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# STRATHPEFFER COMMUNITY PARK

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## **Appendix E:** **Feasibility Study:** **Implementation Plan**

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CRAIGNISH DESIGN  
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Prepared for Strathpeffer Residents' Association (SRA)

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## The Feasibility Study is supported by the following Appendices

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| A | Background Review                 |
| B | Phase 1 Habitat Survey            |
| C | Public Consultation               |
| D | Design Options                    |
| E | Implementation Plan (this report) |
| F | Plans and visualisations          |

## 1. Summary

1. As part of the **Feasibility Study** for the Strathpeffer Community Park, **four design options** have been developed, each with a cost estimate and cash-flow forecast. The client, Strathpeffer Resident's Association (SRA), has selected **Design 2** as the preferred option.
2. This paper maps out an implementation plan for **Design Option 2** through:
  - 2 year **lead in** for fund raising, land acquisition, detailed design, consents and tendering;
  - 2-year **Main Contract** for construction,
  - **Partial possession** of areas of the park as completed;
  - **Full completion** within 5-years;
3. An early action plan for community works immediately after purchase is outlined together with cash flow forecasts through the project, including projection to 7-years after completion.
4. This paper was circulated to SRA in April 2015 for comment and approval and has been updated in August 2015.

## 2. Introduction

### Purpose

5. This paper summarises a proposed implementation programme. The plan is part of the Community Park Feasibility Study and provides background information for a Business Plan to be prepared by SRA. The content of this implementation plan was agreed in principle with SRA in April 2015 and has been refined and up-dated to a Final Implementation Plan in August 2015.

### Assumptions

6. For the purpose of this exercise the following are assumed:
  - SRA progress with a scheme design based on **Option 2** and associated indicative cost and revenue plans;
  - SRA **purchase** the land, the purchase being 100% grant aided through the Scottish Land Fund or similar;
  - SRA is successful in raising 100% capital, project development and initial revenue grant funding sufficient to implement the works in one Main Contract.
7. If any one of these proviso is not achieved, the route to implementation would need to be re-considered.

## 3. Implementation plan

### Programme

8. It is envisaged that the overall development will be spread over at least 5-years. This gives time for the land-purchase and for fund raising, both through the grants system and through public donation and events, prior to a single Main Contract for the bulk of the construction. This also spreads expenditure and to eases cash-flow for SRA to a degree.
9. It is proposed that the Main Contract for implementation is approximately 24-months in length, but is planned in such a way that SRA will gain access to the Community Growing Area and Community Building midway through the Contract, allowing these areas to be developed by SRA in parallel with the completion of rest of the park.

10. In addition this plan includes for **Early Action** works by SRA on site **prior** to the Main Contract.
11. During consultation with SRA the view was expressed that this programme could be shortened. This may be the case and the programme is intended to be conservative.

### Cash-flow

12. A significant issue is managing the gap between paying a contractor and being reimbursed by the grant paying agencies. SRA will have to negotiate access to **short term finance**. This may determine the scale of the project implemented and /or its time-scale. In addition, the Community Growing Area and the Community Building, as the main source of income, will take time to establish and to develop to a stage where projected revenue exceeds costs and during this period there will be cash-flow issues.
13. During a 24-month programme for the Main Contract there will be periods of short-term bridging finance required to cover cash flow. This is because grants paid retrospective of SRA making payments. The current cost plan indicates a potential debt peaks at c.£79,000 during the Construction Contract, depending on the balance held by SRA at commencement of the Contract and the actual tendered contract costs. This peak should be short term, reimbursed by draw down of grant, but needs to be accommodated in the project. Interest payments may be incurred as a result and an allowance has now been made for these in the cost plan. These are all indicative at this stage.
14. Access to a **bank overdraft** is unlikely for SRA so a **loan** would be required and this sort of short term variable loan can be problematic. Some agencies, such as Highland-Opportunity, offer un-secured finance for projects such as this, with a normal limit of £50,000. Current interest is around 8% pa. An average debt of £40,000 pm over a 24-month period would therefore incur interest of c.£8000 over the construction period. In addition there will be peaks and troughs in the lead in to the construction period and in the subsequent management of the early years of the Park. A loan will be required to cover these periods as well.
15. The Charity Bank also specialises in this area and early contact should be made to discuss the availability of short term finance. Site purchase may provide security but the lack of track record of SRA may be a hindrance and this may be a reason for considering working with the Community Centre in taking the project forward.
16. Other routes to finance are also available, including a private loan to provide gap funding. This would depend on a local benefactor(s) being available and willing to assist in this way over a set period and to conditions to be negotiated.
17. SRA will need to become a registered charity through SCIO status before any loan would be available.

