundwater migration of any mobile contaminants.	Low	Moderate	Low	**Yes** - Confirmation of groundwater conditions at the Sentinel Borehole (BH05) to confirm that the surface water environment (Black Burn) will not be affected by potentially contaminated onsite groundwater.

Risk Ratings key for Table 1:

High:	The available information indicates a significant possibility of harm to a receptor requiring further investigation, assessment or treatment.
Moderate:	The available information indicates a potential for significant harm to a receptor requiring further investigation or assessment.
Low:	The available information does not indicate a significant potential for harm to a receptor requiring further investigation. This does not indicate a zero risk

The Preliminary Conceptual Model is shown graphically in Drawing 132854/9005, Appendix 1.

5.0 Previous Ground Investigations

Two historic phases of ground investigation were undertaken at and in the vicinity of the site in 2016.

These relate to the historic garage to the north of the site area and the Gas Works and surrounding are to the south and southeast of the site.

This report focuses on the findings of these investigations in relation to the Water Environment i.e. the Groundwater and the Surface Water (Dornoch Burn and Black Burn).

5.1. Historic Garage Ground Investigation (113890)

The Ground Investigation works were undertaken between the 14th March and 11th April 2016 and consisted of 28 No. mechanically excavated trial pits including 3 No. soakaways, 7 No. Hydraulic Percussive boreholes and 3 No. Cable Percussive boreholes.

The locations of all exploratory positions are presented in Drawing 132854/9002, Appendix 1.

All factual information relating to the Ground Investigation including engineering logs for the exploratory positions and chemical analysis results are presented in Appendix 2.

In relation to the investigation, sampling and monitoring the Water Environment the following information is pertinent to the Risk Assessment:

- The groundwater level monitoring within the borehole installations onsite on six visits over a monitoring period of three months. These were used to calculate the Hydraulic Gradients
- The analysis of the groundwater samples from the offsite borehole (BH08) located up groundwater gradient of the onsite potential sources of contamination.

5.2. Historic Gas Works Ground Investigation (113346)

The Intrusive Ground Investigation works were undertaken between the 14th and 25th of March 2016 and consisted of 20 No. mechanically excavated trial pits including 2 No. BRE 365 infiltration tests, 2 No. hand excavated pits and 13 No. Hydraulic Percussive boreholes.

All factual information relating to the Ground Investigation including Engineering logs for the exploratory positions and chemical analysis results are presented in Appendix 2.

In relation to the investigation, sampling and monitoring the Water Environment the following information is pertinent to the Risk Assessment:

- The groundwater level monitoring within the borehole installations onsite on six visits over a monitoring period of three months. These were used to calculate the Hydraulic Gradients
- The analysis of the groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination.

The locations of all exploratory positions are presented in Drawing 132854/9002, Appendix 1.

6.0 Hydraulic Gradient Calculations

The Hydraulic Gradient of the wider groundwater flow direction was calculated using BH01 from the adjacent site to the north (The Garage Site) and BH10 and BH12 (Gas Works site)

BH01 identified groundwater at 4.38mAOD on 04/04/16.

Hydraulic Gradient i = (h1 - h2)/d
i = Hydraulic Gradient
h1 = Up gradient Level [mAOD]
h2 = Down gradient Level [mAOD]
d = Distance between wells [m]

Table 2: Hydraulic Gradient BH01 (Offsite to north of site), BH10 and BH12 (Visit 1 04/04/16)

Borehole	d Distance (m)	h1	h2	Hydraulic Gradient
BH01 to BH10	151.60	4.38	3.56	0.00541
BH10 to BH12	146.84	3.56	3.26	0.00204
BH01 to BH12	233.84	4.38	3.26	0.00479

This identifies that the Hydraulic Gradient of the groundwater is from BH01 towards BH12 i.e. to the south-south-west towards the Black Burn rather than towards the Dornoch Burn. The flow direction of the site groundwater is presented in Drawing 132854/9004, Appendix 1.

BH05 identified in Drawing 132854/9004, Appendix 1, is located to the south and down groundwater gradient of the historic development (Abattoir buildings) and the Black Burn, is therefore considered to be acting as a Sentinel Borehole for the site and the groundwater chemical analysis results will be used for assessing the risk to the Surface Water Environment (Black Burn) from the groundwater at the site.

7.0 Quantitative Assessment Criteria

7.1. Water Environment (Groundwater)

The groundwater is considered a receptor. Groundwater will be assessed against the current SEPA position statement relating to the Groundwater Environment and Generic Assessment Criteria from WAT-PS-10 will be used for quantitative risk assessment criteria for risk to the Groundwater Environment.

7.2. Water Environment (Surface Water)

The surface water is considered a receptor. Surface water will be assessed against the current SEPA position statement relating to the Surface Water Environment and Generic Assessment Criteria from WAT-SG-53 v5.1 will be used for quantitative risk assessment criteria for risk to the Surface Water Environment. (The Surface Water quality assessment criteria are not those presented in WAT-SG-53 v6 December 2015 as the PAH assessment criteria are less than the limit of detection offered by laboratories and are based on the protection of crustaceans and molluscs which may enter the food chain which are not found in the adjacent Black Burn).

8.0 Tier I Risk Assessment

The Quantitative Risk Assessment evaluates the maximum concentrations of contaminants from the investigation chemical analysis results, found to be elevated above that of laboratory limits of detection. The groundwater chemical analysis results from BH05, (Sentinel Borehole for the site) will be used for assessing the risk to the Surface Water Environment (Black Burn) from the groundwater at the site. If these groundwater chemical analysis are found to be elevated then further assessment is undertaken.

8.1. Groundwater Tier 1 Risk Assessment

Groundwater GAC

A Tier 1 Risk Assessment was undertaken based upon the groundwater chemical analysis results from the groundwater samples obtained BH05, the site Sentinel Borehole. The results were assessed against Tier 1 *Groundwater* GAC thresholds to assess the environmental quality of the groundwater at the site.

The Tier 1 Risk Assessment of the groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination identified no groundwater elevations above the Groundwater GAC thresholds As such there is no risk to the offsite groundwater as a potential resource.

Surface Water GAC

The groundwater chemical analysis results from the site Sentinel Borehole were also assessed against Tier 1 *Surface Water* GAC thresholds to determine if contaminated groundwater from the site presents a risk to the local Surface Water Environment, the Black Burn. It should be noted that the first sampling visit was undertaken immediately after purging. The purging of the boreholes immediately prior to sampling and the sampling could both cause disturbance to the water column from the insertion and removal of the sampling equipment. This could mobilise colloidal particles in the water column which could exacerbate the identified contamination as the contaminants could adhere to the colloids. The groundwater exceedances are summarised below in Table 3 and the Sentinel Borehole exceedances are presented in Drawing 132854/9004, Appendix 1.

Table 3: Groundwater Tier 1 Risk Assessment Exceedances (Surface Water GAC)

Location	Determinand	Assessment Criteria (Surface Water)	Concentration	Further Assessment Required (Y/N)
BH05*	Copper (Dissolved)	1.0 ug/l	4.1 ug/l (1st Visit)	Yes
			1.5 ug/l (2nd Visit)	
	Chromium (Dissolved)	4.7 ug/l	6.0 ug/l (1st Visit)	Yes
			6.0 ug/l (2nd Visit)	
	Benzo(ghi)Perylene + Indeno(123-cd)Perylene	0.002 ug/l	0.02 ug/l (1st Visit)	Yes

Site Sentinel Borehole (Groundwater flow direction calculated in Section 6.0 has been shown to be in a south to south west direction meaning **BH05 is a Sentinel Borehole.*

8.2. Discussion of Residual Pollutant Linkages

Following Tier 1 risk assessment of the contaminants of concern, the following can be concluded:

1. The groundwater samples from the Sentinel borehole (BH05) were assessed against *Surface Water* GAC thresholds to assess the risk to the local Surface Water Environment (Black Burn) from the groundwater at the site. The risk assessment identified concentrations of Dissolved Chromium, and PAHs above *Surface Water GAC*.

   The PAH elevations and the highest concentrations were recorded during the first sampling visit. The process of drilling, constructing, purging and sampling a well can mobilise colloids (particles ranging in size from 1 nm to 1000 nm) and particulates that are not moving through the groundwater under natural flow conditions resulting in artificially high concentrations of inorganic constituents. These elevations could be due to the recent purging of the boreholes prior to sampling and the sampling both of which would cause disturbance to the water column from the insertion and removal of the sampling equipment which would mobilise colloidal particles which would exacerbate the contamination elevations as they could adhere to the colloids. This theory is substantiated as the concentrations of PAH detected during the first visit and were recorded as less than the laboratory LOD (0.1ug/l) during the second visit. As the elevated PAH was not repeated in the second visit this indicates it is not a significant risk. The most likely explanation is that the laboratory test results from the first visit included the colloidal matter and the presence of naturally occurring organic matter within the alluvial clay. Due to this finding the second visit of the Sentinel borehole is considered to be more representative of the groundwater condition leaving the northern section of the site.

   Samples of groundwater obtained from BH08 (of the Garage site), which is located at the northern boundary of the site and considered to be representative of the offsite groundwater entering the site, identified similar concentrations of Dissolved Chromium (7 & 5 ug/l) and Dissolved Copper (5.2 & 5.2 ug/l) as the concentration in BH05 Dissolved Chromium (6 & 6 ug/l) and Dissolved Copper (4.1 & 1.5 ug/l). The elevated Dissolved Chromium and Copper identified in the site groundwater is therefore not considered to be a result of an onsite source but representative of the groundwater in the surrounding area of the site and therefore it is concluded that there is no significant risk to the Black Burn which is located approximately 140m south of the historic Gas Works/Abattoir Buildings from the site.

   In regard to elevations of Dissolved Chromium in the groundwater the BGS estimated soil chemistry data (Appendix 2) identifies that the site is located within an area where naturally occurring elevated Chromium concentrations are present in soils (60 – 90 mg/kg). Therefore the marginal exceedances of Dissolved Chromium within the groundwater in the area of the site are potentially as a result of leaching from natural soils.

Table 4: Updated Risk Assessment for onsite sources of Water Environment contamination

Source	CoCs	Potential Pathways	Potential Receptors	Assessment	Potential severity	Potential probability	Risk class	Further Investigation/ remediation required
Groundwater	Dissolved Chromium, Dissolved Copper and Benzo(ghi)Perylene + Indeno(123-cd)Perylene	Migration to Surface Water Environment (Black Burn)	Surface Water Environment (Black Burn)	Chemical analysis and risk assessment has concluded that the groundwater exiting the site presents a potential risk of Dissolved Chromium, Dissolved Copper and PAH contamination to the local Surface Water Environment. The marginal exceedance of Dissolved Chromium and Dissolved Copper within the groundwater at the site Sentinel Borehole (BH05) is considered to be as a result of leaching from natural soils and therefore not considered to be a result of onsite sources of contamination. The site Sentinel Borehole (BH05) identified no exceedances of Benzo(ghi)Perylene + Indeno(123-cd)Perylene during the second monitoring visit. The site Sentinel Borehole acts as the assessment point for assessing the risk to the offsite Surface Water Environment (Black Burn). Considering the above it can be concluded that the groundwater exiting the site does not present a risk to the local Surface Water Environment (Black Burn).	Low	Low	Low	**No**

Risk Ratings key for Table 4:
High: The available information indicates a significant possibility of harm to a receptor requiring further investigation, assessment or treatment.
Moderate: The available information indicates a potential for significant harm to a receptor requiring further investigation or assessment.
Low: The available information does not indicate a significant potential for harm to a receptor requiring further investigation. This does not indicate a zero risk

9.0 Consultation with The Highland Council Contaminated Land Officer

Following consultation with The Highland Council Contaminated Land Officer the following comment and request was received by email on the 27th of June 2019:

> *"I agree that the assessment demonstrates that the use of the northern part of the site has an abattoir has not caused water environment impact, with the following potential exception.*
> *The building was demolished in 2015, and site investigation undertaken in March 2016. Have Fairhurst calculated the travel time for hydrocarbon contaminants which may have been released during decommissioning of fuel tanks/heating equipment? Could hydrocarbons which may have been released during decommissioning have reached sentinel BH5 within the period between decommissioning and investigation? Is BH5 still present, could a further sample for hydrocarbons (TPH, BTEX and PAH only) be obtained? Or else, could leachate samples from soil in the vicinity of fuel tanks/IBC/Boiler building be collected during the proposed new phase of investigation? The only concern would be hydrocarbons in the Water Environment, as Fairhurst have demonstrated other contaminants are not considered to have impacted the Water Environment."*

This email is included in Appendix 5.

On the basis of the above a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater GAC thresholds.

10.0 Conclusions and Recommendations

Two phases of intrusive ground investigation were undertaken at and in the vicinity of the proposed commercial end-use development site located at Shore Road, Dornoch. These relate to the area of the Gas Works to the southeast of the site and in the area of the historic garage to the north of the site.

This report focuses on the findings of these investigations in relation to the Water Environment i.e. the Ground Water and the Surface Water (Dornoch Burn and Black Burn).

The following outlines the main findings and conclusions:

Groundwater
The groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination was assessed against *Groundwater* GAC thresholds to assess the risk to the Groundwater. The groundwater chemical analysis results identified no groundwater elevations in the site Sentinel Borehole (BH05) above the Groundwater GAC thresholds As such there is **no** risk to the offsite groundwater as a potential resource. However following consultation with The Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater GAC thresholds.

This assessment should be reviewed and accepted by The Highland Council Contaminated Land Officer prior to the commencement of development works.

Surface Water Environment (Black Burn)
The groundwater samples from the site Sentinel Borehole (BH05) located down groundwater gradient of the onsite potential sources of contamination was assessed against Surface Water GAC thresholds to assess the risk to the local Surface Water Environment (Black Burn).

There were minor elevations of Dissolved Chromium and Copper present in BH05. These contaminants were identified in the groundwater to the north of the site i.e. up groundwater gradient, and in the majority of groundwater samples obtained and are therefore not considered to be a result of an onsite source but representative of the groundwater in the surrounding area of the site. There were only very minor elevations of Benzo(ghi)Perylene + Indeno(123-cd)pyrene identified on the first sampling visit and none on the second. The elevations on the first sampling visit is likely to be due to purging of the boreholes immediately prior to sampling and the purging and sampling causing disturbance to the water column from the insertion and removal of the sampling equipment, mobilising colloidal particles in the water column which could exacerbate the identified contamination as the contaminants could adhere to the colloids.

On the above basis it is concluded that there is **no** significant risk to the Black Burn which is located approximately 140m south of the historic Abattoir Buildings from the site. However following consultation with The Highland Council Contaminated Land Officer a confirmatory water sample will be obtained from the site Sentinel Borehole (BH05), if still accessible,

analysed for TPH, BTEX and PAH and the results risk assessed against the Surface Water GAC thresholds.

This assessment should be reviewed and accepted by The Highland Council Contaminated Land Officer prior to the commencement of development works.

Based on the above and consultation with The Highland Council Contaminated Land Officer a further water sample requires to be obtained from the site Sentinel Borehole (BH05), if still accessible, analysed for TPH, BTEX and PAH and the results risk assessed against the Groundwater and Surface Water GAC thresholds and presented with the Ground Investigation Report for the proposed development.

Appendix 1

Drawings

132854/9000	**Site Location Plan**
132854/9002	**Historic Ground Investigation Layout**
132854/9004	**Groundwater Hydraulic Gradient, Flow Direction and Sentinel Borehole Tier 1 Risk Assessment (Surface Water)**
132854/9005	**Preliminary Conceptual Model (Water Environment)**
132854/9008	**Draft Proposed Development Layout (Option 2)**

Appendix 2

Historic Reporting

113346 DOC 03 Ground Investigation Interpretative Report Issue 3 – May 2016
113890 DOC 03 Ground Investigation Interpretative Report Issue 3 – May 2016
92912 DOC 01 Geo-environmental Desk Study Report - January 2012
BGS Estimated Soil Chemistry Information

Appendix 3

Principles of Environmental Risk Assessment

Principles of Environmental Risk Assessment

The Environmental Protection Act (1990), Part II A Contaminated Land (Section 57 of the Environment Act 1995), revised by Scottish Statutory Instrument No.658 (2005), and the Contaminated Land Regulations (1999) provide a basis on which to determine the risks and liabilities presented by a contaminated site. Contaminated Land is defined within Annex 3, Chapter A Part 1- Scope of Chapter and in all those Sections mentioned as:

"Any land which appears to the local authority in whose area it is situated to be in such a condition, by reason of substances in, on or under the land that-

(a) Significant harm is being caused or there is significant possibility of such harm being caused; or
(b) Significant pollution of the water environment is being caused or there is a significant possibility of such pollution being caused."

Section 57 of the Environment Act 1995 requires that any site identified as being "contaminated" by the Local Authority will be registered by them and remediation will be required to render the site fit for use.

The presence of contamination is not the sole factor for deciding whether a site is contaminated. Relevant parties should identify site-specific risks and provide objective, cost-effective methods to manage the contamination in a manner that satisfies the proposed end-use.

A risk-based approach, which takes both technical and non-technical aspects into consideration when making decisions on contamination resulting from past, present or future human activities, is advocated. The assessment of environmental risks generally relies on the identification of three principal elements forming a 'pollutant linkage':

SOURCE: the contaminant
PATHWAY: the route through which the contaminant can migrate, and
RECEPTOR: any human, animal, plant, water environment or property that may be adversely affected (harmed) by the contaminant

In the absence of any one of these elements, on any given site, there is no risk. Where all three elements are present, risk assessment is required to determine the significance of the harm that is being or may be caused. As outlined above, the terms of the Contaminated Land regime specify that remediation need only be implemented where a site is causing, or there is a significant possibility that it will cause, significant harm, or significant pollution to the water environment.

Development of contaminated land is usually addressed through the application of planning and development legislation and guidance (i.e. Planning Advice Note 33). The suitable for use approach is seen as the most appropriate to deal with contaminated land, taking account of environmental, social and economic objectives. The assessment is made in the context of the proposed land use (i.e. residential, retail, open-space and tourist developments).

Appendix 4

Tier 1 Risk Assessments of the Water Environment

Appendix 5

Regulatory Communications

CIVIL ENGINEERING • STRUCTURAL ENGINEERING • TRANSPORTATION • ROADS & BRIDGES
PORTS & HARBOURS • GEOTECHNICAL & ENVIRONMENTAL ENGINEERING • PLANNING &
DEVELOPMENT • WATER SERVICES • HEALTH & SAFETY/CDM SERVICES

www.fairhurst.co.uk

Aberdeen
Birmingham
Bristol
Dundee
Edinburgh
Elgin
Glasgow
Huddersfield
Inverness
Leeds
London
Manchester
Newcastle
Sevenoaks
Taunton
Watford
Westhill

FAIRHURST

Appendix C – List of Consultees

Name	Organisation/Relevance	Discussion Points
Eric Devenny	Owner Eagle Hotel/Music Promoter	• Music and Event demand in Dornoch • Potential Bar Franchising Options
Liz Howard	Highlands and Islands Enterprise	• SLF 2 expectations and requirements
Roz Bell	Eden Court Theatre	• What is required to attract performers to Dornoch and what types of venues do they require
Lynda Durrand	Seaboard Centre	• Repeated attempts to contact
Clive Mulholland	University of the Highlands and Islands	• Repeated attempts to contact
Norman Ross	Dornoch Academy	• Repeated attempts to contact
Michael Green	Inverness Ice Centre	• Operational requirements of ice rink and existing curling demand within the Highlands
	Strathpeffer Pavilion	• Repeated attempts to contact
Adam Strachan	Star Refrigeration	• Cost and operational estimates for a 3-rink curling facility in Dornoch
Jim & Ginny Knox	Embo House	• Wedding and event market within Dornoch
Joan Bishop	DACIC Chair	• Main contact for Project Curlew – various conversations
Catriona Thomson	Carnegie Hall	• Existing operations of Carnegie Hall
Yvonne Ross	Provost and Chair of Community Council	• Community benefits of Project Curlew
Jim McGillivray	Local Councillor	• Community benefits of Project Curlew
Carol McKay	Co-chair of DADCA	• Community benefits of Project Curlew
Neil Hampton	General Manager, Royal Dornoch Golf Club	• Community benefits of Project Curlew
John & Genevieve Duhigg	Owners – Dornoch Stores	• Community benefits of Project Curlew
Michael Hanratty	Carnegie Whisky Cellars	• Community benefits of Project Curlew
Todd Warnock	Links House	• Community benefits of Project Curlew • Potential private donations towards Project Curlew

David Sutherland	Royal Golf Hotel	• Community benefits of Project Curlew
Hayden Fentum	Dornoch Hotel	• Repeated attempts to contact
Colin Thompson	Castle Hotel	• Concerns regarding spending public money for potential commercial benefits
Phil Thompson	Dornoch Distillery	• Concerns regarding spending public money for potential commercial benefits
Gordon Sutherland	Fionn Lodge / DACIC	• Main contact for Project Curlew – various conversations
Richard Mackenzie	North Highland Curling Trust	• Various inputs regarding operations of NHCT and curling within the Sutherland district
Scott Lyon	North Highland Curling Trust	• Various inputs regarding operations of NHCT and curling within the Sutherland district
Peter Murray	Cyclone Steel Buildings	• Quotation for Steel Curling Barn

Appendix D – Letters of Support

ROYAL DORNOCH

Our Ref: 0046/NDH
Your Ref:
Date: 16/04/2019

To whom it may concern,

Project Curlew

Royal Dornoch Golf Club would like to give its backing and support to this project and hopes that it will come to fruition in the near future adding to the facilities that already exist in the town.

The town has grown in recent times through the hard work of many people in ensuring that it is known as a destination with world class attractions worth visiting and enjoying. We believe that winter curling will be attractive to some of our golfers, giving them the opportunity for a different holiday experience in Dornoch.

These have primarily been in the summer months when golf, the beach and the seaside are at their best and Project Curlew will not only help grow summer business but also provide winter pastimes for both locals and visitors.

The building of a multi function facility on a disused piece of ground in the centre of the town not only gives something within easy reach of everyone but helps with the regeneration of that area which will hopefully encourage others to locate to Dornoch.

The golf club has been involved with the project since its inception and with our worldwide customer base we can help to highlight and promote all that takes place at Project Curlew, as we do with the many other activities that happen in Dornoch.

All at the golf club are delighted that this project is moving along and want to see it become a reality.

Yours sincerely

Neil Hampton
General Manager

EMBO HOUSE
SINCE 1677

Joan Bishop

DACIC Business Group

Dornoch

Sutherland.

2nd October 2018

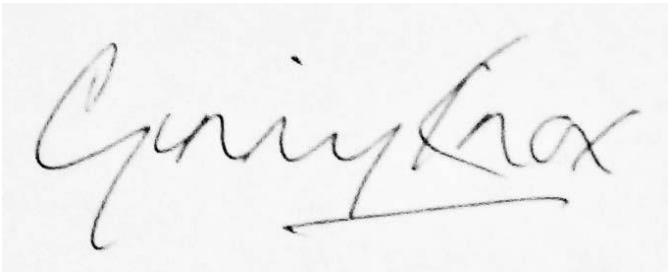
Dear Joan,

We just wanted to write in support of Project Curlew.

We wholeheartedly support the building of a new Curling Rink and Community Hall for Dornoch and believe it would help us attract extra visitors to stay in our house year-round. This will particularly be the case if there are Curling events such as winter Bonspiels arranged, and if the hall is used for other cultural events, music etc, in the summer months. Without a doubt, the more we can say is going on in Dornoch, the more attractive we are as an all-round tourist destination, with something for everyone.

We wish you the best of luck in bringing this fabulous community amenity to life.

Kind regards,



Ginny and Jim Knox

Owners of Embo House.

The Highland Council
Comhairle na Gàidhealtachd

Mrs Joan Bishop (Chair)
Dornoch Area Community Interest Company
Whinhill
Davochfin
Dornoch
IV25 3RW

Please ask for: Alan Webster
Direct Dial: 0)1463 702263
E-mail: alan.webster@highland.gov.uk

Your Reference:
Our Reference:

Date: 06 March 2019

Dear Joan

Scottish Government - Regeneration Capital Grant Fund (RCGF)

Thank you very much for taking the time to meet me on the 22nd of January 2019 to talk about DACIC's plans for Project Curlew.

I was very impressed with the Draft Feasibility Study that you provided on the day. As you are aware, I have been involved over the years in moving this site towards a developable state and I am pleased to see such exciting proposals emerge for the site. There is no doubt that what is being proposed will make a considerable impact in the location. I can advise that the Council would very much like to work in partnership with DACIC to develop an RCGF application when Round 8 opens in 2020.

I look forward to working with you and the other members of DACIC during 2019 to develop this project further.

Yours Sincerely

Alan Webster
(Regeneration and Employment Team Leader)

HIE
Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Contact: Angela Simpson
Directline: 01463 383026
Email: angela.simpson@hient.co.uk

Your Ref:
Our Ref:
Date: 18 April 2019

Joan Bishop
DACIC

Dear Joan

SUBJECT : CURLEW PROJECT

In my role as the facilitator for the Dornoch Focus Group, I am always impressed by the enthusiasm and commitment of the group to work together towards the shared vision for Dornoch, It is evident that the objectives of the Dornoch Masterplan have become embedded in the activities of community groups and businesses alike, and I am delighted to see progress being made on a key project. The proposed multi-use building represented by the Curlew Project sits comfortably within the overarching objectives of the Action Plan.

It is also rewarding to see DACIC continue to grow and develop and it has become the driving force behind successful community led development in Dornoch, as well as a model of good practice in the Highlands. We hope to maintain our support for DACIC through our account managed relationship and welcome the increasing focus on service provision through asset ownership.

Please do not hesitate to contact me if there is any further support or guidance that we can offer at this stage of project development

Yours sincerely,

Ange a Simpson
Head of Strengthening Communities — Caithness and Sutherland

3 Atholl Crescent
Perth PH1 5NG Scotland
Tel: +44 1738 451630
Fax: +44 1738 451641
info@worldcurling.org
www.worldcurling.org

3 May 2018

Scott Lyon
Match Secretary
Sutherland Curling Province
Balbain House
Dornoch
IV25 3SZ

Dear Mr Lyon

We are so pleased to hear of the proposed new facility to be built in Dornoch.

Curling is widely recognised as the fastest growing winter sport and even more so since the huge success of curling during the recent Olympic and Paralympic Winter Games in Pyeongchang, Korea, where we enjoyed unprecedented TV coverage.

Dedicated Curling Facilities are being built all over the world in particular USA and of course in Asia where the sport, which can be played by all ages, has really taken the imagination.

We hope that this proposal comes to fruition and would be available for assistance should this be required.

Good luck in your endeavours.

Yours sincerely,

Kate Caithness

Kate Caithness OBE
President
World Curling Federation

To whom it may concern

5 June 2018

Dear Sirs

Proposed Dornoch Curling Rink

Scottish Curling is the national governing body for the sport of curling, also known as The Royal Caledonian Curling Club. It was established in 1838 and has 12,000 members in 600 clubs across Scotland and is responsible for developing the sport.

Scottish Curling supports the proposal to build a curling facility in Dornoch. The innovative Curlew building design is one of the most exciting that we have seen, making the building economically sustainable as a year round destination.

The proposed facility would offer an important contribution in the national provision of curling facilities in Scotland and serve the highland areas, particularly the greater populations in eastern parts of Caithness, Sutherland, Ross and Cromarty.

Curling is a sport that can be played from ages 8 to over 80 and attracts people of all abilities. It promotes physical and mental health with strategy and tactics being as important as physical skill.

If further information or support is required from Scottish Curling, we would be delighted to support the proposal in any way that we can.

Yours sincerely

Bruce Crawford, CEO

Scottish Curling
Ochil House
Springkerse Business Park
Stirling FK7 7XE
Tel: 0131 333 3003
Email: office@scottishcurling.org

www.scottishcurling.org

Scottish Curling @scottishcurling @scottish_curling Scottish Curling

The Royal Caledonian Curling Club trading as Scottish Curling is a company Limited by Guarantee without a share capital. Registered in Scotland under company Number SC232571

DADCA DORNOCH & DISTRICT COMMUNITY ASSOCIATION

SC013716

Per An Cala, 4 Sutherland Road, Dornoch, Sutherland IV25 3SX

Wednesday, 26th February 2018

FAO
Gordon Sutherland
Curlew
Dornoch Curling and multi purpose venue

Dear Gordon & Committee,

We, the directors of the Dornoch and District Community Association would like to express our full support for your proposed project to build a Curling and multi purpose venue in Dornoch.

We firmly believe that this centre would be a huge asset to the town and surrounding areas providing people access to sport, leisure and fitness whilst also providing much needed large scale hire space for events in the summer.

If there is anything further the DADCA board can do to be of assistance please don't hesitate to get in touch.

Yours Sincerely

Carol Mackay

Carol Mackay
(Chairperson DADCA)

Chair – Yvonne Ross
Secretary – Lesley Gray, c/o Garstein, Arabella, Tain, IV19 1QH

FAO

Mr Gordon Sutherland

C/O DACIC
DORNOCH

22 March 2018

Dear Gordon,

CURLEW PROJECT, DORNOCH

Thank you for your time last night at the Dornoch Area Community Council meeting, and for giving the members a full briefing of the proposed "Curlew Project".

The members were very impressed with the proposals, and appreciate that the design team are endeavouring to meet the needs of the community by ensuring the building is diverse, without encroaching on services the Town already benefits from.