## 4. Tenure

### Purchase

18. In this plan, the site is assumed to be **purchased** in **summer 2016**. This assumes successful negotiation of Asset Transfer with Highland Council (HC) and a successful funding application to the Scottish Land Fund (SLF) in November 2015 (or such other grant that follows post 2015).
19. This assumes HC sells the land at a market value. The case should be made for a nominal value given that the project is beneficial to HC in relieving the Council of liabilities on the site and on-going maintenance costs. This notwithstanding, a notional market value of the land

(based on an informal discussion with the District Valuer) of £50,000 is included in this plan. It has to be assumed this would be 100% funded by Scottish Land Fund or equal. It is hoped that the group would in fact be purchasing at Less than Market Value. The land value would need to be established prior to the SLF application. HC has not been willing to have the land valued prior to submission of the Business Plan for the Community Garden.

20. SRA will need to progress the purchase process with Highland Council in parallel to applying to the Scottish Land Fund (SLF) for assistance with purchase and project development costs (SLF will not fund capital works).

## Lease

21. If SRA proceed with a lease it may be that the timescale can be reduced as it is assumed the process is simpler and fund raising for acquisition is not required. The cost of a lease (valuation, rent, legal costs and registry) would need to be included, but this may balance out reduced finance costs. However, with a lease there would be no land to offer as security on a loan and some other grants may be more difficult to access. In consultation with SRA purchase has become the preferred and proposed route and is included in this Implementation Plan.

## 5. Early Action Works

### Pre –development works

22. Once the site purchase is completed, if there is delay before the Main Contract can commence, and there will be due to the lead in of design, consents and funding, early works can be still undertaken. This is a great opportunity to celebrate the purchase and engender public interest in the project through early ‘hands on’ involvement. This will help retain faith on the project.
23. SRA will take on maintenance and liability for the site from the date of purchase. SRA have indicated that they will maintain the site through a team of local volunteers. SRA would therefore need to implement training in play area management and landscape management as a lead into to purchase. It is envisaged that SRA will need to purchase equipment for landscape maintenance and, if desired, a small storage shed could be put up on site, which could later be moved to the Community Garden. This will require some early fund raising for training and materials and to cover increased overheads as SRA become more active. Insurance costs will also increase at purchase.
24. Early physical works envisaged, include:
  - Continuing existing care and repair of the site as at present (grass cuts and play area);
  - Vegetation management and tree planting out-with the areas that will be disturbed by the main scheme.
25. In addition any professional management work of mature trees, if required, should be undertaken to ensure the site is safe.
26. Short term / temporary projects could also include:
  - Temporary bike tracks;
  - Temporary growing area;
  - Natural play areas.
27. This period would raise the profile of the project and would run in parallel with moving toward the main implementation stage. SRA would need to make a drive toward fund raising in this period with the establishment of the Friends of Strathpeffer Community Park group, encouraging donations (and gift aid) and fund raising events.

## 6. Project development

### Lead in work

28. SRA will need to commence the lead in process to the main construction project in parallel to the purchase process. This will include making the main (stage 1) funding applications which will include applying for funds toward development costs for fees and consents. Elements of the pre-construction stage include (in addition to purchase):

### *Project management*

29. Subject to successful fund raising, a Project Manager should be appointed to oversee the lead in and construction stage. (This is not the same as the Project Officer who would ultimately assist with developing the park once construction is complete). The Project Manager would take the lead in coordinating submission of the major grant applications and overall project development. If SRA have the resources this could be undertaken in-house, but it is onerous of time and experience is beneficial.

### *Detailed design*

30. Once funding is in place a design team would be appointed. Funding agencies will probably require a competitive tender. The appointed team would work with SRA in developing the detailed design through consultation with the user groups.

### *Planning Consent*

31. Once a layout is finalised, the design team would submit the finalised design for Planning Consent, on behalf of SRA, or the Community Council (thereby reducing the statutory planning fee). It is recommended that planning approval for the whole scheme is applied for in one application – even if phasing is envisaged. Other consents could also be applied for at this stage as required.

### *Tender stage*

32. At the moment it is assumed that the majority of the works as included in Option 2 are implemented in one large Main Contract over a period of 24-months of main site works, plus a 12-month contractual maintenance and defects liability period. Construction works would be tendered through either a two stage selection process or a single stage open tender, probably through Public Contracts Scotland. The former allows greater control over who tenders for the work; the latter may reduce costs and is quicker and simpler to administer.
33. The Tender process and subsequent construction Contract would be managed by the Design Team, overseen by the Project Manager, all reporting to SRA as client.

## 7. Construction management

### Single vs Multiple Contracts

34. The options of phased works has been discussed with SRA. The preference was for one Main Contract if funding allows and this is what is assumed in the Implementation Plan. This is the simplest approach for SRA and is recommended for a Contract of this size, which requires sufficient management resource to deliver a diverse range of works to a programme and cost. A single Contract is also the easiest way also to conform to the requirements of the Construction Design and Management Regulations (CDM).
35. There is the option to break down the job into a series of smaller Contracts and this may be necessary if funding restricts the full project being built in one-go. Contractor's overheads

and add-on profits may be less with smaller contractors, but the overall process would be more complex for both SRA and the project management / design team. This could increase the duration of the project and may increase costs. A single Main Contract is therefore recommended at this stage.