We would be grateful if you could keep us regularly updated with project progress, which you can do by email dornochareacommunitycouncil@gmail.com or by requesting a slot at any future meeting.

In the meantime, the members were all in favour of the project, and asked that I write to you to confirm that the project has the full backing and support of the Dornoch Area Community Council.

Yours sincerely,

Yvonne Ross

Yvonne Ross
Chair – DACC

students in town and enable those studying golf management to understand the physiological side to the game of golf.

Every bit as important as these things, is the possibility of using the facility as a wedding reception venue. Dornoch is world famous as a wedding destination and yet while the Cathedral has the capacity to seat 400, there are no local venues that are able to host more than 100 guests without the cost of hiring very expensive marquees. This means the larger receptions are going as far afield as Inverness and Strathpeffer. This centre would allow couples the chance to widen their guest lists on their special day and cut out the necessity to travel.

These are early days for the plans but even at this stage, the strength of the case they put forward, both in a business sense and in the volume of support they are receiving from the whole community, is amazing and growing by the day.

This is a project for that will serve not only Dornoch but the wider county.

I trust that, like the people of Dornoch, businesses, authorities and grant-giving bodies will give this their whole-hearted support.

With thanks for reading!

Yours,

Susan M. Brown

(Rev. Susan M. Brown: Moderator Designate of the Church of Scotland 2018/19,
Chaplain to the Queen in Scotland and Minister of Dornoch Cathedral)

PORT OF CROMARTY FIRTH

15th April 2019

To whom it may concern,

Port of Cromarty Firth has worked with the Dornoch Area Community Interest Company (DACIC) and a number of Dornoch businesses for over three years through our cruise stakeholder group. Having witnessed the benefits DACIC delivers to local people and to visitors alike, the Port fully endorses their plans for a Curling Experience and Heritage Centre.

The community and business development work undertaken by DACIC and its partners is tremendous and aligns with the Port's own values of local job creation, cruise passenger support through new products and improved services, and encouraging community interaction and collaboration. The Port has been assisting the town in attracting larger numbers of cruise passengers and encouraging them to extend their stay in Dornoch to benefit local businesses. Project Curlew will further assist in achieving this goal.

By targeting this existing audience of cruise passengers through its well-organised network of shore excursion planners, these heritage assets will be promoted to tens of thousands of people each year from countries around the world. An on-site car park will ensure the assets are accessible to all. In 2019 the Port will welcome 180,000 passengers and 68,000 crew into the Highlands; more than any other Port on Scotland. With additional attractions, Dornoch could significantly increase the benefits it receives from these visits and, in return, visitors would be treated to a high quality experience that increases their understanding of Highland traditions and culture.

Dornoch's plans for developing a new attraction and increasing accessibility to a wider group of people is good for both the town and the visitors. It will generate repeat tourism, inward investment and attract new residents to our rural communities. Dornoch and the wider community will benefit hugely from having additional sports and events facilities, and a heritage sport will be shared with future generations. At a time when other such facilities are under threat and people are being encouraged to take up more sport, it is fantastic to see such a commitment to growth.

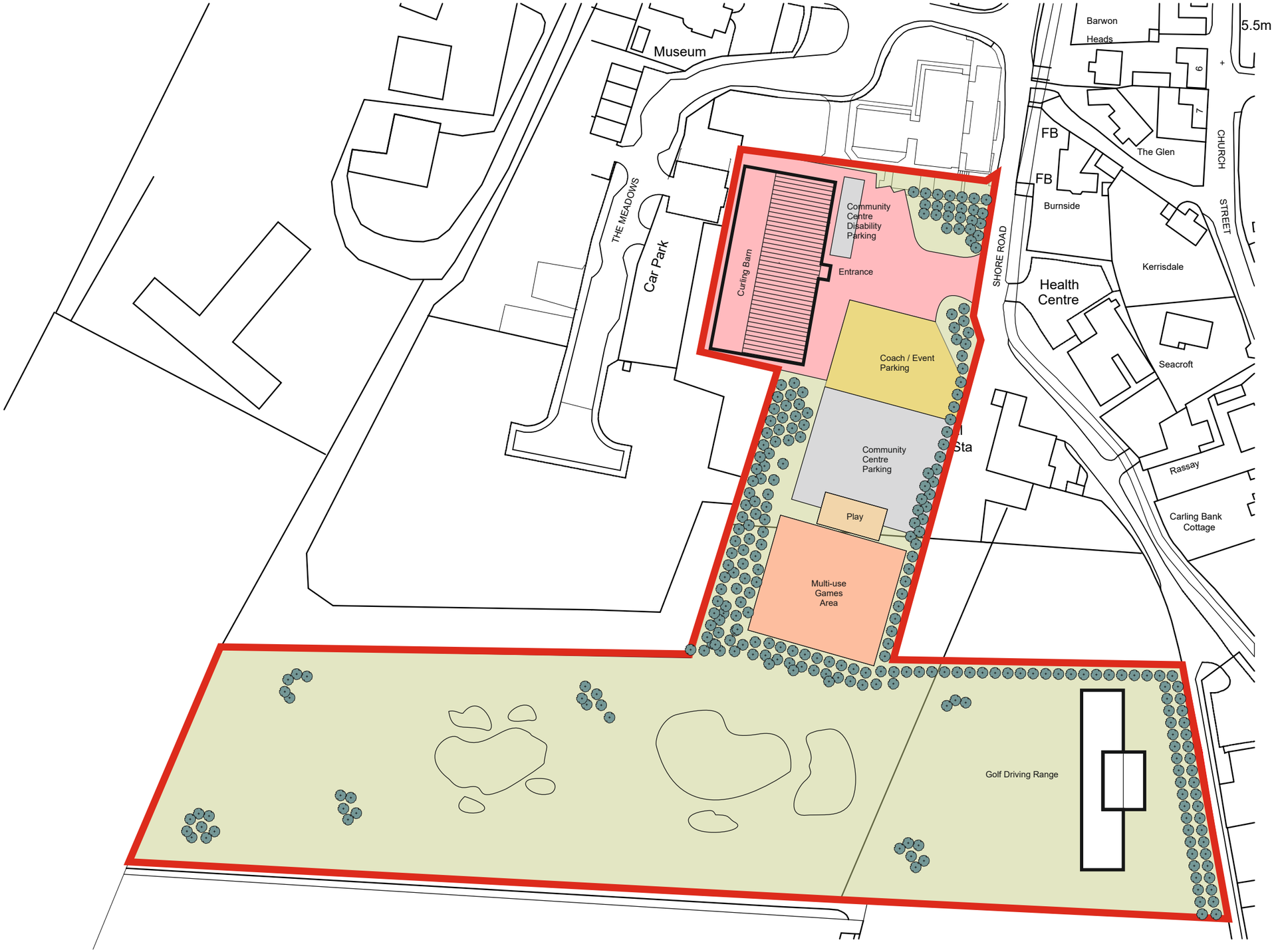
Yours sincerely

Bob Buskie
Chief Executive

Port of Cromarty Firth, Port Office, Shore Road, Invergordon, IV18 0HD
T 01349 852 308 **cfpa.co.uk**
Port of Cromarty Firth is the company trading name for Cromarty Firth Port Authority

ISOQAR UKAS 0026
Cert 7129

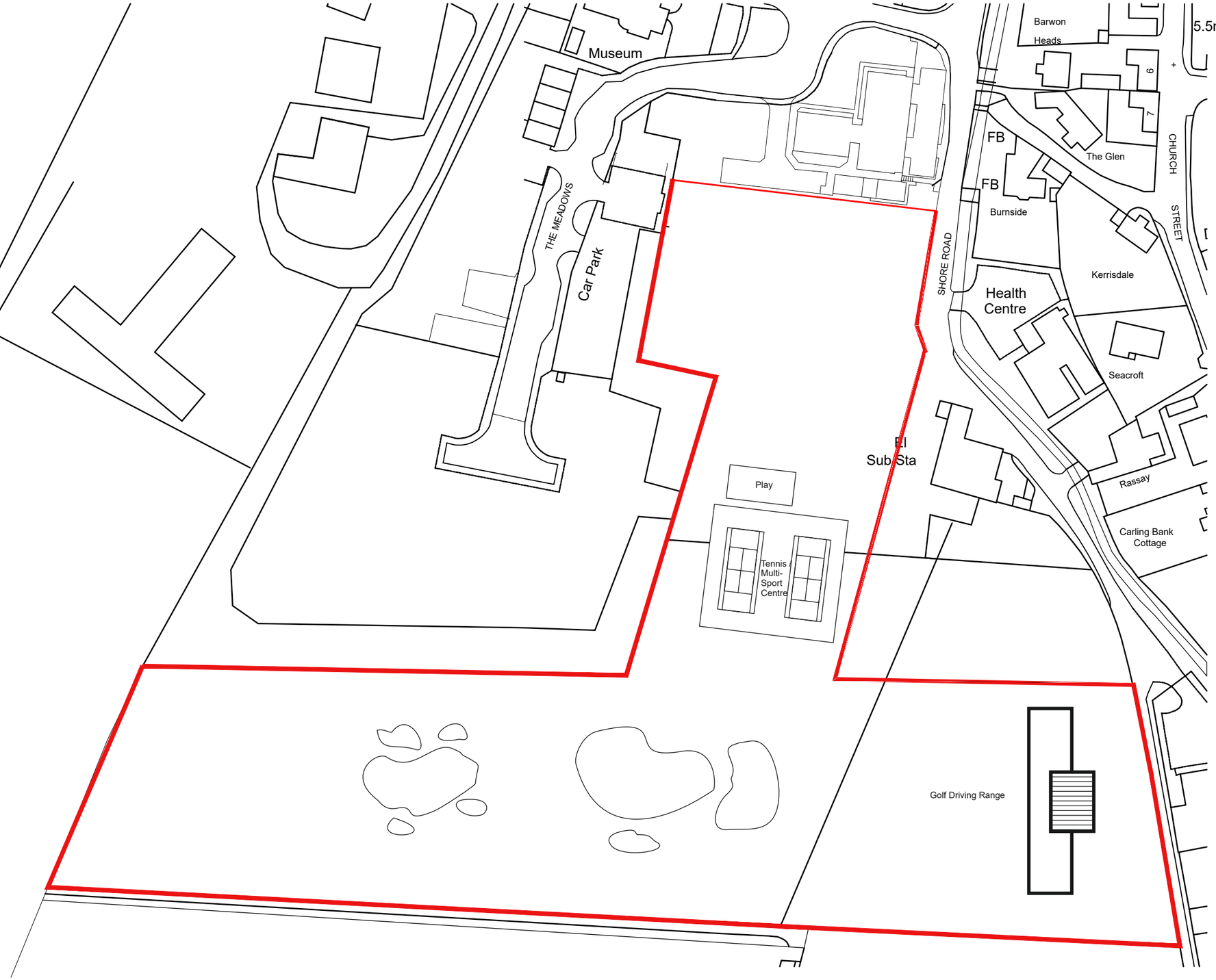
Appendix E – Drawings



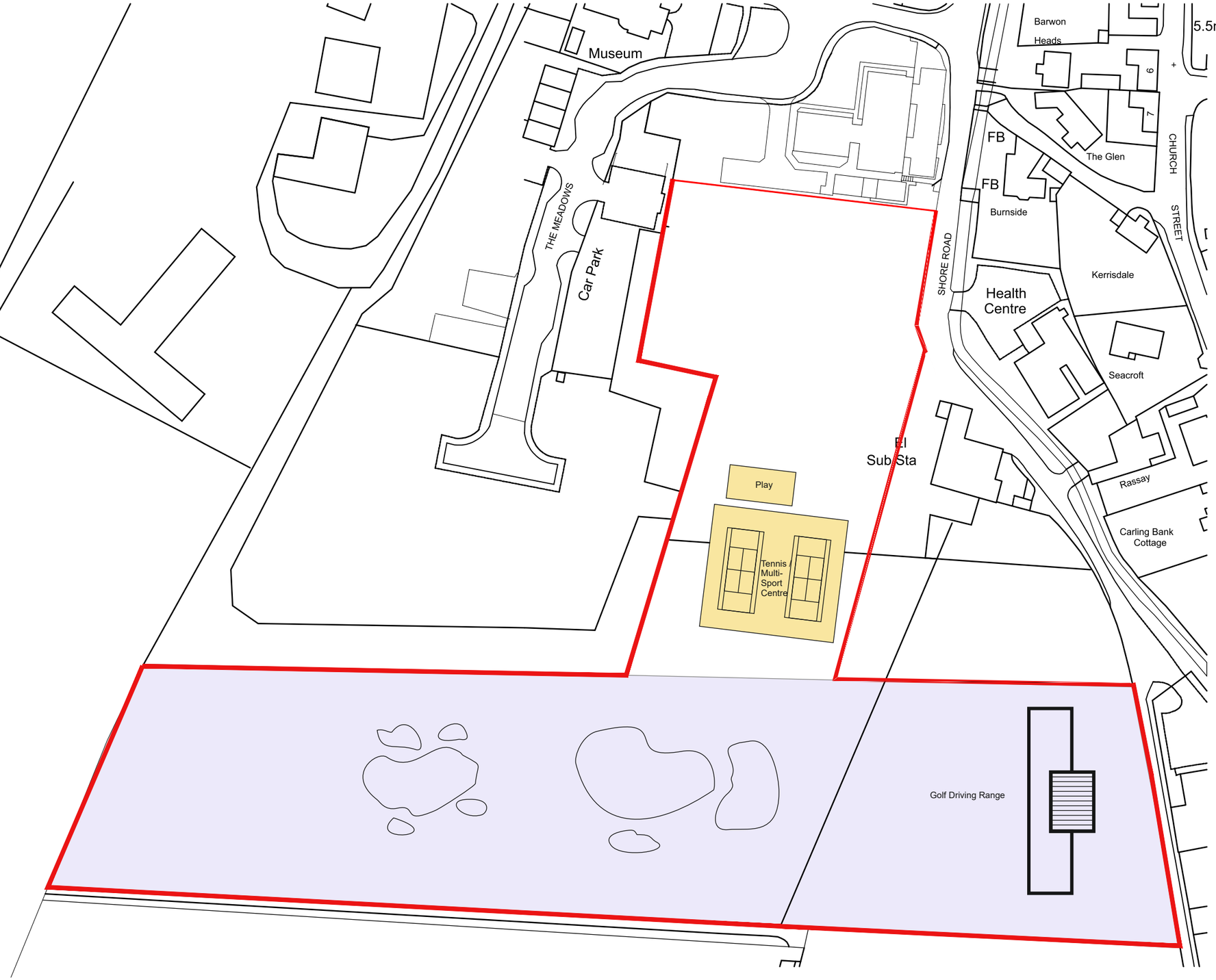
30.07.19

0 10 20 40 60 100m

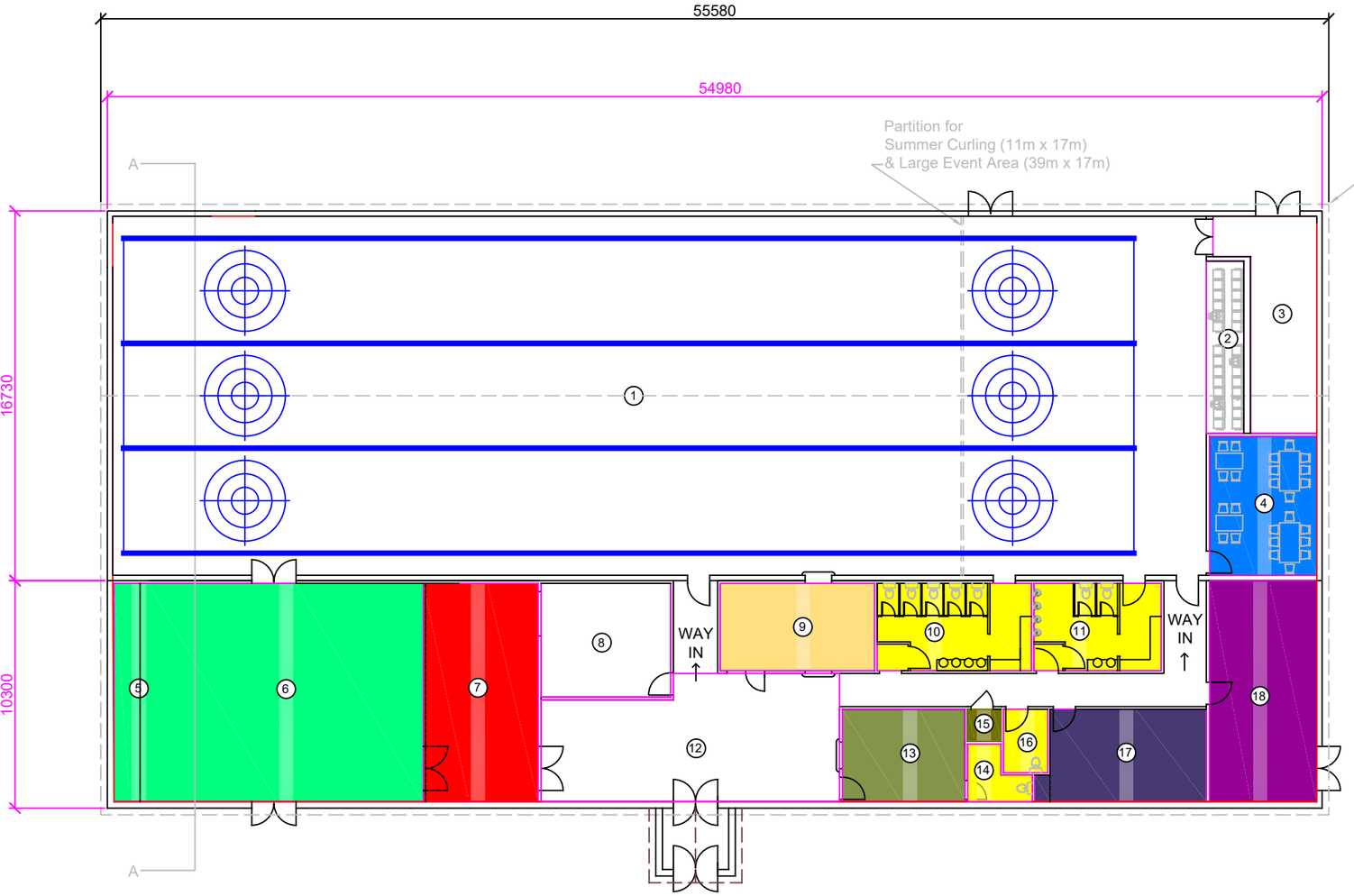
Masterplan


Museum
THE MEADOWS
Car Park
Play
Tennis /
Multi-
Sport
Centre
El
Sub Sta
Barwon
Heads
5.5m
9
7
FB
FB
The Glen
Burnside
CHURCH
STREET
SHORE ROAD
Kerrisdale
Health
Centre
Seacroft
Rassay
Carling Bank
Cottage
Golf Driving Range
0
10
20
40
60
100m

Site Plan

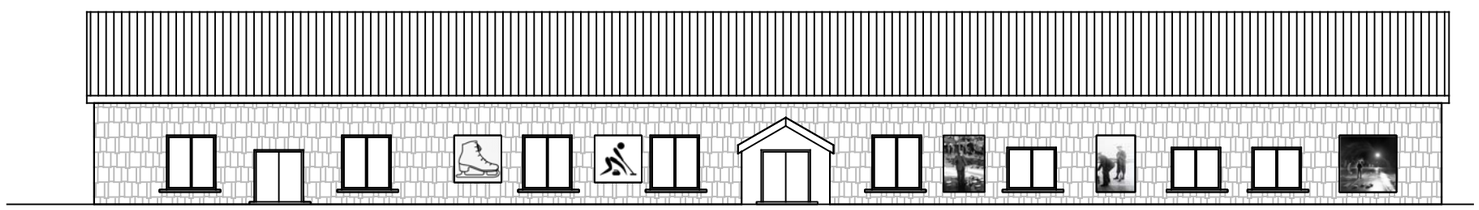


Phasing Plan

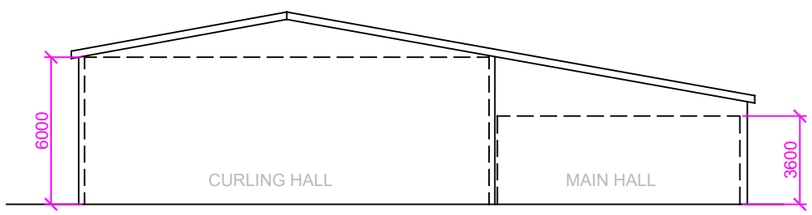


FLOOR PLAN

		Leased	Area (m²)	Dimensions (m)
1	Curling Rink Hall	NHCT	804.4	49.5 x 16.25
2	Fixing seating	NHCT	13.5	7.8 x 1.7
3	Plant Room & Curling Storage	NHCT	29.5	9.8 x 3: 9.8 x 4.7
4	Glazed Viewing Area	NHCT	30.4	6.3 x 4.8
5	Retractable Seating	DADCA	12	1.2 x 10
6	Main Hall	DADCA	128	12.8 x 10
7	Small Hall	DACIC	52	5.2 x 10
8	Storage (Chairs, tables, etc)	Shared	30.2	5.9 x 5.15
9	Kitchen	Shared	27.6	7 x 3.9
10	Women's Toilets & Changing	Shared	27.6	7 x 3.9
11	Men's Toilets & Changing	Shared	22.7	5.7 x 3.9
12	Foyer & Curling Heritage Display	Shared	71.2	5.8 x 13.5
13	Office / Shop	DACIC	23.2	5.5 x 4.2
14	Staff Cloakroom	DACIC	5.6	2.6 x 2.9
15	Cleaner's Store	Shared	2.2	1.4 x 1.5
16	Accesible Toilet / Changing	Shared	5.8	2 x 2.9
17	Curling Experience, Videos & Simulator	DACIC	30.4	4.8 x 10
18	Community Storage	Shared	48	4.8 x 10
	Total Internal Floor Area		**1,443**	



ELEVATION



SECTION A-A

Appendix F – Belgian Ice Rink Retails

Technical Sheet
Curling Hall Zemst

As of January 2016, we started to work towards a final concept: A 3-sheeter for 500.000 euro. (Bearing in mind that we needed to foresee also a vast amount of money for 'loose' equipment like e.g. an Ice Master, hacks, pre-printed curling sheets,…)

Important for us was also that we had a cozy bar, with a nice view over the ice and accessible for wheelchairs, but without any elevators (and/or steps).

We sat together with a lot of potential suppliers and finally came to some interesting conclusions.

1. The surface:

The proposed building site in Zemst was next to a small fosse/ditch. After some measurements we came to the conclusion that the ground was a little instable for a heavy building. Also, we needed to look for a solution that we wouldn't have an issue with groundwater that would freeze under the building. Or water seeping through the walls.

We could just go for a full concrete floor. But due to the unstable ground, that would have costed a lot, as we also needed to invest in foundation to support the weight.

So, to do this in a cost effective way, we decided to build just a full concrete ring as a foundation for the building. And fill the ring with several layers, as described in the picture underneath:

From top to bottom:

- Piping / Cooling
- 25 cm Styrodur 3000CS Insulation (10cm + 10cm + 5cm)
- 5 cm screed (just to make it level)
- EPDM cloth (to avoid water seeping in)
- 20 cm stabilizer (broken brick concrete)
- The ground

We chose not to invest in soil heating under the ice. Instead, we invested more in insulation. 25cm to be exact. We chose to have it in 2 layers of 10cm and 1 of 5 cm. The idea behind this, is that – if we would need soil heating to be installed, we could just remove 5 cm and put the soil heating in place. (After being open for several months now, we can say that soil heating is not needed).

As we wanted the bar to be 70 cm higher than the ice surface, we put an additional ring of insulated concrete panels that we could use to raise the surface on the foundation ring.

2. The outside construction:

We chose for a steel construction, that was the most cost effective. Our construction details:

Company: Qloods, www.qloods.nl

Steal structure 61.25 m – 16.3 m

Roof and wall panels, 150 mm insulation

Interior glass wall between the ice part and bar.

A ring of insulated concrete panels

Estimated price: 165.000 – 200.000 euro

3. The building plans:

1. Chiller.

   Company: Sabcobel, www.sabcobel.be

Ice water preparation	1 piece
a. Number of compressors	2
b. Mark	Frascold or equivalent
c. Type	W70-206
d. Water entry temperature	-8°C
e. Water exit temperature	-12°C
f. Surrounding temperature	22°C
g. Cooling power	130kW
h. Cooling medium	R7 44
i. Mesures	5.500 x 1.500 x 2.250mmH
j. Weight	2.300 kg
k. Sound pressure	83 dB(A)
l. Placement	Outside

Price: 68.082 euro

2. Piping.

   Company: Ice World, www.iceworld.nl

   45 new aluminium Ice World ice plant components of 14.80 meter, upon a vinyl ground cloth.

   Attached to cooling system to chiller.

   Filled with glycol, with a possibility of -10°C.

Price: 71.225 euro

3. Electricity and lightening.

   Company: Lemmtec, www.lemmtec.be

   Electricity: electricity board, wiring, connections

   Lightening: led lights curling hal, spots and light modules

Price: 50.205 euro

4. Ground and concrete works

   Ground works: we made place for a concrete ring around to build the steal structure upon.

   Concrete works: concrete ring around and flour of the bar.

   Price: 70.000 euro

5. Sanitary and heating bar.

   We reused rain water from the roof fort he toilets. It's also used to pebble the rink, it is purified and decalcified.

   We reused heat of the chiller to heat the bar. We installed an expansion vessel to store the heat.

   Price: 30.000 euro

6. Humidity control.

   Company: Climacontracting, www.climacontracting.be

   Humidity control by Munters MLT 1400

   Price: 19.786 euro (humidity)

7. Isolation ground.

   Styrodur 3000 and 4000, 1000mm (1250 x 600 mm)

   Price: 20.000 euro

Total building: 498.298 euro (excl VAT)

We finished the bar ourselves and made some adjustments to the bar and the ice area to improve ice conditions.

We build ourselves the bar:

- Wooden bar
- Wooden gallery
- Paintings
- Walls
- Tables and chairs
- Doors

Adjustments:

- Ventilation: 15.461 euro (ventilation)
- Surrounding ice plant
- Bumpers
- Alarm installation
- Panic doors
- Signalisation
- Rescue lights
- Internet connections

Total cost finishing off and adjustments: 130.000 euro (excl VAT)

Total cost: 630.000 (excl VAT)

Curling Facility Elewijt
Business Plan
Curling Club Mechelen

Januari 2016

Curling Club Mechelen

In cooperation with Belgium Curling Association

1. Index

1. Index 3
2. Introduction 4
3. Business Plan 5
   3.1. Executive Summary 5
   3.2. Business Overview 5
      3.2.1. Describe the history of your organization 5
      3.2.2. Current status 5
      3.2.3. Mission Statement 6
      3.2.4. Vision 6
      3.2.5. Location 6
      3.2.6. Management Structure 7
   3.3. Product and Services 9
      3.3.1. Identify opportunities during season 9
      3.3.2. Identify opportunities - out of season 9
   3.4. Curling Overview 10
      3.4.1. Discuss the size and growth of the sport in your area 10
      3.4.2. Describe how you intend to grow the sport further 10
      3.4.3. Who will you target? 11
   3.5. Marketing Strategy 111
   3.6. Operational Plan 144
      3.6.1. Describe your management team 144
      3.6.2. Describe your day to day operational plan 144
   3.7. Financial Plan 165
      3.7.1. Provide a copy of your annual budget/balance sheet 165
      3.7.2. Provide the cost and income of the building 16
      3.7.2. Provide a copy of your projected ten year budget 177
4. Conclusion 22
5. Appendix 23
   5.1. Letter of the village of Zemst 23
   5.2. Letter of the province of Vlaams Brabant 244

2. Introduction

Curling is gaining more and more interest worldwide. The Olympic Games of 2014 were again a big boost, bringing a lot of publicity and making people curious to try it out. This globalisation is key to get this beautiful game to the next level.

Also in Belgium, curling is a sport on the growth. For years, there was only one curling club with approximately 20 players. The last two years two more clubs started and the number of active players tripled. The demand for initiations/clincs for groups and business teams is huge. Furthermore, the Belgian National Men Team booked good results in the ECC B-group in Denmark, thanks to dedication, engagement and teambuilding. Belgium has four National Teams competing in international competitions: Men's, Mixed, Mixed Doubles and Seniors.

At the same time, there is a big need for improved curling accommodation, which we currently lack in Belgium. With the increasing level of play and teaching (for experienced teams and beginners), the demand for good ice is getting even bigger.

This business plan describes the possibility of building a curling rink in Elewijt. With the presence of curling ice in the neighbourhood of Brussels, it gives a huge opportunity to organise a busy sportsclub around curling.

3. Business Plan

3.1. Executive Summary

Since two years there is a big revival of curling in Belgium. A new team of dedicated people took the engagement to bring the sport to the next level. The centre for this growth will be the sports centre of Zemst, just a 15 minute drive from the centre of Brussels, Europe's capital. The exploitation of the new centre will be done by Curling Club Mechelen. (See 3.2 Business Overview)

Curling Club Mechelen is Belgium's oldest club. They have more than 10 year experience in giving initiations and organizing events. The current demand for these events and initiations widely exceeds the offer. Therefore, our 'products and services' will be based on what already exists plus some additional ideas we have learned through market research. (See 3.3 Product and Services)

In '3.4 Curling Overview' we try to give an overview on how we already made efforts to get the message of curling into the open. We want to be considered as a fun outing, but also as a serious and competitive sport. We want to be an organisation that is open for everybody: young, old, wheelchair, Belgian and/or international.

This also translates in our marketing plan. To get our message well known, we will invest in our communication plan for which we will use the guidebook on the WCF website as base. Additionally, we started a 'crowdfunding-project'. This to source additional funding, but it is also a great marketing tool! (See 3.5 Marketing Strategy)

How we will get these things done is described in '3.6 Operational Plan'. We can count on numerous volunteers, but we also invest in full time people to keep the place running. We feel that professionalization is key to achieve success.

3.2. Business Overview

3.2.1. Describe the history of your organization

Curling started in Belgium in 1985 with two clubs located in the major Belgian cities: Antwerp and Brussels. After an eight year break with no clubs (1995-2003), curling knew a revival thanks to the creation of "Curling Club Flanders". The city of Mechelen (right in the middle between Antwerp and Brussels) was chosen as the home ground. "Curling Club Flanders", today "Curling Club Mechelen", was for several years the only Belgian curling club with a constant number of 20 active members playing. The management of the club and the umbrella organisation, "Belgium Curling Association" was practically the same.

3.2.2. Current status

Since the last two years a new equip took over the daily management of 'Curling Club Mechelen' and the 'Belgium Curling Association' in order to breathe fresh air in the sport. And with success! In these two years we have managed to start up new clubs in 2 other cities (Turnhout and Gent), passing also

the threshold of 70 active members. By the end of this season we also hope to climb to +80 active members.

This boost translates also in the excellent results of the Belgian National Men team at the latest European Championships. With a gold medal win in group C in 2014 and achieving good results in group B. The current team feels the fierce competition of a new generation curlers that is challenging them every day. A new team, around current skip Timothy Verreycken, is preparing itself to take up this banner in 2016. In addition, Belgium is sending four different National teams to international competitions: Men's to Schotland, Mixed to Rusia, Mixed Doubles to Sweden and Seniors to Sweden.

3.2.3. Mission Statement

The Belgium Curling Association will take the lead in the development of curling in Belgium. Our main goal is to promote and develop curling for people of all ages, abilities and skill levels to build friendships, sportsmanship and fellowship.

Curling Club Mechelen, with its central location between Brussels and Antwerp, wants to position itself as the centre for this development. With having the biggest number of active members and the most experienced players.

3.2.4. Vision

We see a developing interest in so called "alternative" sports, winning ground versus the traditional one's like football, cycling and tennis. Curling has definitely potential to attract a broad public. Over the last 2 years we have seen a growth in the number of active (and occasional) curling players.

Currently the sport is suffering from two burdens due the lack of adequate accommodation in Belgium. First, we can offer only a limited number of training sessions a week (2 x 2 hours). And secondly, these training sessions take place on poor quality ice, due to the fact that we have to share the ice with 'skating' sports.

Having the opportunity to offer a full time exploitation of high quality ice, in a central location in Belgium, would clearly overturn this situation. It gives us the possibility to attract a wider public. (See 3.4.3 Who will you target?).

With the development of a youth program we aim to develop a team that can battle for the A-group of the European Championships (Men, Women, Mixed and Wheelchair).

3.2.5. Location

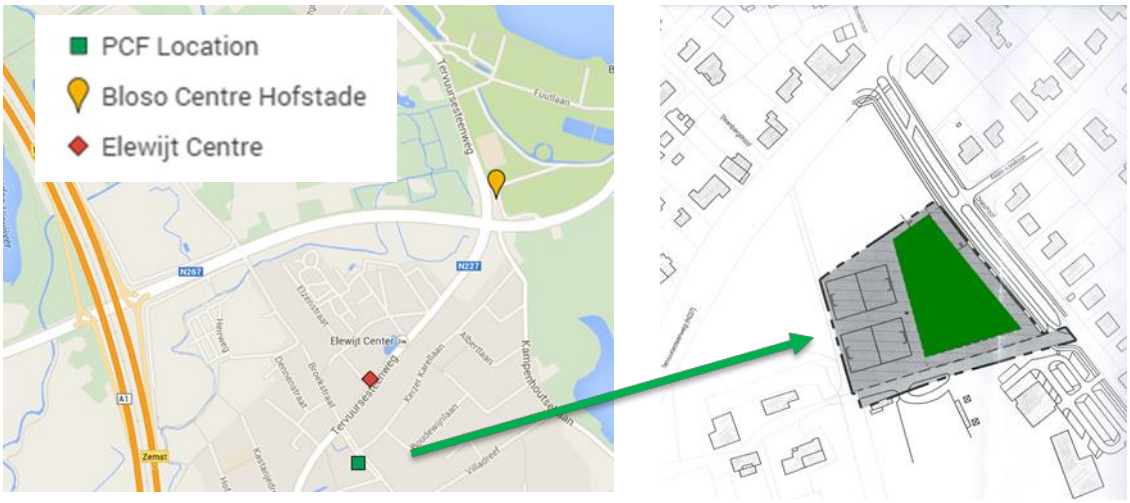
Currently Curling Club Mechelen plays at the Ice Skating Club Mechelen (ISCM) in Mechelen. The current facility will be dismantled and ISCM will move to a brand new location by November 2016. In

a first joint development plan we tried to add on 2 curling sheets to the new facility, but due to the limited surface, the governmental spacial planning department decided that this was not feasible.

We could still move to the new facility to play on the 'skating' ice, but:

- We would still have very limited available hours
- We would still play on mediocre ice

The current proposal of the Portable Curling Facility would therefore be the excellent solution to give Curling Club Mechelen and the Belgium Curling Association the 'key' for further growth. Together with the village of Elewijt, Zemst (nearby Mechelen) we looked at several opportunities for the location and got 5 different proposed areas. One specific place was chosen to be best for building the curling rink.

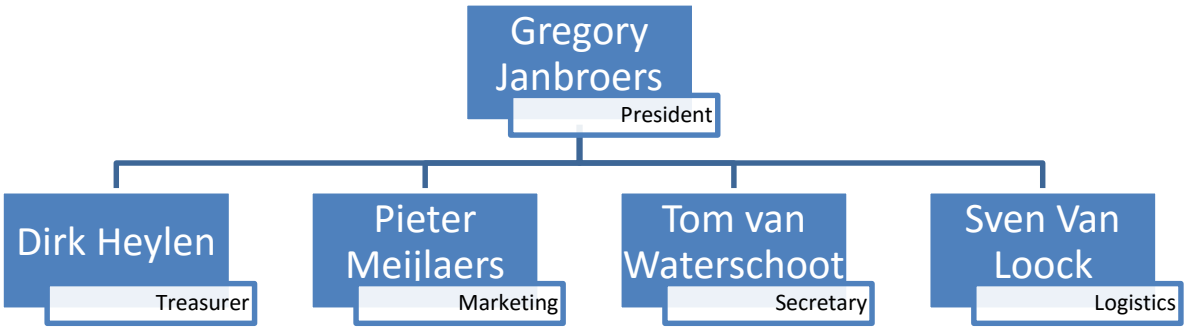


We have an agreement with the village of Zemst, Elewijt for a piece of land in 'Sports Centre Den Dries Elewijt', Driesstraat, 1982 Elewijt (Zemst). Across the road is a big conference centre, Elewijt congress centre, with possibilities of meeting, lunch and hotel. We have a concession agreement of 20 years which will be renewable.

3.2.6. Management Structure

The exploitation of the facility will be done by Curling Club Mechelen in cooperation with the Belgium Curling Association and the other two existing curling clubs in Belgium, Gent and Turnhout.

The current management structure of Curling Club Mechelen is following:



Daily management:

Curling Club Mechelen will manage a full time exploitation of the curling facility. Which will also be the training centre for our national team(s) (currently only men, in future also women, mixed, junior, seniors and maybe wheelchair).

For the first year, we shall appoint:

- 1 Daily manager (1/2 full time equivalent): Daily management, trainings, ice preparation,…
- 2 additional Ice Masters (Volunteer based)
- 4 additional Trainers (Volunteers)

Several candidates are already available and will be appointed along the way and depending on the actual start date. We already have 2 WCF certified members:

- Dirk Heylen:
  - WCF Level 1 Technical Instructor Course
  - WCF Advanced Instruction and introduction to Coaching Course
- Wayne Fitzpatrick:
  - WCF Basic Ice Technician Course
  - WCF Level 1 Technical Instructor Course
  - WCF Basic Umpire Course

Based on the foreseen growth, we can expand this structure as needed. (See 3.6.2 Describe your day to day operational plan). We are also planning to send more people to the different courses.

Creation phase:

In view of the project of the development of the portable curling facility we propose as local (Curling Club Mechelen / Belgium Curling Association) project lead: Pieter Meijlaers. He already has a certain experience in product and service design, which he combines with the necessary project management skills.

3.3. Product and Services

3.3.1. Identify opportunities during season

During the season the ice will only be used for playing curling, as we want to be certain to maintain a high standard quality of the ice.

Club / Leagues

- Homeground facility of Curling Club Mechelen. But we are open to harvest other clubs.
- Team's league: Several teams within Curling Club Mechelen competing for the 'Curling Club Mechelen Cup'
- Currently we have an interclub league (with Curling Club Gent, Campina Curling and Curling Club Tilburg (Netherlands)).
- Shortcurl competition (see next page)
- Special youth training: As of the acceptance of our application, we will start an active recruitment campaign to start at least 3 new youth teams.
- Wheelchair-training is also planned in the future.

Rentals

- Other Belgian and Dutch clubs/teams that want to practice on real curling ice.
- National team trainings
- Belgian Championships
- Individual and group initiations

Corporate Bookings

- Big potential in Belgium. We aim for at least 50 bookings per year (= +/- the current demand, where we lack in potential to serve this with the current facilities).
- Potential start-up of an inter-corporate competition.
- Sport Camps, supported by 'Bloso' (= sport government in Flanders)

Other

- International tournaments: As we hope to grow our group of active club members, we would like to participate more on the international tournaments level. We hope to present a positive atmosphere around the Belgian curling scene. By this we hope to attract teams and players from other countries to challenge us in our home base.
- We have good contacts with members of board of the Champions Tour Curling to organise good tournaments in their league.

3.3.2. Identify opportunities - out of season

We are open for every initiative that sees an opportunity in renting our premises during the summer months. Lying exactly in the middle between Antwerp and Brussels, we have a hotspot location for all sorts of indoor events. Some examples of current identified opportunities with known stakeholders:

- We can rent out the facility for other sport events as we are near a major Belgian sport centre owned by 'Bloso' (= sport government in Flanders). Who are eager for such locations.
- We have a big Quiz-culture in Belgium. Organisations are constantly looking for places to organize quizzes.
- Pop-up exhibition halls, stores, co-working spaces and study environment. The local community of Zemst would welcome this asset. The possibility to have a 'cooled' environment brings along new opportunities.
- Other 'slow' sports are welcome to rent the hal, for instance 'bowls' or 'TaiChi'

We believe in the fact that renting out our premises for other uses, is a great marketing tool to attract organisations to play curling during the season.

3.4. Curling Overview

3.4.1. Discuss the size and growth of the sport in your area.

As described in the introduction, curling is at the rise in Belgium. The last two years were a boost for the sport, going from 1 to 3 clubs and from 20 active members to +60. And we hope to continue the growth. The new active members also take an active role in the development of the sport. They are all willing to help with activities, training sessions and spreading the word to their neighbourhood and on social media (going from 30 to more than 500 followers cross-club in 1 year!!!).

Every year the number of requests for initiations outnumbers the number of free hours. Even this year, bearing in mind that we have now 3 locations (Mechelen, Gent and Turnhout), we still can't answer all requests.

On an international level, we have the excellent evolution of the Belgian National Men team and the rising participation of Belgian teams in international tournaments. The Belgium Curling Association wants to invest in improving the skills of the national team, but therefore we need adequate quality of ice. Secondly, we want to present ourselves on the international level by organising tournaments ourselves.

We have the right people, with the right motivation and skills in place. Having a full time premises is thus a fundamental step towards the growth of curling in Belgium.

3.4.2. Describe how you intend to grow the sport further.

Mainly, we would continue the road we are already building, but with an advanced pace. Having more available hours gives us the possibility to answer to rising demand. The current "word of mouth" shall bring in new players.

Additionally we will invest in following things:

- Initiatives towards youngsters, wheelchair,…
- Birthday parties
- Marketing efforts towards companies, other sport clubs, organisations,…
- Shortcurling

Shortcurling

On 10/11/14 Curling Club Mechelen tried out a first edition of the Belgian Championship shortcurling. Shortcurling is played like traditional curling, but without the sliding, sweeping and occasional take outs. Basically you throw a stone from the 'hog-line' to the nearest 'house'. Every team (2 to 4 players) gets 4 stones. A game consists of 3 ends of approx. 3 minutes.

We just made limited marketing effort as we thought of it as a try out, but the response was just overwhelming: We had more than 50 teams responding! Due to logistical reasons we had to limit the number to 32 teams entering the competition .

We had one major sponsor, Palm Breweries, and media coverage in 2 major Belgian papers ('Gazet van Antwerpen' and 'Het Nieuwsblad').

Overall the event was a success! We repeated this shortcurling competition in November 2015 and again it was a huge success.

3.4.3. Who will you target?

As Belgium is still a green field for curling, we try to target every person that is interested in curling. Our prime focus will be in attracting young players who are motivated to join the club. We would like to start with at least 3 teams of young players.

Secondly, we plan to target enterprises, local organisations and other sport clubs and this with the support of package deal sellers and local government organisations, like for example 'Bloso'.

Additionally, we have to mention that Belgium is an international community and the centre of the European Union. On a total of 11 Million inhabitants, we have +150.000 French, +40.000 Germans, +25.000 Britons, +14.000 Scandinavians, +13.000 Russians, +12.000 Americans, +3.000 Canadians and +2.000 Swiss. We plan to get in contact make these communities aware that we offer curling.

3.5. Marketing Strategy

We want as many people as possible to get involved in curling. Curling Club Mechelen has already build up a good name in Flanders and has a great 'word of mouth' that attracts a lot of people.

- Currently we can offer, in Mechelen, 8 sheets per week. That is, 2 times per week, we have 4 sheets on skating ice.
- 5 times per year we have additional hours for business or special events.

The demand is at least double the current availabilities. Meaning that without additional marketing efforts – and based on the fact that we would limit ourselves to three sheets – we can already fill in at least on average 20 sheets (of two hours) per week.

Our Membership approach:

- Curling Club Mechelen membership fees:
    - Club training membership (2 x 2 hours/week) = €250/year
    - Full time membership = €500/year
    - Youth Club training membership (2 X 2 hours/week)= €120/year
    - Youth Full time membership= €300/year
- External clubs/teams can rent a sheet at €90 for 2 hours. We give better price of €60 for 2 hours for teams who are connected to the BCA (Belgian Curling Association).

Initiations by the club

Since last year we have two types of initiations:

- 1 day (2 hours) try-out. Priced at about €250/sheet + trainer.
- 3 day extensive course where we teach the basics. Priced at €50/person.

Whereas the 1 day try-out mainly attracts people who just want to have a "one time experience", we see that the 3 day course leads to a conversion of 20% to membership. It's still early in the process to know if this conversion rate will continue in the following years.

We mainly get the feedback from nearly all 3-day participants, that they would love to stay. But the fact that we only have a timeslot available on Monday at 9pm, is a big barrier.

Additionally we want to develop following clinics:

- Curlingclinics 20-40-60 persons: For groups larger than 20 persons we would offer a divers area of programmes. E.g. alternating with other sports in nearby sports hall or a drink (beer degustation by Palm Breweries) in the curlingbar.
- Clinic Arrangements: Combining curling with other leisure activities in and around Mechelen/Zemst.
- Curling for Schools: Clinics for students or all ages.
- Birthday parties for kids: Celebrate your birthday in the only curling hall of Belgium with a cool kids curling party!
- Special Sunday Clinic (individual or in duo): Monthly clinic where people can participate individually or in duo. (Seems a big success in the Netherlands).
- Curling Surprise Ticket: Donate a unique curling experience to friends, family or colleagues.
- Business teambuilding: You play against and with people of your team or company. The goal is to learn to work together, but also learn to know each other in a competitive sphere.

Special events:

- **Shortculing tournament** (See 3.4.2 Describe how you intend to grow the sport further.
- **Speed dating** formalized matchmaking process or dating system whose purpose is to encourage people to meet a large number of new people, by playing curling.

    - **B2B** Get to know your potential business partners!
    - **Singles** The traditional form of singles meeting each other around a game of (short)curl.
- **Christmas curling** Every year, around Christmas, we have an open 'get to know us' day. Every can play for free, we have a gin-bar on the ice and fun is the key word! Over the last few years we've build up a crowd of returning players who enjoy an evening on the ice with friends. Last year we had 150 visitors.
- **Carnival Curling:** Everybody is dressed up in a specific team and we play a fun game of curling!

Tournaments

- **Belgian Competition**: last two years 13 teams competed in the Belgian Championship at 270 euro/team.
- **Elewijt Championship**: 300 euro/team for the WE.
- **Belgian Team Championship**: 250 euro/team for the competition
- **Mixed Double Champions Tour**: 300 euro/team for the WE
- **Opening Championship**: 250 euro/team for the WE.

Crowdfunding

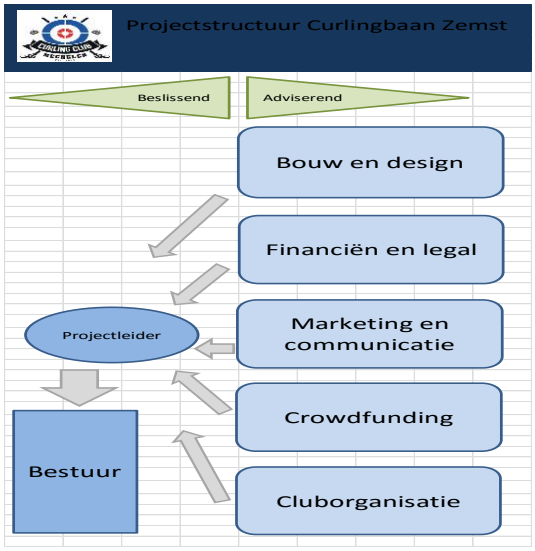
We started off an online crowdfunding project. Obviously, this is a way to source an additional budget for pre-financing the necessary equipment. But more important, this is a great marketing tool to get attention on the fact that we launch the first Belgium curling facility.

The crowdfunding project succeeded in its goal and collected more than 30.000 euro and more than 225 gifts. It was started with the help of Hello Bank and Ulule and was followed by people all over the globe. We had funders from Canada to Europe to Russia. We were encouraged by the World Curling Federation with an article during the European Competitions in Esbjerg, Denmark in November 2015.

3.6. Operational Plan

3.6.1. Describe your management team

For the overview of our current management team and the planned operational management we direct to '3.2.6 Management Structure'. This gives an overview of the current management and the potential members that are put forward to become full time employees.



With the board we have designed a project structure for the building of the rink, in which the board members are all involved. Lot's of volunteers are engaged in the different subgroups for advise .

3.6.2. Describe your day to day operational plan

For our 10 year plan, we present a 3 case scenario (Base, Best and Worst case). All three scenarios are built for a three sheet curling facility, run over 35 weeks per year. Based on our assumptions we made in 3.5 Marketing Strategy, we have the following quantitative figures:

base case costs

Personnel	Cost		Year 1	Year2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Fixed cost (FTE)												
# hours	€ 65 000	year	0,5	0,75	1	1,5	1,5	1,5	1,75	1,75	1,75	2
cost		yearly index (2%)	€ 32 500	€ 49 725	€ 67 626	€ 103 468	€ 105 537	€ 107 648	€ 128 101	€ 130 663	€ 133 276	€ 155 361
Volunteers												
# hours	€ 30	day	160	180	200	200	200	200	240	240	240	240
cost		yearly index (0%)	€ 4 800	€ 5 400	€ 6 000	€ 6 000	€ 6 000	€ 6 000	€ 7 200	€ 7 200	€ 7 200	€ 7 200

worst case costs

Personnel	Cost		Year 1	Year2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Fixed cost (FTE)												
# hours	€ 65 000	year	0,5	0,5	0,75	0,75	1	1	1	1,25	1,25	1,25
cost		yearly index (2%)	€ 32 500	€ 33 150	€ 50 720	€ 51 734	€ 70 358	€ 71 765	€ 73 200	€ 93 330	€ 95 197	€ 97 101
Volunteers												
# hours	€ 30	day	160	180	160	160	180	180	180	200	200	200
cost		yearly index (0%)	€ 4 800	€ 5 400	€ 4 800	€ 4 800	€ 5 400	€ 5 400	€ 5 400	€ 6 000	€ 6 000	€ 6 000

best case costs

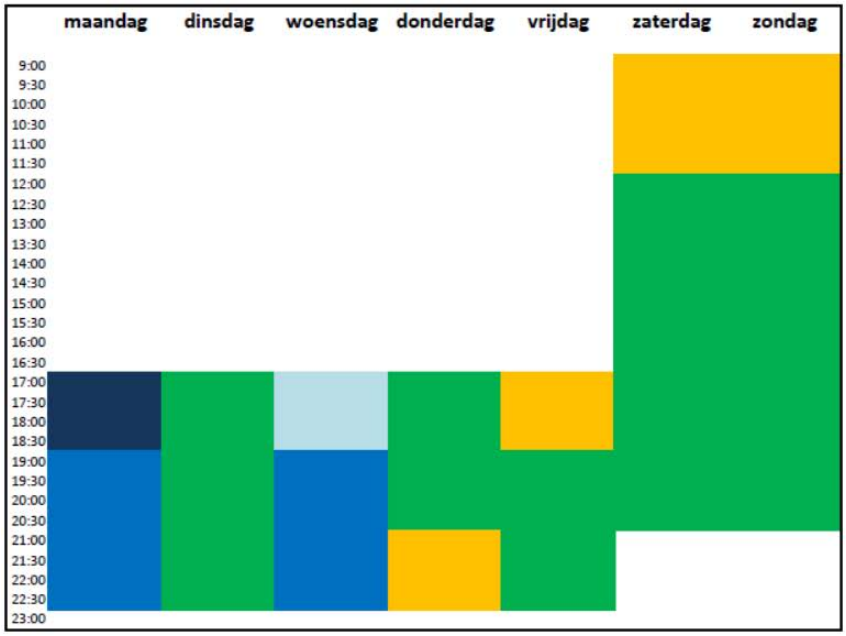
Personnel	Cost		Year 1	Year2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Fixed cost (FTE)												
# hours	€ 65 000	year	0,5	0,75	1	1,25	1,5	1,75	2	2,25	2,5	2,75
cost		yearly index (2%)	€ 32 500	€ 49 725	€ 67 626	€ 86 223	€ 105 537	€ 125 589	€ 146 401	€ 167 995	€ 167 995	€ 167 995
Volunteers												
# hours	€ 30	day	160	200	240	240	240	260	280	280	280	300
cost		yearly index (0%)	€ 4 800	€ 6 000	€ 7 200	€ 7 200	€ 7 200	€ 7 800	€ 8 400	€ 8 400	€ 8 400	€ 8 400

Planned opening hours for year 1: (and will revise based on growth)

- Fixed:
  - Weekdays between 5 pm and 11pm
  - Weekends between 9 am and 9pm
- Variable hours on request
- There are hours for clubmembers, full members, clinics and initiations (scheme under)

Ice maintenance: 1 hour before every operational day

In the beginning we plan to work with a ½ FTE employee for maintenance of the ice, giving clinics, organizing dates of initiations and day to day opening of the accommodation. In addition, like it is now, we plan to work with volunteers for opening the bar and giving clinics to groups and business relations.



lichtblauw:	jeugdtraining 12-17 jaar
donkerblauw:	jeugtraining 17-21 jaar
blauw:	club training (enkel voor leden)
groen:	vrije momenten: initiaties + reservatie door andere clubs en eigen leden (max 1 week vooraf)
oranje:	uren voorbehouden full time members

3.7. Financial Plan

3.7.1. Provide a copy of your annual budget/balance sheet

Out				In			
renting ice for training	5 247,00			small groups during training	760,00		
renting ice for initiations	2 226,00			initiations out of training	8 600,00		
renting ice Zoetermeer	429,00			membership fee	4 370,00		
costs volunteers/teachers	1 260,00						
insurrances members	330,00						
administration	20,22						
material	324,35			subsidies city Mechelen	500,00		
others	725,90			Other	343,79		
membership BCA	600,00			renting material to others	900,00		
Belgian Championships	1200,00						
Total	**12 362,47**				**15 473,79**		
Result for 2013-2014	3 111,32						
Profit brought forward 2012-2103	11 419,00						
Total	**14 530,32**						

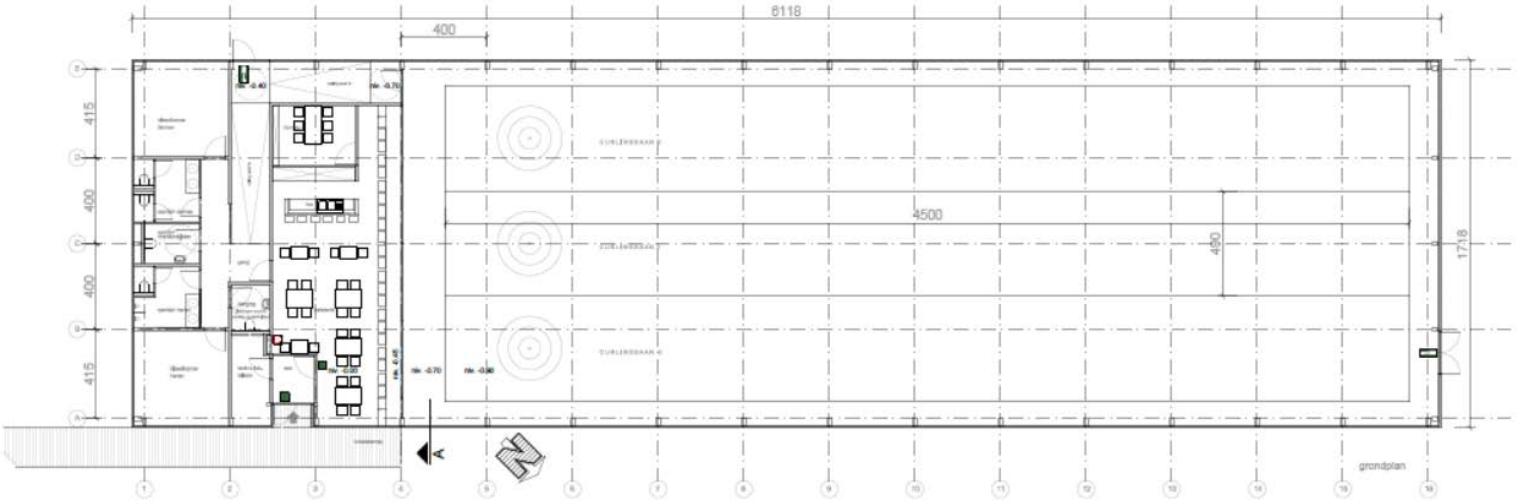
3.7.2. Provide the cost and incomes of the building.

We have already a good idea of suppliers in the different stages of building the curling rink. We already mentioned that we have ground offered by the city of Zemst. We have bids for construction, architect, chiller, piping, dehumidification, lightening, concrete and windows. Where we are already in a definite engagement with a company, we mentioned it in our overview. The other costs are not already assigned.

In our budget plan, we have different kinds of income foreseen. First of all, we have an agreement with the province of Vlaams-Brabant in a subsidy of €100.000 for the accommodation.. We have our own budget of € 48.000 combined profit brought forward and crowdfunding. We will take three kinds of loans. The first one will be from the WCF (World Curling Federation) who give $50.000 per sheet in a loan. This is approximately €45.000/sheet. For a three sheet this means €135.000. The loan has to be paid back in 7 years, beginning from the end of year 3, without interest. The second loan is also from the WCF for the ice equipment (chiller and piping) of €130.000, also without interest and payed back within 10 years. The third loan is from the bank on an estimated interest of 3,356 (maximum height taking into account the budget plan), which will be paid back in 15 years.

Building cost and budgets

Building cost			Budget		
Frisomat	building	€ 150 000	Province Vlaams-Brabant	€ 100 000	achieved
Architect	drawings	€ 7 500	Crowdfunding	€ 30 000	achieved
Sabcobel	chiller	€ 65 000	account	€ 18 000	achieved
Ice World	piping	€ 65 000	loan WCF 3 sheets	€ 135 000	repay 7y without interest
Munters	dehumidification	€ 18 000	loan WCF chiller ice plant	€ 130 000	repay 10y without interest
Safetycoordination		€ 7 000	Loan Bank	€ 200 000	repay 15y, interest 3,356
	surface	€ 60 000			
	concrete	€ 4 000			
Lemmens	lightning	€ 20 000			
Lemmens	Sanitary	€ 10 000			
Lemmens	walls and electricity	€ 50 000			
	window	€ 20 000			
	sun palets	€ 15 000			
Total		€ 491 500			
	Taxes 21%	€ 103 215			
Total taxes included		€ 594 715	**Total**	€ 613 000	



3.7.3. Provide a copy of your projected ten year budget

For our 10 year plan, we present a 3 case scenario (Base, Best and Worst case). All three scenarios are built for a three sheet curling facility, run over 35 weeks per year. Based on our assumptions we made in 3.5 Marketing Strategy, we have the following quantitative figures for year 1:

Year one model inputs			**Total**	**€**	**105 250**
CCM Membership fees	Pricing	# of members	Total	€	12 500
Club member	€ 250	30	€ 7 500		
Full member	€ 500	10	€ 5 000		
Youth club member	€ 120	0	€ -		
Youth full member	€ 300	0	€ -		
Rent to non CCM-member teams	pricing	# of visits	Total	€	14 400
non BCA-member teams	€ 90	40	€ 3 600		
BCA-member teams	€ 60	180	€ 10 800		
Initiations and teambuildings	pricing	# of visitis	Total	€	53 000
groups	€ 250	160	€ 40 000		
individuel lessons	€ 50	20	€ 1 000		
business arrangements	€ 1 200	10	€ 12 000		
Tournaments	pricing	# of teams	Total	€	14 350
Belgian Championship	€ 300	15	€ 4 500		
Short curl championship	€ 15	30	€ 450		
Opening Cup Zemst	€ 300	12	€ 3 600		
Interclub	€ 100	4	€ 400		
Mixed doubles champions	€ 300	6	€ 1 800		
Winter Cup Zemst	€ 300	12	€ 3 600		
Bar income	pricing	# of consumptions	Total	€	5 000
drinks and snacks	€ 2	2500	€ 5 000		
Rent accomodation during summer	pricing	# of occasions	Total	€	1 000
events	€ 100	10	€ 1 000		
Sponsoring			Total	€	5 000
			€ 5 000		

Explanation:

- We feel confident about these figures as they compare with the current demand for curling in Belgium.
- The number of membership fees are based on a known demand for a good curling facility in Belgium. The number of members is set on 40, at the end of 2015 we had 27 members in our club. As this will be the first dedicated curling ice in Belgium, we expect lots of extra membership questions the first year, steadily growing the years after.
- There will be a lot of rents of ice of other curling teams and clubs as they will find good curling ice in our arena. We make a difference if a team is a BCA member or not in defining our price, since the BCA is also supporting the ice rink.
- The number of initiations is based on a current demand. We get 3 to 4 questions for initiations for groups and business teambuildings every week. At this moment there is no possibility to answer the demand because there is not available ice. We count 250 euro/sheet: this is for 8 persons. During day times we count 400 euro/sheet (business teambuildings. We have taken into account 160 group lessons and 10 business teambuildings. This means approximately 5-6 intiations/week.
- We mention the '# Hours' that we need someone present in the facility. This helps in the calculation of the people needed to operate the facility and give initiations, clinics,….
    - We assume that, when Curling Club Mechelen members with full time access play, we don't always need someone additional at the premises.
    - On the other hand, we calculate additional hours for initiations, clinics,… as we have to serve different groups at once.
- National championships are on Belgium Curling Association budget.
- We will rent the accommodation during summer times when there is no ice, to other organisations. We target other 'slow' sports or quiz evenings.

BASE CASE SCENARIO

We only elaborate the base case scenario in full detail and give a short synopsis of the worst and best case.

base case costs

Personnel	Cost		Year 1	Year2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Fixed cost (FTE)												
# hours	€ 65 000	year	0,5	0,75	1	1,5	1,5	1,5	1,75	1,75	1,75	2
cost		yearly index (2%)	€ 32 500	€ 49 725	€ 67 626	€ 103 468	€ 105 537	€ 107 648	€ 128 101	€ 130 663	€ 133 276	€ 155 361
Volunteers												
# hours	€ 30	day	160	180	200	200	200	200	240	240	240	240
cost		yearly index (0%)	€ 4 800	€ 5 400	€ 6 000	€ 6 000	€ 6 000	€ 6 000	€ 7 200	€ 7 200	€ 7 200	€ 7 200

Base case Year-by-Year Profit and Loss Assumptions										
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
base case growth				25%	20%	10%	10%	10%	10%	10%	10%
Base case result	€ 28 000	€ 29 907	€ 39 052	€ 54 758	€ 33 221	€ 23 789	€ 27 838	€ 27 383	€ 38 231	€ 62 217	€ 86 943
Profit brought forward	€ 18 000	€ 28 000	€ 29 907	€ 39 052	€ 54 758	€ 33 221	€ 23 789	€ 27 838	€ 27 383	€ 38 231	€ 62 217
Result over bookyear	€ 10 000	€ 1 907	€ 9 145	€ 15 706	€ -21 537	€ -9 432	€ 4 049	€ -455	€ 10 848	€ 23 986	€ 24 726
Detailed overview											
Total incom	€ 30 000	€ 105 250	€ 130 313	€ 155 375	€ 168 260	€ 182 434	€ 198 026	€ 215 175	€ 234 040	€ 254 791	€ 277 616
Income during season	€ 30 000	€ 104 250	€ 129 063	€ 153 875	€ 166 610	€ 180 619	€ 196 029	€ 212 979	€ 231 624	€ 252 134	€ 274 693
CCM Membership fees		€ 12 500	€ 15 625	€ 18 750	€ 20 625	€ 22 688	€ 24 956	€ 27 452	€ 30 197	€ 33 217	€ 36 538
Rent tot non CCM-members		€ 14 400	€ 18 000	€ 21 600	€ 23 760	€ 26 136	€ 28 750	€ 31 625	€ 34 787	€ 38 266	€ 42 092
Initiations		€ 53 000	€ 66 250	€ 79 500	€ 87 450	€ 96 195	€ 105 815	€ 116 396	€ 128 036	€ 140 839	€ 154 923
Tournaments		€ 14 350	€ 17 938	€ 21 525	€ 21 525	€ 21 525	€ 21 525	€ 21 525	€ 21 525	€ 21 525	€ 21 525
Bar income		€ 5 000	€ 6 250	€ 7 500	€ 8 250	€ 9 075	€ 9 983	€ 10 981	€ 12 079	€ 13 287	€ 14 615
Sponsoring, crowdfunding	30000	€ 5 000	€ 5 000	€ 5 000	€ 5 000	€ 5 000	€ 5 000	€ 5 000	€ 5 000	€ 5 000	€ 5 000
Income out-of-season	€ -	€ 1 000	€ 1 250	€ 1 500	€ 1 650	€ 1 815	€ 1 997	€ 2 196	€ 2 416	€ 2 657	€ 2 923
Renting out		€ 1 000	€ 1 250	€ 1 500	€ 1 650	€ 1 815	€ 1 997	€ 2 196	€ 2 416	€ 2 657	€ 2 923
Total expenditure	€ 20 000	€ 103 343	€ 121 168	€ 139 669	€ 189 797	€ 191 866	€ 193 977	€ 215 630	€ 223 192	€ 230 805	€ 252 890
Expenses	€ 20 000	€ 98 343	€ 116 168	€ 134 669	€ 189 797	€ 191 866	€ 193 977	€ 215 630	€ 218 192	€ 220 805	€ 242 890
Full-time employees		€ 32 500	€ 49 725	€ 67 626	€ 103 468	€ 105 537	€ 107 648	€ 128 101	€ 130 663	€ 133 276	€ 155 361
Volunteers		€ 4 800	€ 5 400	€ 6 000	€ 6 000	€ 6 000	€ 6 000	€ 7 200	€ 7 200	€ 7 200	€ 7 200
Equipment	€ 20 000	€ 1 000	€ 1 000	€ 1 000	€ 1 000	€ 1 000	€ 1 000	€ 1 000	€ 1 000	€ 1 000	€ 1 000
Loan Bank		€ 17 043	€ 17 043	€ 17 043	€ 17 043	€ 17 043	€ 17 043	€ 17 043	€ 17 043	€ 17 043	€ 17 043
Loan WCF 3 sheets		€ -	€ -	€ -	€ 19 286	€ 19 286	€ 19 286	€ 19 286	€ 19 286	€ 19 286	€ 19 286
loan WCF chiller ice		€ 13 000	€ 13 000	€ 13 000	€ 13 000	€ 13 000	€ 13 000	€ 13 000	€ 13 000	€ 13 000	€ 13 000
Energy		€ 20 000	€ 20 000	€ 20 000	€ 20 000	€ 20 000	€ 20 000	€ 20 000	€ 20 000	€ 20 000	€ 20 000
Other: daily running cost		€ 10 000	€ 10 000	€ 10 000	€ 10 000	€ 10 000	€ 10 000	€ 10 000	€ 10 000	€ 10 000	€ 10 000
Provision		€ 5 000	€ 5 000	€ 5 000	€ -	€ -	€ -	€ -	€ 5 000	€ 10 000	€ 10 000
Replacement investment provis		€ 5 000	€ 5 000	€ 5 000	€ -	€ -	€ -	€ -	€ 5 000	€ 10 000	€ 10 000

Explanation:

- Year 0 is the profit-brought-forward of this season, pre-finance via crowdfunding and the costs we have to make before we start the first season.
    - Equipment:
        - We have already stones, brooms, sliders,…
        - We need to invest in an Ice Master machine to maintain the ice. Based on the input of Curlingbaan Zoetermeer in the Netherlands, the cost would be 17.000 euro. We have to pay this upfront, before we start.
            - 12.000 euro for Ice Master machine incl. one knife
            - 2.000 euro for an additional knife
            - 3.000 euro shipping cost
        - We foresee an additional budget of 3.000 euro for other small material that may be needed.
    - Additionally we had a succesfull crowdfunding project on http://www.ulule.com to pre-finance curling initiations and bar equipment that help us out on the budget. We succeeded in bringing together €30.000.
- We have budgeted sponsoring quite low. As we see this as an exceptional income of which we don't want to depend upon to be profitable. The same idea about the income of the bar.
- Energy cost is based on the current cost of Ice Skating Club Mechelen. We have of course taken in account that the premises is smaller and more energy-efficient.
- We foresee a provision, surely during years where there is enough profit to do so. The provision tackles unforeseen costs and normal costs due to damage (chiller replacement or reparations, …). So we can build up a budget to be able to repair damage, when necessary.
- The loans of the WCF are interest-free. They have to be paid back within 10 years, the loan for the sheets only beginning at the end of year 3. This give us a period of building up a good club organisation with profits of members and clinics. After 10 years, this cost will end which give us a good financial perspective, which is good because there will come a time of big costs because of the age of materials like chiller an piping.
- The loan of the bank will be paid back within 15 years. Included is an interest at a maximum level. After 10 years and with the ending of the loans of the WCF, the cost of the bank loan will even be more easy to fulfil.

WORST CASE SCENARIO

Worst case Year-by-Year Profit and Loss Assumptions											
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
worst case growth			15%	10%	5%	5%	5%	5%	5%	5%	5%
Worst case result	**€ 28 000**	**€ 29 907**	**€ 45 602**	**€ 55 856**	**€ 57 149**	**€ 45 876**	**€ 40 187**	**€ 40 405**	**€ 27 598**	**€ 21 017**	**€ 21 031**
Profit brought forward	€ 18 000	€ 28 000	€ 29 907	€ 45 602	€ 55 856	€ 57 149	€ 45 876	€ 40 187	€ 40 405	€ 27 598	€ 21 017
Result over bookyear	€ 10 000	€ 1 907	€ 15 695	€ 10 254	€ 1 293	€ -11 273	€ -5 689	€ 218	€ -12 807	€ -6 581	€ 14

Explanation:

- We foresee less clinics and less members in a smaller growth path during years.
- Accordingly, we will lower down the growth of the club with less employees and less volunteers.
- In this time pad, we foresee a lower provision, due to the cost necessary. At the end of year 10, there will be more financial possibilities because of the ending of the WCF loans.

BEST CASE SCENARIO

Best case Year-by-Year Profit and Loss Assumptions											
	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
best case growth			25%	25%	20%	15%	10%	10%	10%	0%	0%
Best case result	**€ 28 000**	**€ 29 907**	**€ 38 452**	**€ 54 225**	**€ 63 442**	**€ 81 539**	**€ 100 600**	**€ 117 028**	**€ 138 018**	**€ 154 008**	**€ 169 998**
Profit brought forward	€ 18 000	€ 28 000	€ 29 907	€ 38 452	€ 54 225	€ 63 442	€ 81 539	€ 100 600	€ 117 028	€ 138 018	€ 154 008
Result over bookyear	€ 10 000	€ 1 907	€ 8 545	€ 15 773	€ 9 217	€ 18 097	€ 19 061	€ 16 428	€ 20 990	€ 15 990	€ 15 990

Explanation:

- We foresee more clinics and more membership growth during years.
- At the end of year 8 we think in this time pad, we will have a full capacity of the curling rink. With a tree sheeter, we have limited access of members and clinics and growth will no longer be possible. Of cours, with a growth like this and a financial budget with good results over years, we could easily think of building more ice sheets to answer a growing demand.

4. Conclusion

In the last few years, curling has developed to a sport that is attracting a wider public. By offering initiation courses for groups and business corporations, Curling Club Mechelen has already a good insight in the growth-potential for Belgium. Due to this we are certain that the methods, strategies and financial plans in this business plan are based on realistic assumptions and reachable goals.

We hope this application describes the Belgian hunger to make it a success story. Curling Club Mechelen, with the support of the Belgium Curling Association, provides a good base for implementation and building the curling rink. We have the right people in place, a good overview on what curling is about. And even more important, we stress our motivation in working together with the World Curling Federation, the Belgian Curling Association, the other Belgian Curling Clubs of Turnhout and Gent and the members of Curling Club Mechelen who are highly motivated for good curling ice.

5. Appendix

5.1. Letter of the village of Zemst

Gemeente Zemst
Provincie Vlaams-Brabant

dienst: Sport

Vzw Curling Club Mechelen
Pieter Meijlaers
Graaf de Bailletstraat 3
1980 Zemst

uw kenmerk	ons kenmerk	Zemst	contactpersoon
	SPO/MVR/14-40	25 NOV. 2014	Marcus Van Roosbroeck ☎ 015 61 88 95

Geachte,

Het college van burgemeester en schepenen heeft op 24 november 2014 kennis genomen van uw vraag om in de gemeente Zemst een curlinghal te bouwen.

Het college is principieel bereid om grond ter beschikking te stellen.

Er zijn momenteel enkele opties in de gemeente beschikbaar. De exacte plaatsing en de voorwaarden zullen met de vereniging besproken worden vanaf het ogenblik dat het project door de federatie aan de vereniging wordt toegewezen.

Hopend hiermee aan uw vraag te hebben voldaan,

Met sportieve groet,

Namens het college

i.o. gemeentesecretaris
Jocelyn Bruggeman

Gemeentebestuur Zemst PROV. Vlaams-Brabant

burgemeester
Bart Coopman

Alle briefwisseling dient gericht te worden aan het college van burgemeester en schepenen, De Griet 1 te 1980 Zemst
Secretariaat ☎ 015 62 71 71 - Fax 015 62 71 77 IBAN: BE33 0910 0020 5446 – BIC: GKCCBEBB
website:www.zemst.be e-mail:gemeente@zemst.be

5.2. Letter of the province of Vlaams-Brabant

GEDEPUTEERDE | MARC FLORQUIN

Tom Kolenberg
016 26 70 31
tom.kolenberg@vlaamsbrabant.be

Uw kenmerk:
Ons kenmerk:
Dossierkenmerk:

13 oktober 2015

PROVINCIE VLAAMS-BRABANT - PROVINCIEPLEIN 1 - 3010 LEUVEN

CURLING CLUB MECHELEN
LINDENSTRAAT 145
1800 VILVOORDE

VLAAMS-
BRABANT

Beste sportliefhebber,

We dromen allemaal van Belgische Olympische medailles. Waarom dan niet investeren in curling? Voor curling bestaat er in ons land helaas geen kwaliteitsvolle accommodatie. Onze clubs spelen nu op gewone schaatsbanen en beschikken over erg weinig trainingsuren. Hierdoor kan hun werking niet verder groeien en kunnen de spelers moeilijk een hoger niveau bereiken.

Daarom wil Curling Club Mechelen in Zemst een accommodatie met kwalitatief curlingijs realiseren. Zemst wordt zo het zenuwcentrum van de curlingsport in België. De trainingen van de nationale teams zullen er plaatsvinden, net als het Belgisch kampioenschap en internationale tornooien. Men zal er een jeugdwerking uitbouwen en – indien er daarvoor interesse is - ook rolstoelcurling aanbieden.

Maar er is meer. Bij bedrijven, verenigingen en sportclubs bestaat immers vraag naar curling als teambuilding of als een sportief avondje uit. In Zemst zal men hiervoor perfect initiaties kunnen organiseren.

U merkt het: wij zijn erg enthousiast over dit initiatief. Bij de opmaak van het provinciale budget van 2016 (dat nog moet worden goedgekeurd door de provincieraad) schreef de deputatie daarom een subsidie van 100.000 euro in voor dit Curlingcentrum. We hopen dat ook u onze droom deelt en dat binnen enkele jaren een Belgisch curlingteam de pannen van het dak speelt op internationale tornooien.

Vriendelijke groeten,

Marc Florquin
gedeputeerde voor sport
provincie Vlaams-Brabant

In het kader van de vervulling van onze taak van openbaar belang nemen wij uw relevante persoonlijke gegevens op in onze bestanden. U kunt deze inzien en verbeteren conform de Wet Verwerking Persoonsgegevens van 8 december 1992. | Ondernemingsnummer: 0253.973.219

Appendix G – Capital Cost Quotes

ROYAL DORNOCH

Driving Range
Feasibility Report

Prepared by:
Neil Hampton
General Manager
May 2014

Table of Contents

Executive Summary 1

Document Objective 1

Background 1

Facilities 2

Options 4

Costs 4

Benefits 5

Risks & Mitigation 6

Comparison

- Costs 7
- Benefits 7
- Risks 7

Timescales 7

Marketing 7

Recommendations 8

Appendices

- Full list of options 9
- Additional customer service options 11

Executive Summary

The prospect of hitting golf balls but not having to pick them up afterwards is a serious incentive for many people to use a driving range. Therefore a driving range attracts not only the serious, career golfers but the novice player, the new player, the young player, the shy player, the intrigued non golfer. It is a facility that can be used by many differing groups for practice, instruction and simple enjoyment.

A driving range can be a small minimal input business like the Lochans for example or a high tech intensive operation like those found in major cities that have micro chipped balls, automatic feeder systems, golf shops, cafe's, fitness rooms, conference facilities etc. – and everything in between.

Implementing the recommendation in this report will give a 12 bay driving range with modern, flexible ball dispenser and ball collection at a relatively modest capital cost with minimal annual revenue costs that should allow the facility to be in the black by year 5.

By taking this step Royal Dornoch will continue it's commitment to continued reinvestment into its facilities using a small portion of the cash reserves and this will help maintain, and potentially increase, the world rankings by providing extra facilities around the core of the Championship Course

Document Objective

To investigate the costs, benefits and risks of providing of a full driving range facility at Royal Dornoch Golf Club.

Background

As the Championship Course has grown in popularity in the last 30 years the Club has endeavoured in to invest in its facilities to ensure that its members and visitors have the best experience possible at Royal Dornoch.

In recent times these have included the following:

Short game practice area (1998)
Remodelling of Struie Course (1999)
Academy Holes (1999)
Bunker practice area (2006)
Refurbished main lounge (2007)
Gents upgraded locker and shower facilities (2008)
Ladies upgraded locker and shower facilities (2011)
Halfway House (2012)
Greenkeepers Cottage self catering accommodation (2012)
Covered bays on the practice area (2013)
Surfacing of main car park (2013)

When the covered bays were erected it was immediately felt that there was an opportunity to then expand into a full driving range facility that would mirror those available in, for example, Inverness and Elgin thus providing a further enhancement to the Royal Dornoch Experience for both members and visitors.

It has not been possible to measure the level of usage of the new driving bays but anecdotal evidence would suggest that more people have been taking the opportunity to hit balls on the practice ground given the better conditions now available.

Facilities

The following is a resume of what could be provided for, or by, a driving range.

Electricity
Currently there is no power at the current covered bays with the nearest source at the Dornoch Caravan Park. They are at capacity but are considering increasing their supply which could lead to the opportunity for both the Golf Club and the Agricultural Show to have a feed, although there would be a cost involved.

Water
There is a water supply but not a waste water outflow. With the land being so flat and the water table very close to the surface installing one could be difficult and costly.

Covered bays
The existing covered bays cost £35,000 in 2013 and therefore a similar extension would be of a comparable price.

External bays
These would be a concrete base with mats and dividers. It is possible to install these as a precursor to covered bays.

Balls
Currently golfers have to use their own golf balls which entails them retrieving them once they have been hit. This is the biggest criticism of the current set up as other users have to stop hitting until the balls have been collected and puts some golfers off from using the facility. Therefore the supply of golf balls that are collected by the golf club and not the golfer would be a big incentive for golfers to use the facility.

Ball Dispenser
If golf balls are supplied then a dispensing system is required. This could be as simple as a mechanical system which requires little power and could be battery operated or a fully electronically computer controlled system, with several options in between.

Ball Collector
If golf balls are supplied them they will need to be picked up. Collectors are all very similar and can fixed to the front of an existing tractor or buggy.

Ball Washer
If golf balls are supplied they will need to be cleaned before being reused. This could be done by an operative power washing them or by a purpose made mechanical washing machine.

Fencing
The current practice ground is very large and open to use by anyone. The ideal scenario would be to fence the perimeter which would provide a means of keeping the golf balls within the practice ground along with an element of security so the balls do not get stolen. However this is common good land and used by the Agricultural Show and both of these would prove very difficult hurdles to overcome if a fence was proposed.

Floodlights
While we have extensive daylight in the summer time the number of hours of daylight in the winter can be minimal. With the prospect of the Championship Course being closed due to frost or snow members may chose to practice instead of playing the Struie Course. Extending the hours that the driving range was open by installing floodlights may increase revenue, especially from those golfers who are busy through the day. The downside is the cost of installation and running of floodlights as well as employing someone later in the day to collect the golf balls.

Targets
To increase the incentive to use the range a selection of targets could be installed so that golfers can practice different shots of different distances. However as the practice ground is used by the Agricultural Show then anything installed must be able to be removed easily.

Toilets

Providing toilet facilities would enhance the driving range peripheral facilities and encourage people to stay for longer however there are problems with this as the area is so flat. Installation of a septic tank would be a possible solution.

Staffing
Unless an option to do nothing is chosen then there will be staffing requirements. These would range from ball collection and washing once per day to having someone onsite during all the opening hours of the driving range

It could be considered that a small cafe/coffee shop be part of the set up as this would serve not only the range users but the many other users of this area – academy hole players, dog walkers, light aircraft users, model aircraft flyers, cyclists etc.

Payment systems
Choices would be cash, tokens or cards and it may be necessary to have a mixture of all three to satisfy all the potential users groups, many of whom may be non members. The problem with having a cash system is security if the facility is unmanned for periods of time.

Member discount
It would be possible to give benefits to members if a token or card system were used. It could be considered that a driving range membership be put in place for non golf club members who wanted to use the facility on a regular basis.

Golfer transportation
Given the location of the practice ground relative to the clubhouse and the first tees of the courses it may be necessary to consider providing ground transportation for visiting golfers. This has a big impact on capital expenditure as well as staffing costs without any increase in revenue but will provide a greater level of customer satisfaction and profile of the Royal Dornoch Experience.

Opening Hours/Days/Seasons
The USP of a driving range is that it can be used when the golf course is closed so there is an opportunity for the facility to be open all year round. The amount of usage in the winter time will drop as only users who are local members and Highland residents which is compared to a high summer usage from the influx of visiting golfers and away members, much in the same pattern to that of play on the golf courses.

How this translates to the hours opened each day is slightly harder to define and the ideal pattern may only be known through trial and error. However it is possible to think that the range will be open for use at any time, dependant on appropriate levels of security for the equipment, if an unmanned operation is chosen. This then leaves the recycling of the balls as the major concern for continued operation. Should a manned operation be the desired route then this impacts greatly in opening hours and a great deal more investigation and decision making is required from a wider group.

Both of the above are also dependant on whether floodlights are installed as this will change the opening hours, especially in the winter months, but also changes the capital and ongoing costs.

Options

Option 1	Option 2	Option 3

Do Nothing	Install an electronic ball dispenser along with a tractor mounted ball picker and a ball washer. Extend the bays by constructing eight uncovered bays on a concrete base in a way that can be covered in the future if required.	Install an electronic ball dispenser along with a tractor mounted ball picker and a ball washer. Extend the bays by constructing eight covered bays and a facility room including toilets.

Costs

Estimated costs and income over the first three years of the project

	Option 1	Option 2	Option 3
Capital	£0	£30,000	£130,000
Revenue (see below)	£0	£36,000	£45,000
Income (see below)	£0	£71,000	£100,000
Profit/Loss	£0	£5,000	-£75,000

Revenue is difficult to estimate with any certainty as there no similar facilities in a similar location in the Highlands therefore the following is a best guess with a best and worst case scenario.

The ongoing costs will vary depending of what level of service the club wishes to provide in relation to staff input and how busy the facility proves to be.

Any return would be dependent on the size of project undertaken as the potential income doesn't increase at the same rate as the investment.

Constructing more bays or providing a more sophisticated ball dispenser may not attract more golfers to hit balls while the addition of a coffee shop may entice non golfers to use the facility. A basic forecast of golfer usage can be made but without any historical or relevant data to compare with then it is a "best guess" rather than a dependable overview.

Taking the average size of basket sold at a driving range being 50 balls with this costing somewhere between £3 to £4 then the following is suggested as a starting point:

Pessimistic (£3 per basket of 50 balls)
October to March – 10 golfers per day for 5 days per week is £3,900
April to September – 30 golfers per day 5 days per week is £11,700
Total income £15,600 (inc. VAT)

Average (£3.50 per basket of 50 balls)
October to March – 12 golfers per day for 5 days per week is £5,460
April to September – 40 golfers per day 5 days per week is £18,200
Total income £23,660 (inc. VAT)

Optimistic (£4 per basket of 50 balls)
October to March – 15 golfers per day for 5 days per week is £7,800
April to September – 50 golfers per day 5 days per week is £26,000
Total income £33,800 (inc. VAT)

The number of users is an approximation of the diverse user groups that may take advantage of the driving range. These include members (who may receive a discount), non members (full paying users), green fee paying visitors (may get limited free use), lessons by club

professionals (varied groups including juniors, members, non members and club fitting), lessons by visiting professionals.

Annual Operating Costs
Ball collection, cleaning and range tidying 3 hours per day 7 days per week 52 weeks per year.
Staff costs £8.50 x 3 x 7 x 52 = £9,282
Fuel costs £2000
Machinery costs £1000

Annual Repairs and Renewals
New balls (1000 at £4 per dozen) = £300
Two mats per year = £400
Sundries = £300

Benefits

Option 1	Option 2	Option 3
No financial risks	Enhanced facilities Greater appeal to users Attract high level local use Appeal to visitors who have their own transportation Additional source of revenue following return on investment Support of junior development Enhanced reputation for Royal Dornoch	Greatest enhancement to facilities Greatest appeal to users Attract high level local use Appeal to visitors who have their own transportation Additional source of revenue following return on investment Support of junior development Opportunity to attract the widest possible customer base Enhanced reputation for Royal Dornoch

Enhanced facilities – as a course ranked very highly in the world of golf we must continue to reinvest in our facilities whether that is replacement of existing or provision of new. This project is a mixture of both after the positive reception for the covered bays the logical next step to consider is a full driving range that will allow members and visitors to warm up before play as well as practice their game. The work that we do for our junior golfers with the club's own coaching programme as well as the Clubgolf Camps and Development Centres will grow with the provision of a full driving range facility.

Member benefits – The club members already have a wealth of facilities at their disposal and this would be a natural extension to this, increasing the value of their membership plus being another incentive for non members to join the club.

Wider customer base – Bearing in mind the current Lochans Driving Range, this would be the only facility North of Inverness at this scale and quality and would attract golfers from Sutherland and Ross-shire to travel to Dornoch to practice their golf therefore the potential for significant ongoing revenue is good.

Increased Revenue – Setting aside the initial capital investment, a driving range is low cost to run and maintain so there is a good, and reasonable, expectation of a significant revenue stream.

Grants – It is not anticipated that any sports related grants would be available given the current constitution of the club although general business development grants will be investigated with Highlands & Islands Enterprise.

Risks & Mitigation

Risk	**Mitigation**
Option 1	
Opportunity for expansion and development lost	Identify opportunities to enhance the range and quality of other member and visitor services.
Diminished reputation with visitors	Work harder in other areas to provide the Royal Dornoch Experience to offset reputational damage of not having practice facilities associated with a golf course of Championship standing.
Option 2	
Return on investment is not achieved	Undertake further financial analysis to ensure revenue projections are robust
Appeal to users is not as high as expected	Develop communications plan to promote the new facility to members and local golf clubs
Additional revenue costs exceed income	Develop full operating budget for driving range as a cost centre to test financial projections
Option 3	
Return on investment is not achieved	Undertake further financial analysis to ensure revenue projections are robust and extend the timescale for the ROI
Utility costs place financial burden on club	Scope the capital and revenue costs for the installation and operation of new services and add to the financial feasibility of the project
Appeal to users is not as high as expected	Develop communications plan to promote the new facility to members and local golf clubs
Additional revenue costs exceed income	Develop full operating budget for driving range as a cost centre to test financial projections

The immediate risks for the Club relate to investment of capital and then ongoing operating costs. While the Club is currently in a financially sound position and investments of size can be made without affecting the main operation of the club the future oncosts must be carefully

balanced in line with revenue so that is doesn't become a drain on resources and turn into a white elephant.

The less apparent risks are to the image and reputation of the club both locally and internationally. Locally, the move to build a revenue generating facility might not be viewed well by some considering there is a small driving range close by and it may perpetuate the image that we are trying hard to change of the self centred business that is only out to make itself rich. Internationally the construction of this facility would be well received as this is seen as a necessary facility for a club at the top of the world rankings.

Technical issues could revolve around the planning authority allowing the development to go ahead plus the relationship with the agricultural show and their use of the practice ground. If these are overcome then the electricity and sanitation are the next major hurdles.

Comparison

Cost over initial three year period

Option	Costs	Revenue	Profit/Loss
1	£0	£0	£0
2	£66,000	£71,000	£5,000
3	£175,000	£100,000	-£75,000

Benefits
Option 1 has no financial risk to the club.

Options 2 gives a potential surplus on running the driving range as well as offering an enhanced practice facility for members and visitors.

Options 3 will give the club a high class facility that will appeal to all sectors of the golfing world.

Risks
Option 1 will not follow the club's objective to reinvest in its facilities and may reduce the club's image amongst members and visitors.

Option 2 may not attract as many users as predicted and may then be a drain on the financial resources of the club.

Option 3 is a significant investment in a capital project which requires a large number of users to achieve breakeven.

Timescales

Construction time is dependent on the final option chosen by will range from a few days to around 4 months.

The current covered bays took 3 months to construct

Marketing

This would be nationally and internationally when it first opens but reduced to Sutherland/Ross-shire on an ongoing basis.

Press launch to officially open the facility, possibly with a well known golfer, followed by low cost advertising in relevant, local, publications.

Recommendations

From the my experience of running a driving range I know that after the initial capital investment it can be run at relatively little cost yet still yield a reasonable return.

Looking at the numbers of potential golfers that may use the facility and the size of the coaching groups and visitor golf groups that we have then I propose that 12 bays would be the maximum required. Therefore it is recommended that option 2 is seriously considered as the next step forward in the development of the practice facilities.

This provides a low cost solution to providing a driving range that would be recognised by all golfers as a current level of service available elsewhere. It will have the option to expand in the future by covering the outdoor bays, adding more bays and constructing additional service facilities.

While currently there isn't any electricity this shouldn't be seen as a severe stumbling block as all ball dispensers can be battery powered. Currently the caravan site are currently looking to increase their supply and if this was to happen then the Agricultural Show and the Golf Club would be offered a feed from this, at a cost yet to be determined.

Appendix 1

Option A (Option 1)
Do nothing.

There is no cost to this but benefits are minimal as players would still have to hit and collect their own golf balls.

Option B
Install a small, mechanical ball dispenser along with a tractor mounted ball picker without any extension to the bays.

Capital costs would be in the region of £5000 with ongoing staff costs for ball collection and cleaning.

Option C
Install a small, mechanical ball dispenser along with a tractor mounted ball picker and a ball washer but without any extension to the bays.

Capital costs would be in the region of £15,000 as electricity and water are required in addition to the machinery with ongoing staff costs for ball collection and cleaning.

Option D
Install a small, mechanical ball dispenser along with a tractor mounted ball picker and a ball washer. Extend the bays by constructing four uncovered bays on a concrete base in a way that can be covered in the future if required.

Capital costs would be in the region of £20,000 as electricity and water are required in addition to the machinery with ongoing staff costs for ball collection and cleaning.

Option E
Install a small, mechanical ball dispenser along with a tractor mounted ball picker and a ball washer. Extend the bays by constructing eight uncovered bays on a concrete base in a way that can be covered in the future if required.

Capital costs would be in the region of £25,000 as electricity and water are required in addition to the machinery with ongoing staff costs for ball collection and cleaning.

Option F
Install an electronic ball dispenser along with a tractor mounted ball picker and a ball washer. Extend the bays by constructing four uncovered bays on a concrete base in a way that can be covered in the future if required.

Capital costs would be in the region of £25,000 as electricity and water are required in addition to the machinery with ongoing staff costs for ball collection and cleaning.

Option G (Option 2)
Install an electronic ball dispenser along with a tractor mounted ball picker and a ball washer. Extend the bays by constructing eight uncovered bays on a concrete base in a way that can be covered in the future if required.

Capital costs would be in the region of £30,000 as electricity and water are required in addition to the machinery with ongoing staff costs for ball collection and cleaning.

Option H
Install an electronic ball dispenser along with a tractor mounted ball picker and a ball washer. Extend the bays by constructing four covered bays.

Capital costs would be in the region of £60,000 as electricity and water are required in addition to the machinery with ongoing staff costs for ball collection and cleaning.

Option I
Install an electronic ball dispenser along with a tractor mounted ball picker and a ball washer. Extend the bays by constructing eight covered bays.

Capital costs would be in the region of £95,000 as electricity and water are required in addition to the machinery with ongoing staff costs for ball collection and cleaning.

Option J
Install an electronic ball dispenser along with a tractor mounted ball picker and a ball washer. Extend the bays by constructing four covered bays and a facility room including toilets.

Capital costs would be in the region of £95,000 as electricity and water are required in addition to the machinery with ongoing staff costs for ball collection and cleaning.

Option K (Option 3)
Install an electronic ball dispenser along with a tractor mounted ball picker and a ball washer. Extend the bays by constructing eight covered bays and a facility room including toilets.

Capital costs would be in the region of £130,000 as electricity and water are required in addition to the machinery with ongoing staff costs for ball collection and cleaning.

Appendix 2

Floodlights
Adding them to any of the options would have a capital expenditure of £10,000 with an ongoing revenue cost of £5,000.

Ground Transportation
This would require either a minibus or two 4 seat buggies. Capital costs would be around £15,000 for either option with revenue costs of £10,000 for the minibus or £7,000

Date	22/4/19
Size (sq. Ft.)	14
Length	3
Width	42 m2
Max. Capacity	

CLIENT **Fionn Lodge**

ID Nº

Xtraice, S.L.
Sevilla, Spain

Concept	Quantity	Price	Total	Discount	Sales Price	Final Price
Panel Pro VP Xtraice	63	497,00 €	31.311,00 €	10 %	447,30 €	28.179,90 €
500 Plastic PRO Plugs	1	202,00 €	202,00 €	10 %	181,80 €	181,80 €
Boarding lane	3	3.486,00 €	10.458,00 €	10 %	3.137,40 €	9.412,20 €
Insertion curling house	3	2.288,00 €	6.864,00 €	10 %	2.059,20 €	6.177,60 €
Xtraice Curling Stones PRO	24	197,50 €	4.740,00 €	10 %	177,75 €	4.266,00 €
Foam floor	2	140,00 €	280,00 €	10 %	126,00 €	252,00 €
Shipping	1	2.000,00 €	2.000,00 €	0 %	2.000,00 €	2.000,00 €
Assembly supervision	1	1.000,00 €	1.000,00 €	0 %	1.000,00 €	1.000,00 €

Terms

Payment terms: Wire transfer: 30% down payment - 70% before shipping · Down payment is non-refundable.

Bank details: IBAN: ES96 0049 6726 9022 1617 7004
SWIFT / BIC: BSCHESMMXXX Bank Santander: Puerta de Jerez 1, 41.001 - Seville

Original Price		56.855,00 €
Discount	9,47 %	-5.385,50 €
Final Price		51.469,50 €

Price quote valid for 30 days

Date	22/4/19
Size (sq. Ft.)	14
Length	3
Width	42 m2
Max. Capacity	

CLIENT	**Fionn Lodge**
ID Nº	**Xtraice, S.L.** **Sevilla, Spain**

XTRAICE RINKS

Note: tel. +34634585644
marcus@xtraice.com

BASIC INFORMATION REGARDING DATA PROTECTION: Responsible: Xtraice, S.L. info@xtraice.com. Objetive: Manage, sale and supply our products. Legitimation: Contract or approval by the interested party. Recipients: AAPP, Banks, treatment responsible, Mail. IDT (International Data Transfer). Rights: Access, modification and suppression of data, as well as other rights enclosed in the additional information through the following email: info@xtraice.com Additional Information: You can access the additional and detailed information on Data Protection at: https://www.xtraice.com/store/en/privacy-policy/T: +34 955 110 357 - F: +34 954 711 005 - @: info@xtraice.com - W: xtraice.com - Calle Extremadura 2 (Parque Empresarial Los Llanos) - 41.909 - Salteras (Sevilla) Extraice, S.L. - Inscrita en el R.M. de Sevilla, Tomo 3,797, Folio 41, Hoja SE-54.668, Inscripcción 1a - CIF: B91295212

30/07/2019

Tom McKnight
Ironside Farrar Ltd
111 McDonald Road
Edinburgh
EH7 4NW

Dear Tom,

May I firstly take this opportunity to thank you for your enquiry and interest in our products.

I now have the pleasure of providing you with a full quotation to supply a bespoke steel building designed exactly to your own dimensions and specification.

At Cyclone Steel Buildings we pride ourselves in being highly competitive without any loss of quality or service to our customers. Our business has achieved ISO 9001:2008 quality assurance standards ensuring you that when dealing with us you will receive the highest quality advice, service and products. We are the FIRST cold rolled steel building supplier in the UK to achieve CE accreditation to EN1090 for Design Protocol and Factory Production Control Procedures.

I genuinely hope that this quote meets with your approval, however please contact me should you wish to change or clarify anything. In order for me to process your order I require completed *'Customer Order Confirmation'* and *'Delivery Information'* forms.

Assuring you of my best attention at all times.

Yours Sincerely

Scott Craig

Scott Craig
Operations Director

Job Number:	Date:	Quote Validity:
SEDI190523140437	30/07/2019	30 Days

Customer Name:	Customer Phone:	Customer Mobile:
Tom McKnight	0131 5506500	0

Customer Address:	Delivery Address:
Ironside Farrar Ltd, 111 McDonald Road, Edinburgh, EH7 4NW	IV25 Dornoch

Notes:

Building Specifications:

Framing: Made from cold rolled Cee-section columns and rafters. All Purlins used are Top-hat sections. *(improved strength over zed purlins)*	All framework is hot dipped galvanised steel to BS EN 10346:2009 Fe E390G-Z275. The sections are designed to BS EN 1993-1-3:2006 using a combination of rational analysis and component testing.
Wall Detail: Box Profile Wall Cladding, 120mm composite PIR Plastisol coated steel sheeting.	Colour: Goosewing Grey – RAL No. 10A05 *(Please see website for colour chart)*
Roof Detail: Box Profile Roof Cladding, 120mm composite PIR Plastisol coated steel sheeting. 10 degree pitch.	Colour: Goosewing Grey – RAL No. 10A05 *(Please see website for colour chart)*
Doors: 1x 12 Point Locking Secure Personnel Access Door 1 x Single Fire Door	Windows: N/A
Rain Water: Guttering & Downpipes - Galvanised Steel hot dipped in Plastisol coating. All Base, Eaves & Ridge Fillers Included.	Fixings: All necessary screws *(coloured cap-less finishing screws)*, bolt sets, masonry anchors, screw caps, brackets required to erect this building are supplied.

Building Dimensions:

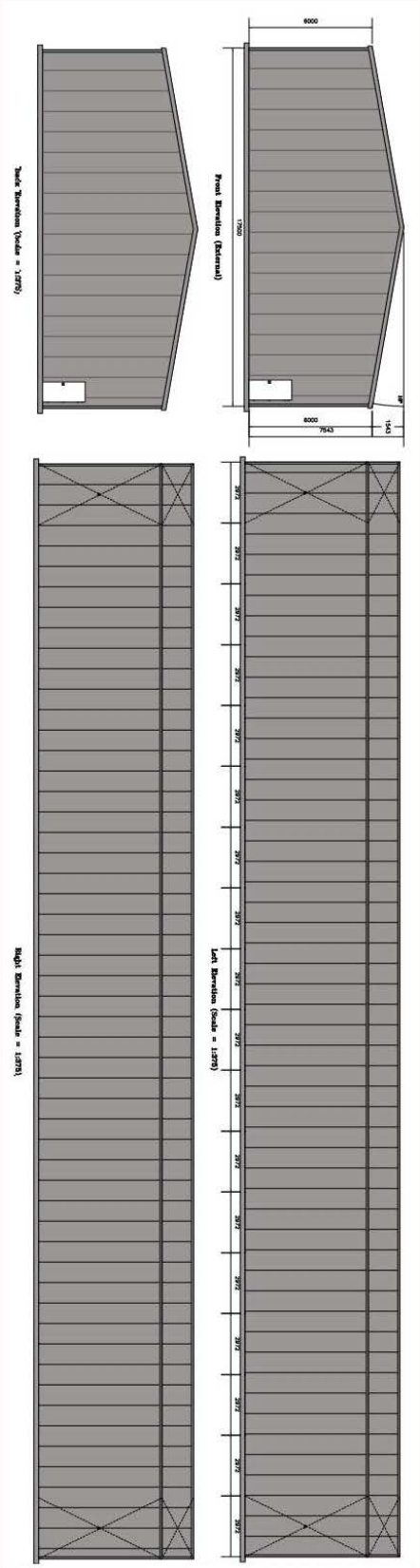
Sizes: 16.7 metres x 55 metres x 6 metres to eaves with a 10 degrees pitch roof.
Style of Building: Curling Building

Erection Cost: £52,590.00 ex VAT	Supply Only: £168,100.00 Exc. VAT. All prices are exclusive of VAT.

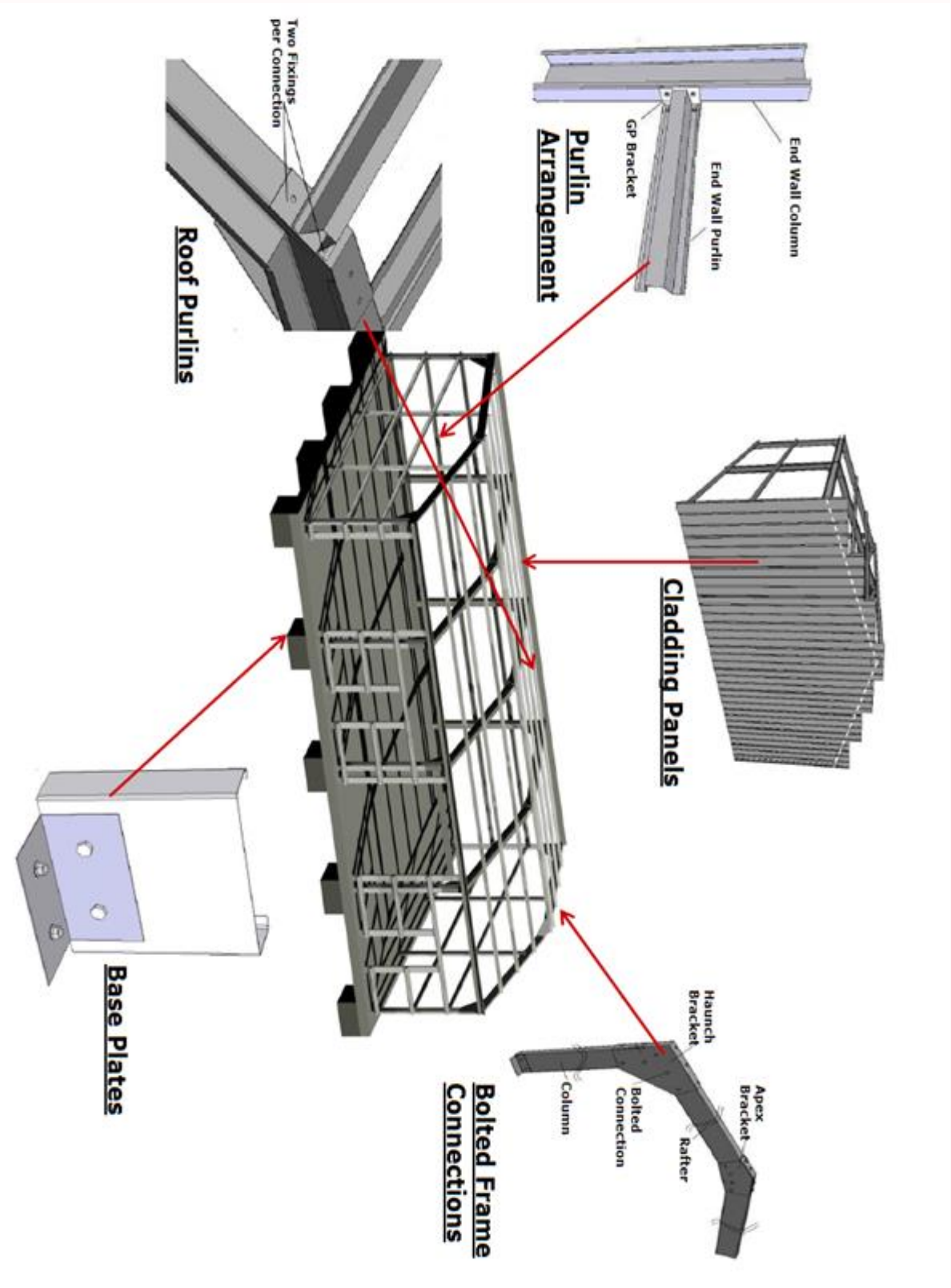
Additional Information:

1) *Quotation includes delivery.*

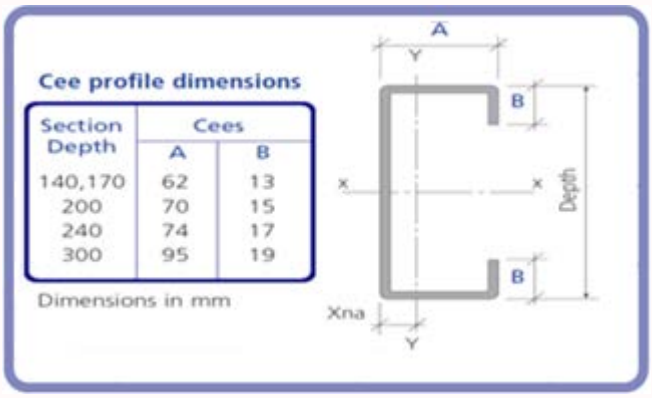
Representational Drawings & Illustrations



Cyclone Steel Buildings – Methodology



Cold Rolled 'CEE' Sections



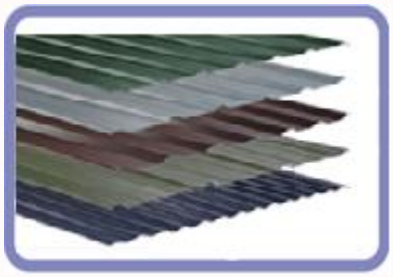
This type of steel is both high tensile and very durable. This means the combination of cold-rolled steel and portal frame method allows relatively small steel sections to span long distances. This reduces the cost of materials and due to the reduction in weight lifting equipment is generally not required, resulting in shorter construction times, reduced erection costs and higher quality

Cold rolled steel purlins' profile can be stacked into very compact loads. This allows a large building to be transported in a relatively compact package, significantly reducing transportation costs. Cold Rolled Steel Sections are pre-cut to sizes with fixing points predetermined by our steel building design, effectively providing your steel building in kit form.

Our buildings are fully galvanized as standard ensuring durability without extra costs. The end result is a superior steel building, engineered to British Standards and designed by state of the art software which allows our customers flexibility to have a building to suit specific requirements.

Single Skin Wall and Roof Panels

The single skin wall systems consist of coated steel sheets rolled to five different profiles and offers rapid coverage and swift completion of a waterproof building envelope to give a high-performance building. Standard external weather-sheets are available in 0.5 and 0.7mm thicknesses. The roof sheets are also available with "Dripstop" anti-condensation membrane on reverse. The system includes a comprehensive range of fixings, sealants, guttering, flashings and rooflights.



Gutters and downpipes are available in a variety of materials in matching or contrasting finishes. All our rooflights are designed to meet your project requirements for light transmission, durability, non-fragility rating, fire resistance and thermal performance.

Profiles have a predicted service life of 40 years and are manufactured in a process certified to ISO 9001:2008.The steel is hot-dip galvanised to BS EN 10346:2009 in a range of 33 different colours. Please see our Colour selector brochure or website for more details.

The box profile single skin sheet is economic sheeting in a robust profile that offers high strength and we can manufacture to very long lengths.

Composite / Insulated Panels

AS35 insulated panels consist of a core of polyisocyanurate (PIR) insulation sandwiched between a heavily profiled external weather sheet and an internal shallow profiled liner. The PIR insulation bonds to the steel sheets during the manufacturing process, together the insulation and steel form strong, rigid panels with good thermal performance.

Table 07: U-values of AS35 panels

Panel thickness	U-value* (W/m^2K)
40	0.50
60	0.35
70	0.30
80	0.26
90	0.23
105	0.20
115	0.18
120	0.17
137	0.15

PIR insulation is used in the AS35 panels because it has a low thermal conductivity: for a given U-value panels with PIR cores will be thinner than those with mineral wool or EPS cores. PIR can withstand higher temperatures than PUR and will limit the spread of flame.

AS35 panels have a cover width of 1m and are available in thicknesses of 40, 60, 80 and 100mm. The standard external weather sheet is 0.5mm thick and the internal liner 0.4mm thick. The steel is hot-dip galvanised to BS EN 10327:2004 then finished with one of a number of high-quality coatings.

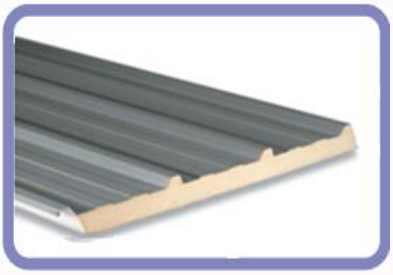


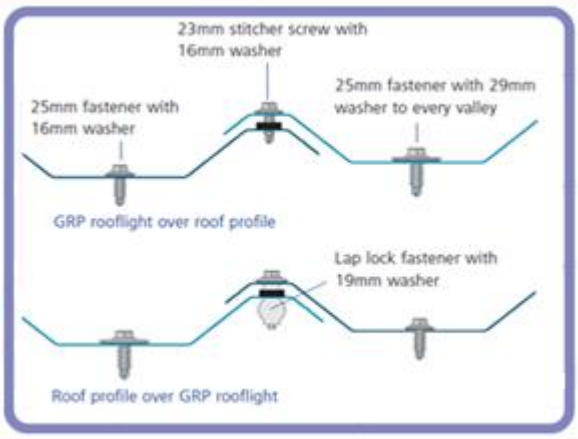
Table 06: Fire resistance results to LPS 1181:2005

LPCB ref. no	Panel	Thickness (mm)	Fire resistance (minutes) integrity (BS 476-22:1987)	Fire resistance (minutes) insulation (BS 476-22:1987)	Grade	Core
635a/04	AS35/1000 Roof panels	40, 60, 70, 80, 90, 105, 115 & 120	N/A	N/A	EXT-B	HCFC-free PIR
635a/04	AS35/1000 Wall panels	40, 60, 70, 80, 90, 105, 115 & 120	N/A	N/A	EXT-B	HCFC-free PIR
635a/05	AS35/1000 Firefighter Wall panels	60, 70, 80, 90, 105, 115, & 120	120	15	EXT-A15	HCFC-free PIR
635a/05	AS35/1000 Firefighter Plus Wall panels	105, 115 & 120	120	30	EXT-A30	HCFC-free PIR

Gutters and downpipes are available in a variety of materials in matching or contrasting finishes. Complete gutter systems and accessories can be manufactured to specification and the AS35 system includes a comprehensive range of matching rooflights, guttering, flashings and sealants.

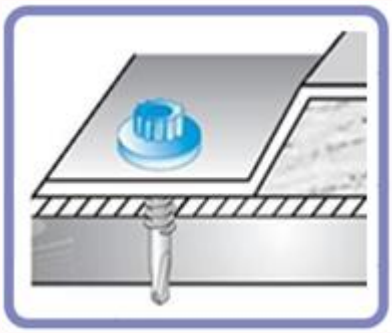
Brackets and Base Fixings

Our frames are fully bolted together: All brackets and base fixings are fully galvanised and predrilled, ready for assembly. This feature makes installation simpler, reduces the potential for human error and is consequently less labour-intensive to install. All framing components are bolted.



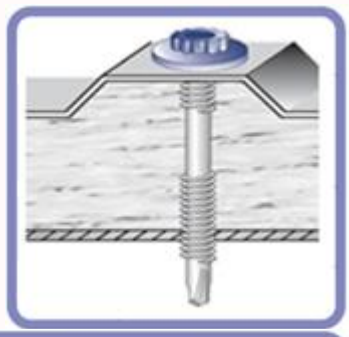
Fixings

Fixings for roof profiles provide restraint against wind uplift forces; those for wall profiles provide restraint and support. Whilst profiles may be fixed through valleys or crowns, we recommend valley fixing: accurate fixing is easier to achieve, loads on the fixings are smaller, the fixings are less likely to distort the profile, and better compression of the sealant is achieved at end laps.



Colortite Screws

The integration of the durable Drillitite SD Stainless steel fasteners with the Colortite nylon moulded head produces a fastener with exceptional resistance to weather and corrosion.



Rooflights

Rooflights can be supplied to meet project requirements for light transmission, durability, non-fragility rating, fire resistance and thermal performance. In an insulated building the rooflights are double or triple skinned and do not compromise security.

PA Doors

Our secure steel doors are designed to integrate perfectly with our steel cladding systems. There are two door types; a fire rated emergency escape steel door and a twelve point locking security steel door, each insulated to BS EN 1634-1:2000:

Roller & Sectional Doors

There are endless options when it comes to our doors but the most popular options are the four listed below;

1) Domestic Roller Doors
2) Light Industrial Roller Doors
3) Industrial Roller Doors (Class 5)
4) Insulated Sectional Doors

All doors above can be electrically or manually operated.

Our Roller Doors are plastisol coated to the colour of your choice extending the life of your roller door.

Roller Doors offer huge benefits over the traditional 'up and over doors'; they minimise the impact on the internal space and reduces wear on guides and moving parts. Please do not hesitate to ask us about our roller door options as these can make the difference between a building being 'fit for purpose' or not.

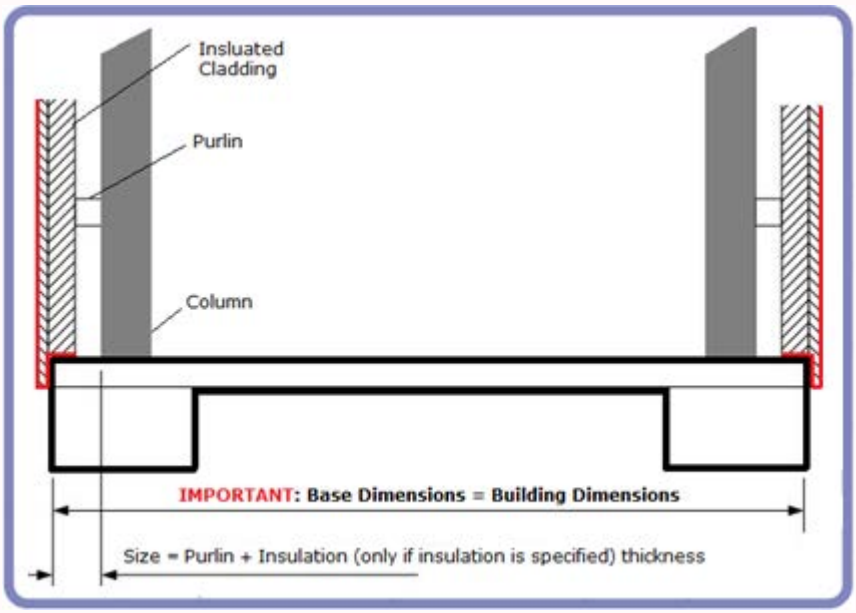
Our Hörmann Sectional Doors can be supplied in two thicknesses, 40mm and 60mm, these offer an insulated option where temperature control is important.

Sectional doors with a 40-mm-thick PU-foamed section are especially robust, offering excellent thermal insulation.

With the 60-mm-thick sectional doors with thermal break, you benefit from a very high thermal insulation. Its excellent insulation value (up to 0.48 W/m²K) is achieved thanks to the thermal break between the exterior and interior of the steel section. This also minimises the formation of condensation water on the inside of the door.

Base/Foundation Information

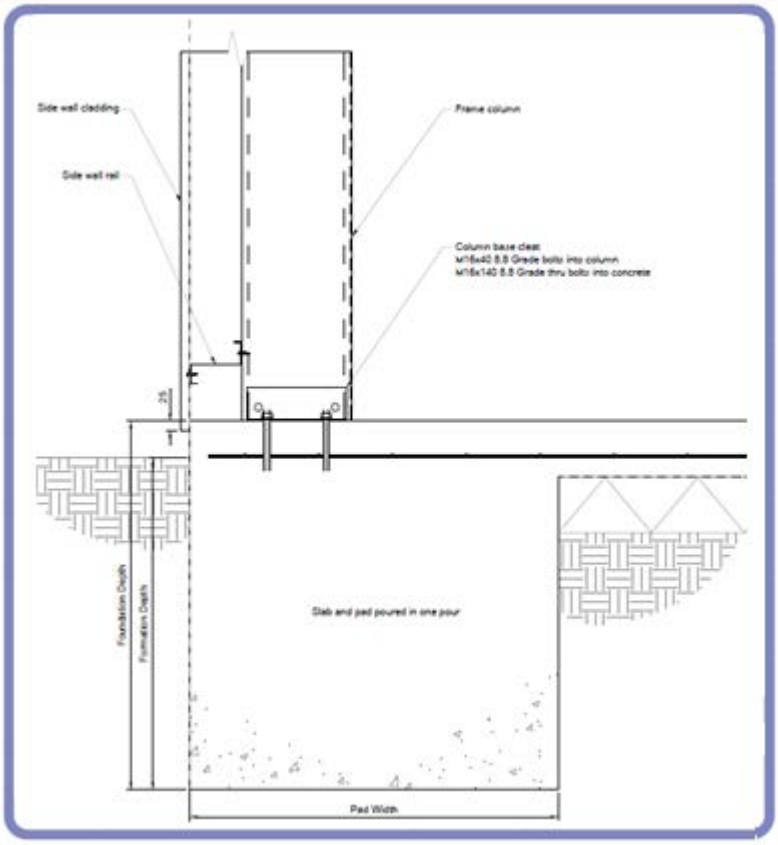
Our buildings should be erected onto a prepared slab to ensure your buildings upward and downward forces are accommodated.



To ensure a water seal we recommend creating a base that is raised off ground level by a minimum of 50mm to allow our cladding to overhang the base and promote water to run away from the structure. Our buildings can be erected on to oversized bases/yards however this does introduce the need for an alternative method of creating a seal around the perimeter of the building, please call us to discuss the options available.

The image to the right shows a single skin arrangement where the whole panel overhangs the base and creates the rain water run-off.

It is essential that a detailed conversation about how your proposed building will be mounted takes place prior to ordering the structure. If the building is not erected onto a pre prepared base we will need to introduce additional materials to promote a weather seal if this is important.



Customer Order Confirmation

I am happy to proceed with the order for the above quoted building, subject to Cyclone Steel Buildings terms & conditions (as enclosed within this quotation).

Job no. SEDI SEDI190523140437

I have made a BACS payment for the deposit of 30% of the **vat inclusive price** = £……..

Signed Print

Date: ……

***The balance will be due 10 working days prior to delivery, we will advise nearer the time.**

Please confirm details below:

Building Dimensions:

Width…….m. **Length**…….m. **Eaves Height** ……..m.

Cladding Requirements:

Walls: Single Skin / Composite ….mm. **Roof:** Single Skin / Composite ….mm

Skylights: Y / N Qty…… **Anti-Con Barrier to roof sheets:** Y / N

Colours:

Roof: **Walls:**

Flashings: **Other:**

Roller / Sectional Door sizes:

Door 1: Width……Height:…… Colour:…… Elec Motor inc. Y / N

Door 2: Width……Height:…… Colour:…… Elec Motor inc. Y / N

Door 3: Width……Height:…… Colour:…… Elec Motor inc. Y / N

Door 4: Width……Height:…… Colour:…… Elec Motor inc. Y / N

PA Doors: Single / Double (delete as required)**:** Qty…….(Powder Coated Tele Grey)

Hinge location: LH / RH (doors open outwards, hinge viewed from outside)

Quoted Price £…… Ex VAT, includes delivery

Cyclone Erection Team Required? **Yes/No** (circle as required)

Delivery & Erection Information JOB: SEDI190523140437

Customer Name: _____

Site Address: _____ **Post Code:** _____

Contact Tel.: _____ **Mobile**: _____ **Email:** ___
_____

	Yes	No
Can an Articulated Lorry (up to 60`long) enter, exit and turn?		
Will there be someone onsite to assist in the unloading of materials?		
Can the vehicle park in front of the property?		
Does wet weather affect access to the site?		
Is the property Residential? Rural? Industrial?		

The following information will ensure that the delivery will be carried out efficiently;

Do you have any further information that may affect the delivery of the building?

……

- **We aim to provide an assisted off load, but this cannot be guaranteed**. Someone must be available to help with offload on site; otherwise delivery cannot be made.
- Delivery within the M25 will be charged an extra fee if assisted offload is required, if you require this please ask for a quote.
- Please note: The building **will not** be unloaded until payment for the kit balance is made.
- All materials remain the property of the supplier until full payment is received.
- The driver will only enter a site with the customer's permission and will not take any responsibility for any damage the vehicle causes to surface materials, any underground services or perimeter boundaries.

Important: If the driver cannot unload after arriving at the scheduled delivery address on the allotted date, the customer will be charged a second delivery charge or will have to arrange uplift from the suppliers depot.

I give the delivery vehicle and driver permission to enter the site. □ Yes □No

(If permission is not given, the kit will be dropped kerbside and is then the customer's responsibility.)

The following check list will ensure efficient erection of the building by our onsite team.

	Yes	No
Is there an adequately prepared base for the building to be erected?*		
Please ensure the building components are near but clear of the base		
Is there clear access, above and within **1.5m** around the perimeter of the base?*		
Will there be 110v power supply on site and 240v available for charging hand tools?		
Do you require Cyclone to arrange skip hire? (cost will be added to erection invoice)		
Building erection access to be gained by use of aluminium scaffold towers, ladders and harness supported roof access. Is this acceptable?*		

**Building base should be as per supplied footings diagram or similarly agreed design, we require a minimum of 1.5m clear access around the perimeter. Any amendments to be made to base or access restrictions may result in additional time on site and subsequent labour costs.*

I acknowledge the terms above including;

i) I cannot expect an assisted offload on the delivery of this building.
ii) The building erection quotation is subject to the above conditions being met.

Customer Signature: _____ DATE_____

PAYMENT TERMS

30% non-refundable deposit is required at time of order, cheques, BACS or CHAPS transfer to our account. Order will be processed on receipt of cleared funds and signed and completed copies of Order Confirmation and Delivery info form.

Remaining 70% is required 10 days before despatch from Steadmans, where delivery is delayed by the customer; final balance may still be required on original due date depending on the manufacturing stage.

or

The Guarantee Payment Bond available through the Royal Bank of Scotland

Quote and Order Terms:

1) Prices exclude VAT.
2) Prices are based on supply only of building in kit form (not assembled).
3) Where the proposed structure requires an Engineering Construction Calculations Certificate or SER Certificate the cost of any changes arising must be met by the Customer.
4) The customer is responsible for all approvals (Building Warrant, Planning Permission, Engineers certificates etc) required for this building. Load bearing capacity of the land is assumed at 100kN/m²
5) Guide prices for assembly and base work, as subject to survey from the respective company involved, they are not prices from Cyclone Steel Buildings.
6) All buildings are constructed to metric dimensions. Any imperial measurements quoted are solely for the convenience of customers and should not be considered to be accurate.
7) Customer must accept delivery within 7 days of notification from supplier.
8) We will endeavour to supply the building in the time scales indicated in our quote, but will not be contracted to, held responsible for, or accept liability for any subsequent losses, damages or costs due to late delivery of the building, or due to circumstances out with our control.
9) All materials remain the property of Cyclone Steel Buildings until full payment is received. Where the erection costs are to be invoiced this must also be paid in full within 5 days of erection work completion.
10) Customer is responsible for all-base works and construction of kit.
11) Price does not include any of the following (unless otherwise stated):

    Electrical or plumbing work, ▪ Demolition or removal of existing building material from site.▪ Site clearance (this includes waste materials from erection work, erection team will place waste materials and packaging in one area or dispose of into a skip if provided by the customer) Cyclone Steel Buildings costs do not include skip hire. ▪ Assembly of kit or base construction costs. ▪ Architects, engineers or local authority fees.
12) Price includes delivery to customer owned site only (unless otherwise stated). (Please see separate delivery form for further info.) Delivery to any other site will be at Cyclone Steel Buildings' discretion only.
13) The driver will only enter a site with the customer's permission and will not take any responsibility for any damage the vehicle causes to surface materials, any underground services or perimeter boundaries.
14) If driver is unable to make delivery due to poor access, customer not present etc, a second delivery charge will be payable.
15) The driver will not uplift any surplus materials from site.
16) Any damaged or missing parts must be notified to Cyclone Steel Buildings within 48 hours of delivery.
17) We can register this building for the 25 year warranty from Steadmans, this is dependent on the location (i.e. coastal, marine etc). The life expectancy is in the region of 40 years for a well-maintained building. Please advise at time of order.
18) Drawings supplied are copyrighted to Cyclone Steel Buildings and Capital Steel Buildings.

    £500 for Drawing Package is only refundable on final payment of building order

ICS COOL ENERGY LIMITED

Stephenson Road, Calmore Industrial Estate, Totton, Southampton SO40 3SA
24hr Sales and Service Support 0800 169 3861 | 24hr Hire Hotline 0800 840 4210
info@icscoolenergy.com | www.icscoolenergy.com

ics cool energy

Tom McKnight
Ironside Farrar
IV25 3FD
United Kingdom

11 April 2019

Our Ref: QUO-171611-B1C2Z6

Stephenson Road
Calmore Industrial Estate
Totton
Southampton
Hants
SO40 3SA

T: +44 23 8052 7300
F: +44 23 8042 8366
E: info@icscoolenergy.com
W: www.icscoolenergy.com

Dear Mr McKnight

RE: Web enquiry - 26/03/2019 17:07

Further to your recent enquiry, I now have pleasure in submitting our application summary and price quotation for your approval.

I trust this meets your view on the most practical way to provide temperature control for your application. I have made a note in my diary to call you this week to ensure this is suitable for your project.

Please do not hesitate to contact me should you require any further information or assistance - my details are given below.

Thank you for your enquiry.

Yours sincerely,

For and on behalf of ICS Cool Energy Ltd.

John Lowe
Regional Sales Manager

M: +44 7825 007963
john.lowe@icscoolenergy.com

Customer Contact information:
T: +441315506500
E: tom.mcknight@ironsidefarrar.com

ICS Cool Energy Limited. Registered in England Number: 05509182 VAT Number: GB 123 4167 43.
Registered Office: ICS Cool Energy Limited, ICS House, Stephenson Road, Calmore Industrial Estate, Totton, Southampton SO40 3SA.

Introduction

ICS Cool Energy is a specialist solutions provider who sell, rent and service temperature control equipment for process and comfort applications.

Established in 1989, ICS Cool Energy has over twenty-five years' pan-European experience in the food and beverage processing, chemical and pharmaceutical, plastics and rubber, manufacturing and facilities management markets, having provided solutions to over 50,000 temperature control projects worldwide.

ICS Cool Energy provides a trustworthy and successful service to its large customer base, and with continual growth plans, ICS Cool Energy is always investing in innovation in order to expand and improve product ranges, whilst maintaining their exceptional standards.

Full Service Provision

With the highest levels of product quality and customer service ICS Cool Energy can confidently assess, recommend, supply, install and maintain temperature solutions for comfort and industrial applications.

With regional sales and technical support Europe-wide, ICS Cool Energy provides engineered solutions for industrial processes, refrigeration and air conditioning applications as well as temporary solutions for long or short term hire.

The company provides a range of standard products and turnkey installations across a diverse group of industry sectors. These include plastics processing, metal finishing, food and beverage, chemical, medical, engineering, automotive and aerospace to name but a few.

Quality

All of the temperature control systems built for and by ICS Cool Energy, meet stringent EU specifications, and are manufactured to meet CE approvals under ISO 9001:2015 and ISO 14001:2015 quality control certification.

The superior design and build quality of all of ICS Cool Energy's products are the result of extensive knowledge and experience within the heating and cooling industry. In addition, ICS Cool Energy has a wealth of experience in technical research, product innovation and product design.

ICS Cool Energy is a pan European organisation with a reputation for product build quality, reliability of design and excellent customer service, all of which is supported by a comprehensive 24-hour on call service organisation.

Energy Saving

ICS Cool Energy is committed to saving energy and with an extensive range of energy efficient units including cooling systems with free-cooling capabilities, heat recovery, centrifugal compressors and biodegradable glycol, in addition temperature control units offer flexible localised heating solutions with advanced diagnostic controls.

Design Requirement

Further to your recent enquiry, it is our understanding that you require a chiller capable of 130kW cooling capacity, at specified design conditions -8℃ flow and -12℃ return fluid temperature.

Based on this we have selected a chiller from our Aptus range, however at this stage of the proposal we have not formulated any heat load calculations as thus the proposal is based upon stated requirements.

Design Criteria

Thermal duty - cooling	130kW
Fluid type	Water/Glycol
Fluid supply temperature	-8℃
Fluid return temperature	-12℃
Fluid flow rate/pressure	9.46 litres / second @ 35.2 kPa
Ambient air temperature	22℃

Recommendation:

Unit: 1 off **Aptus ATMA 090** Air Cooled Chiller capable of extracting **140.82kW** at the previously stated conditions:

Image for illustrative purposes only

Supplied complete with:

- *2 off independent refrigeration circuit(s)*
- *4 off scroll compressors*
- *4 steps of capacity control*
- *Stainless steel brazed plate heat exchanger*
- *6 off axial fan(s)*
- *Microprocessor controller with touch screen display*
- *Mains isolator*
- *Full R410A refrigerant charge*
- *Suitable for 400v / 3ph. / 50Hz power supply*
- *Electronic expansion valve(s)*
- *Freeze Protection*
- *Phase Reversal protection*
- *Grooved pipe connection with coupling & pipe stub*
- *Aluminium fin coated coils*
- *BACnet Interface*
- *Programmable Relays*
- *Architectural Louvered Panels*
- *Across the line starter*

Technical Specification Aptus ATMA

General information

Unit nominal tonnage	90	Gross efficiency	2.25
Unit type	Standard	Net efficiency	2.21
Sound attenuator package	Compact	Gross ESEER (not certified)	4.04
Refrigerant type	Full charge R410A	A-weighted sound power	94 dBA
Gross capacity	140.82 kW	Sound pressure level (10m)	62 dBA
Net capacity	140.10 kW		

Evaporator information

Evaporator application	Ice Making	Evaporator fluid type	Ethylene Glycol
Evaporator entering temp.	-8.0 °C	Fluid freeze point	-19.0 °C
Evaporator leaving temp.	-12.0 °C	Glycol concentration	35.00
Evaporator flow rate	9.46 L/s	Minimum flow rate	5.80 L/s
Evaporator pressure drop	35.2 kPa	PD at min. flow rate	12.4 kPa
Evaporator fouling factor	0.000001 $m^2°C/kW$	Maximum flow rate	17.50 L/s
		PD at max. flow rate	99.4 kPa

Evaporator pressure drop includes the water strainer

Condenser information

Unit application	Low ambient	Total fan FLA	20.40 A
Ambient temperature	22.0 °C	Available static pressure	0.0 kPa
Elevation	0.0 m	Total air flow	28.48 m^3/sec
Number of condenser fans	6	Fin material	Aluminium Fin Coat
Fan motor power	8.70 kW		

Compressor information

Number of compressors	4		RLA	LRA
Number of circuits	2	Compressor 1	39.70 A	215.00 A
Capacity steps	4	Compressor 2	51.20 A	260.00 A
Total compressor power	53.74 kW	Compressor 3	39.70 A	215.00 A
		Compressor 4	51.20 A	260.00 A

Electrical information

Unit voltage	400 V / 3 phases	Unit current at design *	106.68 A
Unit hertz	50 Hz	Unit maximum current **	203.40 A
Unit power input	62.75 kW	Unit start-up current	412.20 A
Starter type	Across the Line	Unit power factor ***	0.85

* At project conditions
** I MAX to be used to determine minimum copper cable section (the short circuit withstand of our main protection device is 15 kA)
*** Electrical information excludes pump data

Physical information

Length	3819 mm	Water connections	88.00
Width	2266 mm	Refrigerant charge circuit 1	22 kg
Height	2185 mm	Refrigerant charge circuit 2	22 kg
Operating weight	2228 kg	Oil charge circuit 1	13.40 L
Shipping weight	2195 kg		

Acoustical performance

	63Hz	125Hz	250Hz	500Hz	1kHz	2kHz	4kHz	8kHz
Sound power	86 dB	89 dB	90 dB	92 dB	90 dB	87 dB	83 dB	76 dB
Sound pressure (10m)	54 dB	57 dB	57 dB	60 dB	58 dB	83 dB	51 dB	44 dB

Sound data is based on ICS 3744.
The sound power levels are in free field according to ISO 3746-1996. Reference source 1 pW.
The sound pressure levels are calculated from the sound power levels according to the formula Lp = Lw – 10logS.
The sound data per octave band are for information only.

Range Overview

-12°C to 20°C | 160 to 328 kW

The **Aptus** ATMA range of EcoDesign compliant chillers has been specifically designed for process cooling applications from **160 to 328 kW**. With scroll compressor technology, the **Aptus** ATMA range provides excellent energy efficiency.

Energy efficiency is enhanced further with the High Efficiency version thanks to the generous sizing of the refrigerant exchange surface areas and greater control of the fans

The heat exchanger on the partial & total heat recovery version is large enough to recover heat to produce medium to high water temperatures – further reducing your overall energy consumption and increasing the sustainability of your plant.

With reversible **Aptus Verto** AVMA models also available this range provides a huge amount of flexibility.

Designed specifically for process applications:

- Galvanised epoxy powder coated steel framework
- Compact design
- Brazed plate heat exchanger
- Fully EcoDesign compliant
- Energy efficient features:
- Adaptive control philosophy
- Efficient R410A refrigerant
- Fully hermetic rotary scroll compressors
- Electronic expansion valves on **all** models

Versions

SE	Standard Efficiency
HE	High Efficiency

Cpct.	Standard Noise (Compact)
SQ	Super Quiet
CAP	Comprehensive Acoustic Package

Unit Features & Benefits

COMPLETE FLEXIBILITY

The **Aptus** ATMA range is available with two different efficiency levels, alongside three different acoustic configurations.

All models within this duty range are twin-circuit comprising four scroll compressors across a multitude of different frame sizes.

Cooling fluid supply temperatures ranging from **-12°C** to **+20°C** can be achieved in ambient conditions up to **+52°C** or as low as **-18°C**.

Further options such as an internally mounted circulation pump & integrated buffer tank ensures complete flexibility.

ENERGY EFFICIENCY

All models include many energy efficient features as standard.

Electronic expansion valves improve performance compared to traditional mechanical valves.

Optional partial & total heat recovery functions are available which are capable of providing medium temperature water which can be used elsewhere in your plant.

ADVANCED CONTROLLER

The **Aptus** ATMA features an advanced CH530 microprocessor control system with an easy to operate LCD digital display.

An optional communication package is available to provide additional inputs / outputs while Modbus, LonTalk® & BACnet® integration is also possible via remote interface options.

The controller also offers several energy-saving features such as variable pump flow control.

INDIVIDUALLY FACTORY TESTED

All **Aptus** ATMA units are individually tested to ensure quality assurance in line with ISO9001. A full check of the refrigerant charge, leakage controls and controller is undertaken before every delivery.

FAST CUSTOMISATION OF STANDARD MODELS

Our in-house design and technical team can tailor our standard units to meet your unique requirements – saving you valuable budget and time.

Enhance Your Energy & Operational Efficiency

Ask Us About…

FREE COOLING

For externally sited chillers, we offer a wide range of Dry Air & Adiabatic Coolers to provide bolt-on free cooling for even greater energy efficiency – enabling you to reduce your carbon emissions and energy costs by up to 80%.

PLANNED PREVENTATIVE MAINTENANCE

Our 100-point comprehensive planned preventative maintenance programs are carried out by our team of factory trained, F-Gas and Institute of Refrigeration qualified technicians. They include water analysis, glycol concentration checks, F-Gas certification, extended warranty, priority 24/7/365 technical and technician support and discounted spare parts.

We can tailor our maintenance programme SLAs to meet your desired response times, frequency of maintenance visits and requirements.

WATER TREATMENT

Our technicians carry out water quality checks. If your water is outside of the correct parameters, we can take samples away for laboratory water analysis.

We'll then provide a step-by-step remedial and maintenance plan to restore the quality of water in your system, extend the life span of your systems and equipment and mitigate the risk of unplanned downtime.

REMOTE MONITORING

Our cloud-based, multiple chiller monitoring platform is the perfect solution for minimising process downtime and creating efficiencies.

By reporting on trends, energy consumption and chiller conditions, our software enables our technical team and/ or your technical team to be alerted to issues before they affect your operation.

CONTINGENCY PLANNING

Having a back-up plan is crucial to avoid process downtime. We can create a contingency plan to meet your exact requirements.

Our dedicated hire division can support you with a wide range of equipment on a hire basis – providing equipment to you in a matter of hours to protect your production from technical problems and downtime.

GLYCOL

Our specially formulated, industry recommended FlowCool glycol range incorporates organic inhibitors and meets the BS5117 standard for use within two-way cooling and heating processes.

The range includes high temperature inhibited glycol (up to 220°C), NSF approved low oral toxicity food safe glycol for food and beverage applications and bio-degradable glycol – all in stock for next-day delivery.

PARTS & SPARES

We stock a comprehensive range of spare parts for a wide variety of equipment and manufacturers for next day delivery.

Our service technicians replenish van stock overnight too – ensuring your downtime is minimised.

Commercial

Equipment

Unit: 1 off **Aptus ATMA 090** Air Cooled Chiller	£26,630.00
Delivery to UK Site (excludes offload and final positioning)	*Included*
Commissioning	£657.00
Planned Maintenance Contract - 1 Year / 1 Visit	£575.00
Total	**£27,862.00**

Funding Options

We have partnered with some of the UK's leading asset finance specialist, to offer you an affordable, tax-efficient, flexible and easy solution to assist in the funding of your equipment. You can spread the cost over 2, 3, 4 or 5 years by paying in fixed, easy to manage monthly instalments. There may be Taxable benefits available to you by choosing this option. *Finance is subject to status.

Warranty

Standard Warranty:
12 months parts only
**Please note warranty can be extended to 12 months parts and labour when a 1 year maintenance contract is taken at point of order.*

Terms

Delivery:
Currently 6 – 8 working weeks following Order Confirmation*. (*To be confirmed prior to order)*
*In the event a deposit is required the lead time will commence from receipt of payment.

Payment Terms:
30% with order (payable 7 days date of invoice)
65% on delivery (payable 30 days date of invoice)
5% upon commissioning but not later than 60 days from delivery (payable 30 days date of invoice)

All prices are Net and subject to Carriage VAT.
This quotation is valid for 30 days from the date of this quotation.

ICS Cool Energy Service Division

As part of their comprehensive total temperature control solutions, ICS Cool Energy's service division continues to be the benchmark within the HVAC and process cooling and heating market for quality, service and customer support for all types of air conditioning, refrigeration and process cooling equipment, throughout Europe.

Planned Preventative Maintenance

Routine planned preventative maintenance of your equipment is a cost effective and proven way of limiting production downtime and is absolutely essential where manufacturing is dependent upon continuous operation. Regular maintenance will ensure that high energy costs are reduced and will also maintain the efficient running of your equipment.

ICS Cool Energy's service division offers a range of maintenance packages which are second to none! All businesses have their specific requirements; ICS Cool Energy thrives on fulfilling those requirements by providing tailor made maintenance contracts to meet customers' needs

Whatever the product or application ICS Cool Energy can help with:

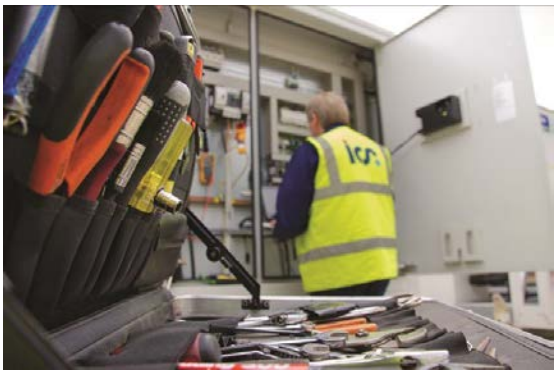
- Reducing the risk of process downtime
- Increasing your productivity
- Safeguarding your profits
- Pro-active maintenance NOT re-active
- Maintaining your equipment at optimal efficiency

Additional Contract benefits include:

- Discounted Spare Parts
- Reduced Labour and Emergency Call Out rates
- Guaranteed Response Times
- Preventative Maintenance Visits
- 24hr 7 days/week engineer availability
- Access to ICS Cool Energy's Technical Support Desk

Range of Products and Services

With its 24-hour a day fully manned customer service desk and its extensive field service engineering resource, ICS Cool Energy's service division offers a solution to all of your temperature control servicing and maintenance needs. Ensuring client satisfaction by listening to its customers, understanding their requirements, agreeing what is to be delivered and meeting their expectations. ICS Cool Energy's service division is committed to the highest levels of after sales service and customer support.



ICS Cool Energy provides service, maintenance and support to over 2,000 customers across a wide variety of different industries such as Petrochemicals, Plastics, Manufacturing, Medical and Food production.

Parts Direct

ICS Cool Energy stock a comprehensive range of spare parts in their centralised stores facility. All routine service components and specific critical items are available for immediate dispatch anywhere in Europe or further afield.

First Fix Kit

The most commonly used items have been combined into an invaluable parts kit. This can be purchased with any i-Chiller or as a mini- parts stock from Parts Direct.

Non-standard or bespoke items can be sourced swiftly and efficiently through ICS Cool Energy's comprehensive network of component suppliers.

Remote Monitoring

Industry cannot afford downtime and where standby systems cannot be installed, ICS Cool Energy can provide a cloud-based monitoring system, Remote-X, to dial into your chiller controller using a web browser, monitor "black box" data and effect adjustments to operating parameters. Ask your Sales Engineer for more information.

Engineer allocation

All of ICS Cool Energy's engineers operate as effectively as possible. Upon work allocation to an Engineer via centralised software, an available engineer is identified, a job sheet is sent via PDA or Laptop as well as full site details which transfer directly to a GPS system, to ensure prompt attendance to site.

Equipment schedules and records are held digitally for each unit on each site allowing prompt and efficient Engineer allocation, minimising plant down time.

Water Treatment

Water quality is important to the operation of your equipment. ICS Cool Energy has developed FlowCool Antifreeze products for both Industrial and Food grade applications for use in Low temperature or Low Ambient applications.

Further details on the above subjects can be found in ICS Cool Energy's relevant Operating and Maintenance Manuals, Technical literature or via ICS Cool Energy's Sales and Service departments.

Exclusions and Summary Contract Terms (Terms and Conditions in separate document)

Warranty
The standard warranty period included in this proposal is 12 months parts and labour from commissioning by ICS Cool Energy or 18 months parts only from date of availability, whichever occurs first. Extended warranty and/or delayed start-up cover can be purchased at the time of placing the equipment on order. The equipment should be installed and maintained as per ICS Cool Energy's Operation and Maintenance Instructions. Failure to follow correct installation and/or maintenance instructions may result in cancellation of warranty cover.

To maintain your Warranty, the following criteria apply:

a) The Equipment supplied must be commissioned by ICS Cool Energy.
b) An ICS Cool Energy Planned Maintenance Contract (PMC) must be in place for the duration.
c) Extended Warranty must be ordered at the time of the equipment purchase.
d) The Warranty applies to UK and Ireland Only.

Notes on Warranty cover

1) The Warranty is a Manufacturer's Warranty and will cover any item that is deemed to have been defective or suffered premature Mechanical failure. It does not cover items that have failed due to wear and tear.
2) The Warranty does not cover items that fail due to misuse or abuse.
3) This list is not exhaustive, however Misuse or abuse includes the effects of incorrect Filtration/Installation/Operation/Water treatment/corrosive fluids/lack of Frost protection.
4) ICS Cool Energy must fit any failed/replacement components, standard labour rates apply.
5) Replacement Service components are chargeable and must be fitted by ICS Cool Energy where recommended (i.e. Fan Contactor).
6) Warranty does not cover for the provision of specialist lifting equipment due to inaccessible locations.
7) Water samples will be taken and, at ICS Cool Energy discretion, analysed to establish whether the water Quality has caused a component to fail. This will usually be on a Pump Seal or Evaporator Failure.
8) Should a pump seal fail within 12 Months, ICS Cool Energy reserve the right to return the pump/pump seal to the manufacturer for a report to establish whether the failure is due to water quality; which may affect acceptance of costs.
9) ICS Cool Energy reserve the right to repair a component when the overall equipment integrity is not compromised i.e. Condenser repair.
10) Our standard Terms and Condition of sale apply.

Procedures

a) An order number must accompany any request for attendance.
b) An ICS Cool Energy Technician will validate the claim and undertake a repair in accordance with the Policy and accompanying purchase order.

Terms of Payment
Payment - The equipment and services quoted are subject to ICS Cool Energy's Terms and Conditions of Sale, *a copy of which is available upon request*. Should you wish to amend ICS Cool Energy's standard Terms and Conditions, ICS Cool Energy reserve the right to adjust their price. If any conflict exists between ICS Cool Energy's standard clauses and the purchaser's terms and conditions, those of ICS Cool Energy take precedence.

Validity Period
ICS Cool Energy's offer is open for acceptance for a period of 30 days from the date of the quotation. ICS Cool Energy reserves the right to revise the price at any time subject to changes in Euro rate or adverse material variance.

Availability
The manufacturing lead-time is determined from receipt of a written order with all the required details for ICS Cool Energy to proceed with manufacture. Where a requirement exists for drawing approval by the customer this should be taken into account when referring to the manufacturing lead time. These lead times are subject to change and should be checked by the purchaser at the time of placing the written order with ICS Cool Energy.

Exclusions
The prices given in ICS Cool Energy's quotation are exclusive of the following unless otherwise stated in ICS Cool Energy's quote:

- Off-loading and positioning on site.
- Delivery of equipment or services during weekend or out of normal working hours.
- Any builders work.
- Any special inspections/leakage/load test (factory or site).
- Any interconnecting pipe work, water pumps, condensate pumps, valves, strainers, fittings, traps and drains.
- Any additional system additives i.e. glycol, refrigerant for interconnecting pipe work, etc.
- Water systems balancing/commissioning.
- Electrical wiring external to the ICS Cool Energy's unit(s).
- Any temperature or pressure test points.
- Trace heating of water services.
- Any "on site" steelworks for supporting ICS Cool Energy's unit(s) or associated items.
- On site power, task lighting or water.
- Piping to atmosphere of refrigerant relief valve vent pipes.
- On-site assembly.
- Special paint finishes or colours.
- Specific/unique project drawings.
- Provision of any O&M manuals outside of manufacturers standard literature.
- Site equipment protection.
- Post - manufacture storage.
- Spare parts.
- Provision of load during commissioning.

Building Management System
In cases where it is intended to connect a building management system to directly control the unit(s), it is important that the proposed system is discussed in detail with ICS Cool Energy to ensure its suitability and that it does not invalidate the standard ICS Cool Energy warranty.

Value Added Tax
VAT is not included in the quoted price to the extent that goods and services provided by us under the contract are, or may be, subject to VAT. The contract price will be increased by the gross amount of tax chargeable thereon.

Water Quality
Water quality is important to the operation of your equipment. ICS Cool Energy has developed FlowCool Antifreeze products for both Industrial and Food grade applications for use in Low temperature or Low Ambient applications. ICS Cool Energy can also provide a tailored water treatment package specific to site and application requirements.

Your new equipment should be protected from particulate contamination. Where this is likely, a strainer should be fitted and regular maintenance checks implemented.

Further details on the above subjects can be found in ICS Cool Energy's relevant Operating and Maintenance Manuals, Technical literature or via ICS Cool Energy's Sales and Service departments.

ICS COOL ENERGY LIMITED TERMS & CONDITIONS
THE CUSTOMER'S ATTENTION IS IN PARTICULAR DRAWN TO THE PROVISIONS OF CLAUSE 11

1. APPLICATION OF TERMS

1.1. Each order for Equipment and request for Services from the Customer to the Company shall be deemed to be an offer by the Customer to purchase the Equipment and/or Services subject to these terms and conditions (**Terms**). Subject to any variation under clause 1.2 the Contract will be on these Terms to the exclusion of all other terms and conditions, including any terms or conditions which the Customer seeks to impose or incorporate under any purchase order, confirmation of order, specification or other document or which are implied by trade, custom, practice or course of dealing.

1.2. These Terms apply to all the Company's sales and any variation to these Terms and any representations, warranties or other statements about the Equipment and Services shall have no effect unless expressly agreed in writing and signed by an authorised representative of the Company.

1.3. Any samples, drawings, descriptive matter or advertising issued by the Company and any descriptions of the Equipment or illustrations or descriptions of the Services contained in the Company's catalogues or brochures are issued or published for the sole purpose of giving an approximate idea of the Equipment and/or Services described in them. They shall not form part of the Contract or have any contractual force.

1.4. Any typographical, clerical or other error or omission in any sales literature, quotation, price list, acceptance of offer, invoice or other document or information issued by the Company shall be subject to correction without any liability on the part of the Company.

1.5. No order placed by the Customer shall be deemed to be accepted by the Company until a written acknowledgement of order is issued by the Company or (if earlier) the Company commences work to fulfil the order when a contract for the provision of Equipment and Services under these Terms will come into effect.

2. ORDER AND CUSTOMER INFORMATION

2.1. Before providing the Proposal the Company may conduct an initial meeting with the Customer in which the Company may conduct a survey of the Site (**Survey**).

2.2. The Customer will supply to the Company the Customer Information and any other information required under the Contract.

2.3. The Customer acknowledges that the Customer is solely responsible for providing the Customer Information, and that the Company shall rely on the Customer Information in determining and selecting the appropriate Equipment and Services and preparing the Proposal.

2.4. The Customer warrants that the Customer Information and any further information supplied by the Customer to the Company under the Contract are complete and accurate in all respects.

2.5. The Company shall be entitled to rely upon the specification and any advice given by the Customer (in relation to the suitability of the Equipment and/or Services for meeting the Customer's requirements) such that to the extent that the Equipment and Services comply with such specification and or such advice then the Company shall be deemed to have supplied in accordance with these Terms, without limitation, notwithstanding the Customer Information.

2.6. The Company will send the Customer a Proposal on the basis of any Survey carried out and the Customer Information.

2.7. If the Customer wishes to proceed with the provision of the Equipment and the Services by the Company in accordance with the Proposal the Customer must return its purchase order to the Company, signed by an authorised party on behalf of the Customer prior to the commencement of work by the Company, as confirmation that the Proposal accurately sets out the Customer's requirements.

2.8. Any Proposal given is valid only for the period stated in the Proposal or if no period is stated a period of 30 days from its date, provided that the Company has not previously withdrawn it.

2.9. Without prejudice to clause 2.2, the Customer shall provide to the Company without charge or delay on request from the Company all reasonable assistance as may be so requested by the Company and all additional information and data reasonably requested by the Company to enable the Company to provide the Equipment and carry out the Services.

2.10. Any Customer Information supplied by the Customer shall include:

(a) any past or present use of the Site which may have an adverse effect on the Services or the Equipment;

(b) details of any hazardous materials present at the Site which may have an adverse effect on the Services or the Equipment or on the health and safety of the Company's Representatives;

(c) details of whether or not the Customer's cooling or heating system uses de-ionised water;

(d) whether the Site is a listed building, is within a conservation area or is subject to any other restrictions that may restrict or prevent the installation of the Equipment.

2.11. Any information not supplied to the Company by the Customer is deemed to be unknown to the Company

2.12. No changes to the Customer Information, the Proposal, the Equipment and the Services will form part of the Contract unless agreed in writing by the parties. The Customer understands that as a condition to agreeing a change the Company may alter these Terms for the provision of the Equipment and the Services (including increasing the Price).

2.13. No order which has been accepted by the Company may be cancelled by the Customer, except with the agreement in writing of the Company and provided that the Customer indemnifies the Company in full against all loss (including loss of profit), costs (including the cost of all labour and materials used), damages, charges and expenses incurred by the Company as a result of cancellation.

3. COMPANY'S OBLIGATION

3.1. The Company will supply the Equipment and provide the Services as set out in the Proposal.

3.2. The Company reserves the right to supply alternative equipment of the same or better quality as the Equipment at the same price, should the Equipment be discontinued upon placement of the Customer's order.

3.3. The Company reserves the right to amend the specification of the Equipment if required by any applicable statutory or regulatory requirements.

4. PAYMENT

4.1 The price for the Equipment and Services and any Operating Manuals shall be the price set out in the Proposal and if not specified shall be the Contract Rate.

4.2. Unless otherwise specified in respect of each Proposal, the minimum Price shall be £50 plus VAT.

4.3. Customer shall pay the price for the Equipment (**Equipment Price**), commissioning of the Equipment (**Commissioning Price**), & provision of the Services (**Service Price**) as set out in the Proposal (together the **Price**). Time for payment of the Price is of the essence of the Contract. Unless otherwise specified the Price shall be exclusive of delivery, packaging, packing, shipping, carriage, insurance, VAT and other sales tax, tariffs, charges and duties or other local, national government or European Community levies of which amounts the Customer will pay in addition when it is due to pay for the Equipment and Services.

4.4. The Price is based on the cost of materials, wages, overhead costs, statutory obligations and foreign currency exchange rates ruling at the date of the Proposal. Unless stated otherwise in the Proposal, the Company reserves the right to increase the Price without notice in the event of increase in any of the foregoing costs prior to delivery of the Equipment and Services.

4.5. The Company shall, unless otherwise agreed in writing by the Company, invoice the Customer for the Equipment Price and Commissioning Price on delivery of the Equipment.

4.6. The Equipment Price and Service Price shall be paid in pounds sterling within 30 days of the date of the Company's invoice. The Commissioning Price shall be paid in pounds sterling within 30 days of the date the Equipment is commissioned or within 60 days of delivery (whichever is the earliest).

4.7. No payment shall be deemed to have been received until the Company has received cleared funds.

4.8. The Company reserves the right to charge interest at an annual rate of 8% above the base rate of the Bank of England calculated on a daily basis in respect of any sum which is due and unpaid, that interest to run from the date on which that sum is due and payable until receipt by the Company of the full amount, whether before or after judgment

4.9. The Company may suspend or cancel the provision of the Equipment and/or Services or may at its discretion request security for payment from the Customer in the event of late payment.

4.10. The Customer shall pay all amounts due under the Contract in full without any deduction or withholding except as required by law and the Customer shall not be entitled to assert any credit, set-off or counterclaim against the Company in order to justify withholding payment of any such amount in whole or in part. The Company may, without limiting its other rights or remedies, set off any amount owing to it by the Customer against any amount payable by the Company to the Customer.

4.11. The Company may, at any time after the Initial Period, increase the Price for the Maintenance Services by giving to the Customer not less than one month's written notice, provided that: (a) the increase shall not exceed 4% of the Price for the Maintenance Services before the increase came into effect pursuant to this clause; and (b) the increases shall be no more frequent than once in any 12-month period.

5. DELIVERY AND INSTALLATION OF THE EQUIPMENT

5.1. Unless otherwise agreed in writing by the Company, delivery of the Equipment shall take place at the Site or such other location as is specified in the Proposal.

5.2. The Company will use reasonable endeavours to give the Customer prior notice of any delivery and installation date.

5.3. Within 30 days of delivery of the Equipment, Customer shall arrange with Company a date for the commissioning of the Equipment. The Customer must take delivery at the time so notified (or if delivery takes place at some other time then as soon as practicable) and afford the Company and its Representatives with access to the Site to check, install and commission the Equipment and ancillary materials delivered to the Site.

5.4 For the avoidance of doubt, should the Customer fail to contact the Company within 30 days of delivery to arrange a date for the commissioning of the Equipment, the Company shall not be obliged to provide the commissioning services, however the Customer shall remain liable to pay the Commissioning Price in accordance with clause 4.6.

5.5. All Equipment and Services supplied to the Customer which conform in all material respects with the Proposal shall be deemed accepted by the Customer.

5.6. Any dates specified by the Company for delivery of the Equipment and performance of the Services are intended to be an estimate and time shall not be of the essence for delivery, installation and any other obligations under the Contract and shall not be made of the essence by notice. If no dates are so specified, delivery of the Equipment and performance of the Services will be within a reasonable time.

5.7. The Customer understands that delivery of Equipment is conditional upon availability and the Company shall not be liable if prevented from meeting the Contract because the Equipment is not readily available by reason of any circumstances outside the control of the Company.

5.8. If for any reason the Customer will not accept delivery and installation of any of the Equipment when they are ready for delivery and installation, or the Company is unable to deliver or install the Equipment on time because the Customer has not provided or obtained appropriate instructions, documents, licences, consents or authorisations (**Customer Caused Event**), the Equipment will be deemed to have been delivered, risk in the Equipment will pass to the Customer and the Customer shall pay to the Company any and all additional costs and expenses incurred by the Company as a result of the Customer Caused Event (including storage, delivery costs and insurance).

5.9. Where the Company is providing Equipment only, and unless otherwise stated in the Proposal, the Customer will provide at its expense at the place where delivery of the Equipment is to take place adequate and appropriate equipment and manual labour for loading or unloading the Equipment.

5.10. The Company reserves the right to make partial deliveries. The Customer shall not be entitled to object to or reject the delivery by reason of the surplus or shortfall.

5.11. The Customer must give notice in writing of any damage to the Equipment to the Company within 5 working days of delivery of the Equipment giving full particulars, including the condition of parcels received, failing which the Company is discharged from any liability in respect of such damage and the Equipment is deemed to be compliant.

5.12. Subject to clause 5.8, upon delivery risk in the Equipment will pass to the Customer, the Customer shall (at the Customer's cost) store any Equipment safely and securely and be responsible for the security for all such Equipment while such Equipment is on the Site including the provision of adequate fencing and supervision until the Installation Services have been completed.

5.13. The Customer hereby agrees to take out and maintain adequate insurance during the duration of the Contract commencing from the date of delivery against any loss or damage caused to the Equipment whilst on the Site save to the extent that such loss is caused by the negligence of the Company.

5.14. Any tests that the Customer wishes the Company to carry on the Equipment in the presence of the Customer (other than those usually carried out by the Company in the performance of the Installation Services) will only be carried out if agreed in writing by the Company and if the Customer pays the Company's charges for such tests at the Contract Rate and any additional charges imposed by the Company for light, heat, water and the hiring of special equipment that may be needed for the purposes of such tests.

5.15. The Customer understands and accepts that due to the operating temperature of some Equipment (including heat pumps) being efficiently lower than a boiler system it may be necessary due to a risk of legionnaires disease to fit an auxiliary electric system heater which allows the heating system to reach a temperature of 65* centigrade for at least 1 hour in every 24 hours, this facilitates the removal of any contamination and satisfy the relevant installation guidelines. After installation of the Equipment the Customer acknowledges and agrees that, where applicable it shall be responsible for specifying and installing the heating system and for ensuring that the heating system reaches a temperature of 65* centigrade for at least 1 hour in every 24 hours

6. MAINTENANCE SERVICES

6.1. During the Maintenance Term, the Company shall provide the Customer with the Maintenance Services for the Maintained Equipment at the Site in accordance with the Service Levels set out in the Service Level Agreement.

6.2. The Company shall use reasonable endeavours to ensure that its personnel shall, while at the Site, comply with the Customer's reasonable health and safety and security policies provided that these policies have been brought to the attention of its personnel.

6.3. In performing the Maintenance Services the Company may from time to time provide spare parts for the Maintained Equipment and the Company shall have the right to charge the Customer for the spare parts.

6.4. All spare parts and/or replacements provided by the Company to the Customer shall become part of the Maintained Equipment. All parts and components removed from the Maintained Equipment by the Company in the course of performing the Maintenance Services shall no longer constitute part of the Maintained Equipment and will be the property of the Company.

6.5. The Company is not obliged to perform any Excluded Maintenance.

6.6. Where the Company is performing or has performed the Maintenance Services in circumstances where it is established that the Maintained Equipment was performing incorrectly due to any of the Excluded Causes, the Company may charge, and the Customer shall pay, the Company at the Contract Rate in respect of that work.

6.7. During the Maintenance Term the Customer shall:

(a) ensure that the Maintained Equipment is installed and kept in suitable premises and under suitable conditions, as specified in the Operating Manuals, permit only trained and competent personnel to use it and follow any operating instructions set out in the Operating Manuals and as the Company may give from time to time;

(b) notify the Company promptly if the Maintained Equipment is discovered to be operating incorrectly;
(c) not allow any person other than the Company to maintain, alter, modify or adjust the Maintained Equipment without the prior written approval of the Company;
(d) not move the Maintained Equipment from the Site without the prior written approval of the Company (approval not to be unreasonably withheld or delayed);
(e) store any reserve equipment only in conditions approved by the Company, and make this equipment available for periodic maintenance, as with all other Maintained Equipment;
(f) only use supplies or materials supplied or approved by the Company (approval not to be unreasonably withheld or delayed); and
(g) monitor the temperature at the Site and provide the Company with reports on the temperature at the Site in the manner and at the frequency reasonably required by the Company.

7. ACCESS AND PREPARATION OF SITE

7.1. Unless otherwise agreed in writing the Customer shall complete the preparation of the Site on or before the date for delivery of the Equipment and/or performance of the Services in such manner as set out in the Proposal or as the Company shall reasonably require which may include flushing the Customer's cooling or heating system.
7.2. The Customer shall at all reasonable times provide the Company's Representatives with access to the Site, adequate and safe working space, and any lighting, power and water facilities and any lifting equipment and scaffolding as are reasonably required to enable the Company to inspect the Site and perform the Services while at the Site;
7.3. If there is a change to the Site between inspection of the Site and commencement of the Services the Company will be entitled to alter these Terms for the provision of the Services (including increasing the Price).
7.4. The Customer shall afford reasonable safe and adequate access and space in which the Company may operate (including loading and unloading), without risk of damage to any vehicle, its driver, or its load and without obstruction to the public highway.
7.5. The Customer undertakes to the Company throughout the term of the Contract to take all reasonable precautions to protect the health and safety of the Company's Representatives while on the Site.
7.6. The Customer shall obtain all necessary permits, licences and consents including any planning consents required for the Installation Services.
7.7. Before and during the supply of the Equipment and Services the Customer undertakes to identify, monitor, remove and dispose of any hazardous material from the Site in accordance with all applicable laws.
7.8. The Company reserves the right to refuse to carry out the Services where the Company at its sole discretion considers that the work required might place at risk any person, vehicle, equipment or property.
7.9. If for any reason (other than as a direct result of the Company's negligence), access is delayed, the Customer shall be liable for any loss or damage suffered by the Company as a result of such delay.
7.10. The Customer shall be solely responsible for any masons, smiths, bricklayers, carpenters or other third party contractors which may be required to enable the Company to perform the Installation Services.
7.11. The Customer shall be solely responsible for ensuring that any of its heating or cooling system to which the Equipment is to be connected or attached is in good working order, properly maintained and any water or other fluids within the system are clean and conform to the relevant operating and manufacturing standards.
7.12. The Customer shall be solely responsible for obtaining any legal consents and permissions required for the carrying out of the Services and operation of the Equipment. The Company shall not be liable for any failure by the Customer to obtain such consents or permissions.
7.13. The Company shall not have any liability for any damage or other effect that drilling, grouting, trenching or permanent boreholes may have on foundations, services or structures at the Site. The Customer shall be responsible for arranging for any appropriate consultants or specialists to advise on the potential impact of the Installation Services and approve the position and construction of such boreholes and trenches prior to commencement of the Services.
7.14. If performance of the Contract is suspended at the request of or delayed through the Customer's default the Company shall be entitled to payment at the Contract Rate for any other additional costs thereby incurred including storage, hire charges, labour costs (including the de-mobilisation and re-mobilisation costs of the Company's sub-contractor and agents), insurance and interest.
7.15. If suspension pursuant to Clause 7.14 continues for a period of 7 days or more (or the parties cannot agree to any new terms including an increase in Price) the Company shall be entitled (without prejudice to its other remedies under the Contract for such breach) to:
(a) terminate the Contract immediately by giving written notice to the Customer (and be entitled to payment for loss of profit and payment at the Contract Rate for Equipment and/or Services already performed, supplied or ordered); and
(b) sell or, at its option, destroy the Equipment where title to the Equipment has not passed to the Customer to apply the proceeds of sale thereof if sold, and the scrap value if destroyed, towards payment of all sums due to the Company under the Contract.
7.16. Unless otherwise agreed in writing by the Company, all Services to be performed at the Site shall be performed during the Company's usual working hours.
7.17. The Customer shall indemnify the Company against all liabilities, costs, expenses, damages and losses (including any direct, indirect or consequential losses, loss of profit, loss of reputation and all interest, penalties and legal costs (calculated on a full indemnity basis) and all other professional costs and expenses) suffered or incurred by the Company arising out of or in connection with any claim made against the Company by a third party arising out of or in connection with the provision of the Services at the Site to the extent that such claim arises out of the breach, negligent performance or failure or delay in performance of the Contract by the Customer or its Representatives.

8. RISK/TITLE

8.1. The Equipment is at the risk of the Customer from the time of delivery.
8.2. Ownership of the Equipment shall not pass to the Customer until the Company has received in full (in cash or cleared funds) all sums due to it in respect of the Equipment.
8.3. Until ownership of the Equipment has passed to the Customer, the Customer must:
(a) hold the Equipment on a fiduciary basis as the Company's bailee;
(b) store the Equipment (at no cost to the Company) separately from all other Equipment of the Customer or any third party in such a way that they remain readily identifiable as the Company's property;
(c) not destroy, deface or obscure any identifying mark or packaging on or relating to the Equipment;
(d) maintain the Equipment in satisfactory condition and keep them insured on the Company's behalf for their full price against all risks to the reasonable satisfaction of the Company. On request the Customer shall produce the policy of insurance to the Company; and
(e) hold the proceeds of the insurance referred to in clause 8.3(d) on trust for the Company and not mix them with any other money, nor pay the proceeds into an overdrawn bank account.
8.4. Until ownership has passed the Customer's right to possession of the Equipment shall terminate immediately if the Customer ceases trading or is unable to pay its debts as they fall due or a petition is presented or meeting convened for the purpose of winding the Customer up or the Customer enters into liquidation, whether voluntarily, or compounds with its creditors generally or has a receiver appointed of all or any part of its assets or the Customer encumbers or in any way charges any of the Equipment or the Company reasonably believes that any such event is about to happen and notifies the Customer accordingly or if the Company terminates the Contract.
8.5. The Company shall be entitled to recover payment for the Equipment notwithstanding that ownership of any of the Equipment has not passed from the Company.
8.6. The Customer grants the Company and its Representatives an irrevocable licence at any time to enter any premises where the Equipment are or may be stored in order to inspect them, or, where the Customer's right to possession has terminated, to recover them or to switch off or disconnect the Equipment.

9. TERM AND TERMINATION

9.1. The provision of the Maintenance Services shall continue unless terminated earlier in accordance with clause 9.2, for the Initial Period. The Maintenance Term shall automatically be extended for a Renewal Period at the end of the Initial Period and at the end of each Renewal Period, unless a party gives written notice to the other party, not later than one month before the end of the Initial Period or the relevant Renewal Period, to terminate the Contract.
9.2. The Company may terminate the Contract immediately at any time by written notice if:
(a) the Customer commits a material breach of any term of the Contract; or
(b) the Customer fails to make any payment due to the Company under the Contract by the due date for payment; or
(c) the Customer ceases trading or is unable to pay its debts as they fall due or a petition is presented or meeting convened for the purpose of winding the Customer up or the Customer enters into liquidation, whether compulsorily or voluntarily, or compounds with its creditors generally or has a receiver appointed of all or any part of its assets; or
(d) any event occurs, or proceeding is taken, with respect to the other party in any jurisdiction to which it is subject that has an effect equivalent or similar to any of the events mentioned in 9.2(c).
9.3. On termination, however it arises, the Customer shall pay to the Company all costs and expenses, including legal and other fees incurred and all arrears of charges or other payments arising in respect of the Contract or otherwise.
9.4. Termination, however or whenever it occurs, shall be subject to any rights and remedies the Company may have under the Contract or in law.
9.5. The following clauses shall survive termination of the Contract clauses 4, 8, 10-17 inclusive and any other relevant clause.

10. WARRANTY

10.1. The Company shall use all reasonable care and skill to provide the Equipment and provide the Services in a professional and efficient manner.
10.2. The Company warrants that during the Warranty Period, the Warranted Equipment shall conform to its description and any applicable specification in all material respects.
10.3. Subject to clause 10.4, if:
(a) the Customer gives notice in writing to the Company during the Warranty Period within 21 days of discovery that some or all of the Warranted Equipment does not comply with the warranty set out in clause 10.2;
(b) the Company is given a reasonable opportunity of examining such Warranted Equipment; and
(c) the Customer (if asked to do so by the Company) returns such Warranted Equipment to the Company's place of business or to another place specified by the Company in the United Kingdom at the Company's cost, the Company shall, at its option (during the Company's usual working hours), repair or replace the defective Equipment, or refund the price of the defective Equipment in full.
10.4. The Company shall not be liable for a breach of the warranty contained in Clause 10.2 or under any obligation to comply with clauses 10.2 if:
(a) the Customer makes any use of the Equipment in respect of which it has given written notice under Clause 10.3(a); or
(b) the defect arises because the Customer failed to follow the Company's oral or written instructions as to the storage, installation, commissioning, use or maintenance of the Equipment or (if there are none) good trade practice
(c) the defect arises as a result of the Company following any drawing, design or Equipment specification supplied by the Customer;
(d) the defect is caused by improper use of the Equipment or use outside its normal application; or
(e) the defect arises due to fair wear and tear, wilful damage, negligence, or abnormal working conditions; or
(f) the Customer or its Representatives alters or repairs the Equipment without the written consent of Company.
10.5. Any Warranted Equipment repaired or replaced by the Company pursuant to this Clause 10 shall be under warranty for the unexpired portion of the warranty period given by the Company under Clauses 10.2.
10.6. If any defect resulting from faulty works cannot be expeditiously carried out on the Site, the Company may remove the Equipment (or any part of the Equipment) from the Site for the purpose of repair.
10.7. Except as set out in this clause 10 or as otherwise agreed by the Company in writing, the Company shall not be liable for any labour expense or transportation cost incurred by the Customer in repairing or replacing Equipment covered by the warranty in clause 10.2.
10.8. The Customer shall indemnify and hold the Company harmless against all charges, costs, expenses and liabilities incurred by the Company or their agents as a result of any work carried out pursuant to Clause 10.2 if in the Company's sole opinion, the defect arose as set out in clause 10.4.
10.9. The Customer shall pay the Company's call out fee (as set out in the Proposal) in accordance with clause 4, in the event that the repair or replacement of the defective Warranted Equipment is performed outside of the Company's usual working hours.
10.10. Except as provided in this clause 10, the Company shall have no liability to the Customer in respect of the Equipment failure to comply with the warranty set out in clause 10.2.
10.11. For the avoidance of doubt, the Company does not warrant Consumables.

11. LIMITATION OF LIABILITY

11.1. In this Clause 11 the following shall mean an **Event of Default**:
(a) any breach by the Company of its contractual obligations arising under the Contract (other than a breach arising from wilful default or recklessness);
(b) any misrepresentation by the Company in connection with (whether or not contained in the Contract) the Contract (other than a fraudulent misrepresentation);
(c) any tortious, act or omission, including negligence, arising in connection with the Company's performance under the Contract (other than any act or omission which is fraudulent or dishonest); and/or
(d) any other act giving rise to a liability in respect of the Contract.
11.2. The Company shall not be liable for any Event of Default caused by:
(a) any act or omission of the Customer which is relative to its obligations under the Contract; and/or
(b) any failures of any third parties to provide the Equipment.
11.3. Subject to clause 11.8:
(a) the Customer acknowledges that the Company shall have no liability in respect of the suitability of the Equipment and/or Services which have been recommended and/or selected by the Company in accordance with the Customer's requirements and the Customer Information. If the Customer requires bespoke equipment the Company may provide such bespoke work under such terms to be agreed between the Parties.
(b) the Customer acknowledges that the Company shall have no liability or responsibility for Customer's incorrectly or badly maintained and contaminated heating or cooling systems (or component parts of the same); any disease or outbreak of any airborne virus which is caused by or due to any act, omission or failure of the Customer or its Representatives to install or operate and maintain its heating or cooling system (and any pump connected to such system) at recommended operating temperatures and in accordance with the system's operating manual so as to reduce the risk of contamination within the Customer's heating or cooling system.
(c) the Company shall not be liable to the Customer in respect of any Event of Default for: (i) loss of profits; or (ii) loss of business; or (iii) depletion of goodwill or similar losses; or (iv) loss of anticipated savings; or (v) loss of goods; or (vi) loss of contract; or (vii) loss of use; or (viii) loss or corruption of data or information; or (ix) any special, indirect, consequential or pure economic loss, costs, damages, charges or expenses even if such loss was reasonably foreseeable or the Company had been advised of incurring the same.

(d) the Company's liability to the Customer in respect of each Event of Default shall be limited to the fee payable by the Customer for the Equipment or Service that is the subject of the Event of Default.
(e) the Company's entire aggregate liability to the Customer in respect of any and all Events of Default shall be limited to 1.5 times the fee payable by the Customer in accordance with the Contract during the preceding twelve months.
(f) If any advice provided to the Customer by the Company was provided free of charge by the Company then such advice is provided as is without any warranty of any kind from the Company and shall have no liability in relation thereto.
(g) the Company shall have no liability to the Customer in respect of any Event of Default unless notice in writing of such claim (specifying in reasonable detail with supporting evidence the event, matter or default which gives rise to the claim and an estimate of the amount claimed) has been given to the Company within 12 months of the Customer becoming aware of the circumstances and in any event within 12 months following delivery which give rise to such claim provided that without prejudice to their rights, the Customer and the Company agree that if they have reason to believe that they may have a cause of action hereunder, they shall liaise with the other in an open and co-operative way with a view to rectifying the reason for such cause of action whenever practicable.
11.4. If a number of Events of Default give rise substantially to the same loss or a number of Events of Default flow from the same defect then such Events of Default shall be regarded as giving rise to only one claim under these Terms.
11.5. The Customer hereby agrees to afford the Company not less than 60 days (following notification thereof by the Customer) in which to remedy any Event of Default hereunder.
11.6. Nothing in this clause shall confer any right or remedy upon the Customer to which it would not otherwise be legally entitled.
11.7. The Company shall not be liable for defects in Equipment caused by fair wear and tear, abnormal conditions of storage, of use or any act, neglect or default of the Customer or any third party.
11.8. Notwithstanding any other provision under these Terms or otherwise each party's liability to the other for:
(a) death or personal injury resulting from its own or its Representatives' negligence; and/or
(b) any breach of its obligations implied by Section 12 of the Sale of Goods Act 1979 or Section 2 of the Supply of Goods and Services Act 1982; and/or
(c) in relation to any fraudulent misrepresentation or fraudulent acts of its employees
shall not be limited or excluded.
11.9. Subject to clause 11.8, all warranties conditions and terms implied by statute or common law are, to the fullest extent permitted by law, excluded from the Contract.

12. INTELLECTUAL PROPERTY RIGHTS

12.1. The Customer acknowledges that any and all Intellectual Property Rights in or arising out of or in connection with the Services and the Equipment shall be owned by the Company
12.2. At the Customer's expense the Customer shall, and shall use all reasonable endeavours to procure that any necessary third party shall, promptly execute and deliver such documents and perform such acts as the Company may require for the purpose of giving full effect to clause 12.1.

13. CONFIDENTIALITY

13.1. Subject to clause 13.2, both parties shall treat Confidential Information obtained from the other as confidential and shall not without the prior written agreement of the other at any time hereafter (save as required by law or any regulatory organisation with authority over it) disclose such information to any third party (other than those Representatives or advisers whose responsibilities require them to know the same) or use it for any purposes other than for the performance of its obligations pursuant to the Contract (unless such information is in the public domain or is already known to the non-disclosing party otherwise than as a result of a breach of any duty of confidentiality owed in respect of such information).
13.2. The Customer acknowledges that, and consents to, the Company using information relating to the Contract to make public announcements for marketing purposes. Such public announcements may include (but are not limited to) case studies and press releases, and may be in (but are not limited to) magazines, online, websites, or printed form.

14. ASSIGNMENT

14.1. The Customer may not assign, transfer, charge, subcontract or deal in any other manner with all or any of its rights or obligations under the Contract without the prior written consent of the Company.
14.2. The Company may at any time assign, transfer, mortgage, charge or deal in any other manner with any or all of its rights and obligations under the Contract.

15. FORCE MAJEURE

15.1. Neither party shall be liable for delay in performing or failure to perform obligations under this Contract if the delay or failure results from force majeure. For the purposes of the Contract **force majeure** shall mean any Act of God war riot act of terrorism outbreak of hostilities strike or other industrial action of any kind malicious damage default of suppliers or sub-contractors accident failure or breakdown of plant or machinery fire flood explosion any act of local or national government or authority and any cause or circumstance whatsoever outside the reasonable control of the parties.
15.2. In the event of any delay or failure under the Contract resulting from force majeure the affected party may rely on the provisions of this clause for exemption from liability for non-performance part performance defective performance or delay and in the event that any such delay or failure continues for a period in excess of 120 consecutive days either party shall have the right to terminate the Contract immediately by giving written notice to the other party.

16. GENERAL

16.1. Any notice given pursuant to this Contract shall be in writing and may be sent by first class pre-paid recorded delivery post or fax to the party to whom it is addressed at his or its address as herein specified or subsequently notified and if sent by first class pre-paid recorded delivery post shall be deemed to have been received two working days after the date of posting and if sent by fax shall be deemed to have been received at the time transmission was duly completed.
16.2. It is acknowledged and agreed that the Contract (including the documents and instruments referred to herein) (the **Documents**) shall supersede all prior representations arrangements understandings and agreements between the parties relating to the subject matter hereof and shall constitute the entire complete and exclusive agreement and understanding between the parties hereto;
16.3. The parties irrevocably and unconditionally waive any right they may have to claim damages for any misrepresentation arrangement understanding or agreement not contained in the Documents or for any breach of any representation not contained in the Documents (unless such misrepresentation or representation was made fraudulently);
16.4. It is further acknowledged and agreed that no representations arrangements understandings or agreements (whether written or oral) made by or on behalf of any of the other parties have been relied upon other than those expressly set out or referred to in the Documents.
16.5. Failure or delay by the Company in enforcing or partially enforcing any provision of the Contract will not be construed as a waiver of any of its rights under the Contract.
16.6. No purported variation, change or modification of these Terms shall be valid unless confirmed in writing in a document signed by authorised representatives of both parties on or after the date of this Contract which expressly states that it amends this Contract.
16.7. Should any clause or provision of these Terms be held to be invalid or unenforceable such finding shall not affect the validity of the remaining clauses and provisions of these Terms.
16.8. These Terms are drafted in the English language. If the Contract is translated into any other language, the English language version shall prevail. Any notice given under or in connection with the Contract shall be in the English language. All other documents provided under or in connection with the Contract shall be in the English language, or accompanied by a certified English translation. If such document is translated into any other language, the English language version shall prevail unless the document is a constitutional, statutory or other official document.
16.9. Nothing in these Terms is intended to, or shall be deemed to, establish any partnership or joint venture between any of the parties, constitute any party the agent of another party, or authorise any party to make or enter into any commitments for or on behalf of any other party.
16.10. Each party confirms it is acting on its own behalf and not for the benefit of any other person.
16.11. A third party shall have no right to enforce these Terms under the Contracts (Rights of Third Parties) Act 1999.
16.12. This Contract shall be governed by and construed in accordance with the laws of England and Wales and each party hereby irrevocably submits to the exclusive jurisdiction of the English Courts.

17. INTERPRETATION

17.1. In these Terms the following words have the following meanings:
Contract: any Contract between the Company and the Customer for the sale and purchase of the Equipment and the Services, incorporating these Terms and formed in accordance with clause 1.5;
Customer: the person(s), firm or company who purchases the Equipment and Services from the Company;
Company: ICS Cool Energy Limited of ICS House Stephenson Road, Calmore Industrial Estate, Totton, Southampton SO40 3SA
Confidential Information: all confidential information (however recorded or preserved) disclosed by a party or its employees, officers, representatives or advisers (together its Representatives) to the other party and that party's Representatives in connection with the Contract, concerning: (a) the existence and terms of the Contract; (b) any information that would be regarded as confidential by a reasonable business person relating to: (i) the business, affairs, customers, clients, suppliers, plans, intentions, or market opportunities of the disclosing party (or of any member of the group of companies to which the disclosing party belongs); and (ii) the operations, processes, product information, know-how, designs, trade secrets or software of the disclosing party (or of any member of the group of companies to which the disclosing party belongs); (c) any information developed by the parties in the course of carrying out the Contract;
Consumables: means Equipment which has a finite life and deteriorates, dissipates, or wears out from use, including, but not limited to Gas, oil, Glycols and any other antifreeze additive, inhibitors, water treatment chemicals, thermal oils and other fluids, bearings, shaft seals, rubber and plastic tubing, piping and hose and all fittings, all insulation materials, solder, brazing and welding materials and gas, batteries, electrical contractors and relays, solenoid coils, fixings, studs, nuts, bolts and screws, etc., refrigerant filter/driers, water and air filters and strainers, pipe fixings, supports and clips, test plugs, sealants, adhesives, paint and other metal and coil coatings.
Contract Rate: the Company's standard charges in force from time to time;
Customer Information: the information that the Company requires the Customer to provide to the Company in relation to the Equipment and/or the Services and information described in clause 2.10;
Equipment: collectively or individually the equipment agreed in the Contract to be supplied to the Customer by the Company (including any part or parts of them) as more particularly described in the Proposal or such alternative equipment hired in accordance with clause 3.2;
Excluded Causes: means:
(i) a defect in the manufacturer's design of the Maintained Equipment;
(ii) faulty materials or workmanship in the manufacture of the Maintained Equipment;
(iii) use of the Maintained Equipment with equipment or materials not supplied or approved in writing by the Company;
(iv) any maintenance, alteration, modification or adjustment performed by persons other than the Company or its Representatives;
(v) the Customer or a third party moving the Maintained Equipment;
(vi) the use of the Maintained Equipment in breach of the Operating Manual or any other reasonable instructions of the Company;
(vii) a failure, interruption or surge in the electrical power or its related infrastructure connected to the Maintained Equipment;
(viii) a failure or malfunction in the air conditioning or other environmental controls required for the normal operation of the Maintained Equipment, or an error or omission in the correct use of that air conditioning or other environmental controls by the Customer; or
(ix) the neglect or misuse of the Maintained Equipment.
Excluded Maintenance: any maintenance services required to restore any malfunctioning or failed Maintained Equipment to good working order where the malfunction or failure results from or is caused by any of the Excluded Causes.
Initial Period: a period of 12 months commencing on the date that the Company confirms that the Equipment is commissioned and ready for operational use by the Customer;
Installation Services: the installation and commissioning of the Equipment;
Intellectual Property Rights: all vested, contingent and future intellectual property rights including copyright, trade marks, trade names, patents, service marks, design rights (whether registered or unregistered) know-how, trade secrets, inventions, get up, database rights and any applications for the protection or registration of these rights and all renewal and extensions thereof existing in any part of the world whether now known or in the future created to which the Company may be entitled and other intellectual property rights created, developed, subsisting or used in or in connection with the Company;
Maintained Equipment: the Equipment to be maintained under the Contract as specified in the Proposal;
Maintenance Term: the Initial Period together with all Renewal Periods.
Maintenance Services: the maintenance services described in the Proposal;
Operating Manuals: all operating manuals, specifications, risk assessment method statements and other manufacturer documentation relating to the Equipment;
Price: the price for Equipment and the Services as notified to the Customer by the Company in the Proposal;
Proposal: the proposal attached to these Terms containing details of the Equipment and the Services, delivery and Price;
Renewal Period: each successive 12-month period after the Initial Period;
Representatives: officers, employees, contractors, sub-contractors and agents;
Service Level Agreement: the Company's standard service level agreement for performance of the Maintenance Services (a copy of which is available upon request from the Company or via the Company's website);
Service Levels: the levels to which the Company must perform the Maintenance Services;
Services: the Installation Services, the Maintenance Services and any other services to be provided by the Company to the Customer;
Site: the site for installation of the Equipment and provision of the Maintenance Services as set out in the Proposal.
Warranted Equipment: the Equipment, excluding Consumables.
Warranty Period: the period from the date of delivery of the Equipment and ending 12 months after the date of delivery of the Equipment, or such other period as may be specified in the Proposal;
17.2. In these Terms, the following rules apply: (a) Words in the singular include the plural and in the plural include the singular; (b) A reference to a person includes a natural person, corporate or unincorporated body (whether or not having separate legal personality); (c) A reference to a statute or statutory provision is a reference to it as it is in force for the time being (d) taking account of any amendment, extension, or re-enactment & includes any subordinate legislation for the time being in force made under it; (e) Unless the context otherwise requires, the words **including**, **include** and **in particular** and words of similar effect shall not be deemed to limit the general effect of the words which precede them (f) The headings in this Contract are for ease of reference only and shall not affect its construction or interpretation (g) A reference to **writing** or **written** includes faxes but not e-mail
17.3. In the case of any inconsistency between the Proposal and these Terms, these Terms will prevail.

Appendix H – Cost Estimations

Project Curlew Cost Plan	High Grant Award	Ambitious Grant Award	Low Grant Award	**Comment**
Sale of Social Club Building	350,000	300,000	250,000	DADCA Asset. Conservation Area. Non-Listed. Conversion 2 houses
Common Good Fund	100,000	100,000	100,000	CGF availability, letter of support from Community Council
Community Lottery Funding	20,000	10,000	10,000	Awards for All - Dougie Spence TBL - visiting 11 June
Benefactors	200,000	50,000	50,000	Currently in discussion with numerous individuals
Crowd /Local Funding	150,000	100,000	100,000	DADCA with underwriting offer by PM
Highland Council - Towns Regeneration Fund	895,800	895,800	300,000	£895,800 Stage 1 bid made by Alan Webster, Highland Council in June 19
Highland & Island Enterprise	150,000	100,000	100,000	Supporting Communities - Letter from Angela Simpson
Highland Council Vacant Derelict Land Fund	100,000	100,000	100,000	Letter of support from Alan Webser (Highland Council)
Natural and Cultural Heritage Fund	903,270	903,270	0	Application made 22/04/2019
International Curling Federation	115,000	115,000	0	$US50,000 per sheet. Loan repayable over 10 years. Based on $1=£0.77
Curling Club Funding	5,000	5,000	0	Last of account money
Charitable Trusts (Various)	50,000	25,000	10,000	Smaller Trusts and funding pots
SSE Beatrice	100,000	50,000	0	Over two years
SSE Sustainability Fund	150,000	50,000	50,000	
Sports Scotland	100,000	80,000	0	Sarah Robertson meeting June 19
Total	**3,389,070**	**2,884,070**	**1,070,000**	

Project Curlew Cost Plan		Option 3 Community Only			
	Sum	M²	Rate	Cost (£)	
Feasibility & Site Development Studies	Sum			0	Existing Business Case / Feasibility Studies
Site Acquisition	Sum			0	Funded through SLF
Site Preparation	Sum			100,000	Assumption based on HIE completed remediation work under V&DL Fund and IFL Civil Engineer Estimates
Services & Utilities	Sum			80,000	Assumption based on IFL Civil Engineer Estimates
Road Infrastructure	Sum			25,000	Simple priority junction - assumptions based on IFL Civil Engineer Estimates
30 car parks, 3 coach parks & SUDS				150,000	IFL Civil Engineer Estimates for 40 car parks
Public Realm / Building Externals	Sum			50,000	Simple external treatment - Estimates from IFL Design Engineer Estimates
Community Centre Building Shell		6000 sq ft	100 sq ft	600,000	Based on IFL Design & Development Engineer Estimates for low specification single storey community building shell
Curling Building Shell				0	Community Only
Building Fit Out (Community)		6000 sq ft	70 sq ft	420,000	Assumption - Lower internal and fit out spec.
Building Fit Out (Curling)				0	Community Only
Driving Range Capital Costs				30,000	Based on RDGC 2014 Driving Range Feasibility Report
Multi-use games area				20,000	IFL Estimate
Landscaping & Border Treatment				25,000	Based on ILF Landscape Architect and Design Professional Estimates
Sub-Total				**1,500,000**	
Fees (incl legal) @ 10%				150,000	Based on IFL & Ekos Project Experience
Contingency / OB 10%				150,000	Based on IFL & Ekos Project Experience
Total				**1,800,000**	

Comment

Project Curlew Cost Plan		Option 2 Community + Curling Barn			
	Sum	M²	Rate	Cost (£)	**Comment**
Feasibility & Site Development Studies	Sum			0	Existing Business Case / Feasibility Studies
Site Acquisition	Sum			0	Funded through SLF
Site Preparation	Sum			100,000	Assumption based on HIE completed remediation work under V&DL Fund and IFL Civil Engineer Estimates
Services & Utilities	Sum			80,000	Assumption based on IFL Civil Engineer Estimates
Road Infrastructure	Sum			25,000	Simple priority junction - assumptions based on IFL Civil Engineer Estimates
30 car parks, 3 coach parks & SUDS				150,000	IFL Civil Engineer Estimates
Public Realm / Building Externals	Sum			50,000	Simple external treatment - Estimates from IFL Design Engineer Estimates
Community Building (shell)		6000 sq ft	100 sq ft	600,000	Based on IFL Design & Development Engineer Estimates for low specification single storey community building shell
Curling Building Shell		10000 sq ft	40 sq ft	400,000	Based on Cyclone Building quote of £170,000 for Steel building + £230,000 for building foundations and axillary components - based on IFL Engineer Estimates
Building Fit Out (Curling)		10000 sq ft		500,000	Based on cost estimates provided by Star Refrigeration
Building Fit Out (Community)		6000 sq ft	70 sq ft	420,000	Based on collective Ekos & IFL industry experience of fitting out similar community style buildings
Summer Curling Capital Cost				45,000	Based on quote from Xtraice
Driving Range Capital Costs				30,000	Based on RDGC 2014 Driving Range Feasibility Report
Multi-use games area				20,000	IFL Estimate
Landscaping & Border Treatment				25,000	Based on ILF Landscape Architect and Design Professional Estimates
Sub-Total				**2,445,000**	
Fees (incl legal) @ 10%				245,000	Based on IFL & Ekos Project Experience
Contingency / OB 10%				245,000	Based on IFL & Ekos Project Experience
Total				**2,935,000**	

Project Curlew Cost Plan		Option 1 Integrated Community & Curling			
	Sum	M²	Rate	Cost (£)	**Comment**
Feasibility & Site Development Studies	Sum			0	Existing Business Case / Feasibility Studies
Site Acquisition	Sum			0	Funded through SLF
Site Preparation	Sum			100,000	Assumption based on HIE completed remediation work under V&DL Fund and IFL Civil Engineering Estimates
Services & Utilities	Sum			100,000	Based on IFL Civil Engineer Estimates for Enhanced Facility
Road Infrastructure	Sum			150,000	Enhanced priority junction - IFL Civil Engineer Estimates
60 car parks, 6 coach parks & SUDS				300,000	IFL Civil Engineer Estimates
Public Realm / Building Externals	Sum			150,000	Simple external treatment - Estimates from IFL Design Engineer Estimates
Building (shell)		14500 sq ft	125 sq ft	1,812,500	Based on IFL Design & Development Engineer Estimates for high specification double storey community building shell
Building Fit Out (Community)		5365 sq ft	100 sq ft	536,500	Based on collective Ekos & IFL industry experience of fitting out similar community style buildings
Building Fit Out (Curling)				600,000	Based on cost estimates provided by Star Refrigeration of £600K
Driving Range Capital Costs				30,000	Based on RDGC 2014 Driving Range Feasibility Report
Summer Curling Capital Cost				45,000	Based on quote from Xtraice
Multi-use games area				20,000	IFL Estimate
Landscaping & Border Treatment				75,000	Based on ILF Landscape Architect and Design Professional Estimates
Sub-Total				**3,919,000**	
Fees (incl legal) @ 10%				391,900	Based on IFL & Ekos Project Experience
Contingency / OB 10%				391,900	Based on IFL & Ekos Project Experience
Total				**4,702,800**	

Appendix I – DADCA & DACIC Financials

DADCA
Accounts for year ended 31st. March 2019
Period 1 April 2018 to 31 March 2019

	DADCA	Cinema	Flowers & Fairs	Festival Week	Fibre Fest	Craft&Guild	Glebe Field	New Build General		New Build JG Trust	Tennis Club	Youth Café	Hogmanay Street Party	SKAS	Gallery	2018-19 Total	*Last Year's Comparatives* 2017-18 DADCA	2017-18 Total
	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Receipts																		
Fundraising activities from various functions	5,922	3,971	1,558	5,244	5,527	0	0	0	0	0	0	0	6,109	494	2,226	31,052	*4,910*	*28,063*
Donations	2,039	500	250	500	500	0	1,000	0	0	0	0	980	1,000	0	0	6,769	*3,795*	*7,105*
Grants received	500	0	0	0	0	0	0	0	0	0	0	0	1,910	0	0	2,410	*3,700*	*4,700*
Hire of Hall	10,047	0	0	0	0	307	0	0	0	0	0	0	0	74	0	10,428	*8,098*	*8,255*
Bank Interest	1,012	0	0	0	0	0	280	0	0	0	0	0	0	0	0	1,292	*855*	*1,180*
Total Receipts	**19,519**	**4,471**	**1,808**	**5,744**	**6,027**	**307**	**1,280**	**0**	**0**	**0**	**0**	**980**	**9,019**	**568**	**2,226**	**51,950**	***21,358***	***49,303***
Payments																		
Fundraising expenses	1,651	1,597	0	6,259	3,435	0	0	0	0	0	0	0	7,906	66	1,447	22,361	*857*	*14,716*
Payments for fixed assets	429	2,272	0	0	0	0	0	0	0	0	0	0	0	0	0	2,702	1,374	*2,274*
Payments for charitable expenses:																		
Repairs and maintenance	1,097	0	0	0	0	0	65	0	0	0	0	0	0	0	0	1,162	*632*	*2,232*
Electricity	2,884	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2,884	*2,468*	*2,468*
Caretaking	6,792	0	0	0	0	0	0	0	0	0	0	0	0	0	0	6,571	*7,584*	*7,584*
Phone	95	0	0	0	0	0	0	0	0	0	0	0	0	0	0	95	446	446
Insurances	699	0	0	544	0	0	0	0	0	0	0	0	544	0	0	1,786	*2,403*	*2,403*
Professional fees	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	*0*	*0*
General expenses	839	0	1,905	0	0	0	0	0	0	0	0	128	0	485	68	3,426	*1,158*	*6,073*
Accounting	973	0	0	0	0	0	0	0	0	0	0	0	0	0	0	973	*600*	*625*
Advertising	1,679	0	0	565	388	0	0	0	0	0	0	0	60	0	35	2,612	*1,791*	*2,182*
Performing rights	401	0	0	0	0	0	0	0	0	0	0	0	0	0	0	401	*609*	*609*
	15,459	0	1,905	1,109	388	0	65	0	0	0	0	128	604	485	103	19,910	*17,691*	*24,622*
Total payments	**17,539**	**3,870**	**1,905**	**7,368**	**3,822**	**0**	**65**	**0**	**0**	**0**	**0**	**128**	**8,509**	**551**	**1,551**	**44,973**	**19,922**	**41,612**
Transfers	1,418	-650	-32	-52	0	-493	0	0	0	0	0	0	-24	-168	0	0	*1,296*	0
Surplus for the period on cash basis	**3,398**	**-48**	**-128**	**-1,676**	**2,205**	**-186**	**1,215**	**0**	**0**	**0**	**0**	**852**	**486**	**-151**	**675**	**6,977**	***2,732***	***7,691***

Report of the Directors and

Unaudited Financial Statements for the Year Ended 31 March 2018

for

The Dornoch Area Community Interest Company

The Dornoch Area Community Interest Company

Contents of the Financial Statements for the Year Ended 31 March 2018

	Page
Company Information	1
Report of the Directors	2
Abridged Income Statement	3
Abridged Balance Sheet	4
Notes to the Financial Statements	6
Chartered Accountants' Report	7
Detailed Income and Expenditure Account	8

The Dornoch Area Community Interest Company

Company Information
for the Year Ended 31 March 2018

DIRECTORS:	Mrs J C Bishop J W M Dillon Ms A S MacWilliam J McGillivray N D Hampton G J Sutherland Mrs L E Mahoney A P Murray Mrs Y Ross
SECRETARY:	G J Sutherland
REGISTERED OFFICE:	Whinhill Davochfin Dornoch Sutherland IV25 3RW
REGISTERED NUMBER:	SC327565 (Scotland)
ACCOUNTANTS:	Mackay & Co Chartered Accountants Main Street Golspie Sutherland KW10 6RH

The Dornoch Area Community Interest Company

Report of the Directors
for the Year Ended 31 March 2018

The directors present their report with the financial statements of the company for the year ended 31 March 2018.

PRINCIPAL ACTIVITY

The Company's principal activity, as a Community Interest Company, is to carry on activities which benefit the community included within the post code area IV25. This includes the disbursement of expenditure for specific projects which are fully reimbursed through grant assistance from various sources.

DIRECTORS

The directors shown below have held office during the whole of the period from 1 April 2017 to the date of this report.

Mrs J C Bishop
J W M Dillon
Ms A S MacWilliam
J McGillivray
N D Hampton
G J Sutherland
Mrs L E Mahoney

Other changes in directors holding office are as follows:

Mrs E A Coombs - resigned 1 November 2017
Mrs J J Hamblin - resigned 11 July 2017
S D Mure - resigned 11 April 2017
A P Murray - appointed 13 February 2018
Mrs Y Ross - appointed 13 February 2018

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

ON BEHALF OF THE BOARD:

Jan Bishop

Mrs J C Bishop - Director

30 October 2018

The Dornoch Area Community Interest Company

Abridged Income Statement
for the Year Ended 31 March 2018

	Notes	31.3.18 £	31.3.17 £
GROSS SURPLUS		34,843	26,408
Administrative expenses		30,973	11,914
OPERATING SURPLUS and SURPLUS BEFORE TAXATION		3,870	14,494
Tax on surplus		365	1,730
SURPLUS FOR THE FINANCIAL YEAR		3,505	12,764

The notes form part of these financial statements

The Dornoch Area Community Interest Company (Registered number: SC327565)

Abridged Balance Sheet
31 March 2018

	31.3.18 £	31.3.17 £
CURRENT ASSETS		
Debtors	4,063	430
Cash at bank	30,146	28,184
	34,209	28,614
CREDITORS		
Amounts falling due within one year	9,645	7,555
NET CURRENT ASSETS	24,564	21,059
TOTAL ASSETS LESS CURRENT LIABILITIES	24,564	21,059
RESERVES		
Income and expenditure account	24,564	21,059
	24,564	21,059

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2018.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2018 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and

(b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The notes form part of these financial statements

continued...

Abridged Balance Sheet - continued
31 March 2018

The financial statements have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

All the members have consented to the preparation of an abridged Income Statement and an abridged Balance Sheet for the year ended 31 March 2018 in accordance with Section 444(2A) of the Companies Act 2006.

The financial statements were approved by the Board of Directors on 30 October 2018 and were signed on its behalf by:

Mrs J C Bishop - Director

The notes form part of these financial statements

1. STATUTORY INFORMATION

The Dornoch Area Community Interest Company is a private company, limited by guarantee, registered in Scotland. The company's registered number and registered office address can be found on the Company Information page.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
These financial statements have been prepared in accordance with the provisions of Section 1A "Small Entities" of Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Turnover
Turnover is measured at the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

3. EMPLOYEES AND DIRECTORS

The average number of employees during the year was 4 (2017 - 4).

4. FUNDS IN ADVANCE

Grants, levies & donations received but not fully expended by the year end date were:-

	2018 £	2017 £
Dornoch Courthouse Visitor Centre Community Donations Fund	6,930	5,016
Business Group Levy	2,370	360
	9,300	5,376

The Courthouse Visitor Centre fund relates to project costs in 2018/19.
The Business Group Levy relates to 2018/19.

5. GRANTS

Grants towards revenue expenditure are released to the profit and loss account as the related expenditure is incurred.

6. SHARE CAPITAL

The company is a community interest company limited by guarantee and therefore has no share capital. The liability of the members is limited but is not to exceed £1 per member.

Chartered Accountants' Report to the Board of Directors on the Unaudited Financial Statements of The Dornoch Area Community Interest Company

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of The Dornoch Area Community Interest Company for the year ended 31 March 2018 which comprise the Abridged Income Statement, Abridged Balance Sheet and the related notes from the company's accounting records and from information and explanations you have given us.

As a practising member firm of ICAS, we are subject to its ethical and other professional requirements which are detailed at http://www.icas.com/accountspreparationguidance.

This report is made solely to the Board of Directors of The Dornoch Area Community Interest Company, as a body, in accordance with our terms of engagement. Our work has been undertaken solely to prepare for your approval the financial statements of The Dornoch Area Community Interest Company and state those matters that we have agreed to state to the Board of Directors of The Dornoch Area Community Interest Company, as a body, in this report in accordance with the requirements of ICAS as detailed at http://www.icas.com/accountspreparationguidance. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and its Board of Directors, as a body, for our work or for this report.

It is your duty to ensure that The Dornoch Area Community Interest Company has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and profit of The Dornoch Area Community Interest Company. You consider that The Dornoch Area Community Interest Company is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or a review of the financial statements of The Dornoch Area Community Interest Company. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

Mackay & Co
Chartered Accountants
Main Street
Golspie
Sutherland
KW10 6RH

30 October 2018

The Dornoch Area Community Interest Company

Detailed Income and Expenditure Account for the Year Ended 31 March 2018

	31.3.18		31.3.17	
	£	£	£	£
Turnover				
Website	1,350		810	
Business Group Membership	24,292		17,399	
Courthouse Funds Released	3,085		-	
Donations	1,951		2,173	
Miscellaneous Income	4,165		1,793	
Whisky Festival	-		4,233	
		34,843		26,408
Expenditure				
Wages	18,827		2,092	
Website costs	2,263		649	
Telephone	113		-	
Advertising & Printing	114		1,457	
Concert costs	-		452	
Whisky Festival costs	-		2,656	
Marketing	5,503		1,756	
Courthouse Costs	205		-	
Sundry expenses	2,948		2,147	
Professional fees	1,000		705	
		30,973		11,914
NET SURPLUS		3,870		14,494

Appendix J – NHCT Financial Projections

CURLEW - CURLING EXPENDITURE PROJECTION
YEAR ONE

	Per Week	Per 20 weeks Rental
RENT	£500	£10,000
RATES	£60	£1,200
ELECTRICITY	£1,000	£20,000
PAYROLL	£700	£14,000
INSURANCE	£50	£1,000
MAINTENANCE	£40	£800
CLEANING MATERIALS	£20	£400
ADVERTISING	£40	£800
SUNDRIES	£50	£1,000
		£49,200

CURLEW INCOME PROJECTIONS
YEAR 1

	Numbers	Cost £	Weeks	TOTAL £	
Prepaid membership	40	250	Season	10000	(Plus ice at half price)
Weekend Bonspiel	48	44	8	16896	
Evening League 1	14	14	18	3528	
Evening League 1	10	7	18	1260	
Evening League 2	20	14	18	5040	
Evening League 2	4	7	18	504	
Evening League 3	24	14	18	6048	
Junior Leagues 1, 2 & 3	72	5	16	5760	
Day Session Wed, Thurs, Fri	72	10	18	12960	
Weekend Sessions(not B/spiels)	24	22	6	3168	
Misc day sessions -visitors, Practice ice, etc				3000	
Corporate days				5000	
Raffles, fund raising etc				4000	
TOTAL				77164	