## Completion

### *Staged possession of the site*

36. In order to bring the site into public use as soon as possible, the current proposal allows for staged handover to SRA when areas are safe and ready to occupy. The Main Contract will state the order that areas are to be completed. By this means the Community Growing Space and Community Building is made available for use as soon as possible. It is envisaged works are completed in the following order:

- **Construction access:** taken from Ulladale Crescent on what will become the permanent access to the site; a construction compound on the site of the MUGA is envisaged, retained until the latter stages of the Contract. The MUGA would be build last;
- **Infrastructure:** Initial works would up-grade a construction access and implement services into the site (water, power) and undertake drainage. Path construction would commence thereafter. A plan for sequential opening paths to public access would be agreed. Toward the end of the Contract final path finishes and site furniture would be implemented;
- **Community Garden and Community Building:** a priority is to allow SRA possession of the Community Growing Area and Community Building as early as possible in order to allow the activity of this area to commence. This will help sustain public interest and will move toward starting income generation. The Main Contract would build the Community Building and would fence the Growing Area, providing drainage and services and hard standing for All-Abilities Access. SRA would then take possession of the area and form the garden around the group's wishes, including building a polytunnel, raised beds, trees planting etc.
- **Play parks and bike track:** the equipped play areas be then built followed by the bike track; the MUGA and Gym would be built last as the Contractor moved out of the site, carrying out completion works as they go;
- **Wetland:** Any digger work associated with the formation of wetland / ponds is envisaged as through the Main Contract as this will need to be coordinated with access and drainage works. Final finishing could be by SRA volunteers.

### *Practical completion, maintenance and defects liability*

37. A traditional contract sees the site handed over to the client (SRA) at completion of the construction work. There normally follows, in landscape works, a 12-month maintenance period and defects liability period. However, some grants do not cover maintenance costs so SRA will need to consider whether you take on maintenance as soon as construction is complete. This will reduce the Contract costs as you would undertake maintenance with volunteers. The cost plan currently includes for the Main Contractor maintaining the Park for 1-year.

## 8. Programme

### Outline timeline

38. The following tables summarise a programme from now to completion of the construction stages as outlined above. There is some 'slack' built into the programme to cover delays in the purchase process, planning consents, funding and negotiation of costs. This also allows

continued fund raising by SRA. This is all indicative and subject to site acquisition and successful funding applications.

### ***Pre-purchase***

- |  |                        |
|--|------------------------|
| ▪ SRA become a SCIO                                | September 2015         |
| ▪ Feasibility Study and Business Plan complete     | September 2015         |
| ▪ Asset Transfer agreed in principle               | October 2015           |
| ▪ SRA work toward purchase and development funding | September 2015 onwards |
| ▪ Scottish Land Fund registration                  | September 2015         |
| ▪ Scottish Land Fund application for purchase      | Spring 2016            |
| ▪ SLF approval                                     | May 2016               |
| ▪ SRA fund raise and train toward early works      | Spring 2016            |
| ▪ <b>Purchase completed</b>                        | <b>June 2016</b>       |
| ▪ SRA commence maintenance and early works         | Late 2016 onwards      |

### ***Design development***

- |  |                     |
|--|---------------------|
| ▪ Stage 1 grant applications for project development   | Late 2015           |
| ▪ Stage 1 development grants approved                  | May 2016            |
| ▪ Project Manager appointed                            | May 2016            |
| ▪ Design Team appointed                                | June - July 2016    |
| ▪ Design development and consultation                  | Aug 2016 – Feb 2017 |
| ▪ Stage 2 grant applications                           | Autumn 2016         |
| ▪ Planning application                                 | Jan 2017            |
| ▪ Planning approval                                    | July 2017           |
| ▪ Detailed design and tender period (for construction) | Aug – Oct 2017      |
| ▪ Tender return  | Nov - Dec 2017      |
| ▪ Stage 2 approvals                                    | Jan 2018            |
| ▪ Allowance for all negotiation and consents           | Feb – June 2018     |

### ***Main Contract***

- |  |                  |
|--|------------------|
| ▪ <b>Contract let</b>                          | <b>June 2018</b> |
| ▪ <b>Substantial Completion</b>                | <b>June 2020</b> |
| ▪ Maintenance and defects liability period end | June 2021        |

### ***Staged possession***

- |   |                      |
|---|----------------------|
| ▪ SRA Possess Community Building and Grow Space           | May 2019             |
| ▪ SRA build growing area                                  | May-June 2019        |
| ▪ <b>SRA Open Community Building and Grow Space</b>       | <b>July-Aug 2019</b> |
| ▪ SRA possess play areas and bike area and open to public | Dec 2019             |
| ▪ SRA possess and open MUGA and Gym                       | July 2020            |



## Cash Flow Forecasts

39. The following tables show a potential programme from now through project development and construction. There are so many un-knowns in terms of the progress of a project such as this through the array of hurdles that present themselves that any programme has to be by its nature indicative.
40. These are followed by cash flow forecasts for:
  - Pre-construction;
  - Construction period;
  - Sample calendar year, 2 ½ years after the Growing Area opens.
41. Included in these projections are a lot of assumptions. At this stage this is an indicative model. Information on the assumptions made in these projections follows the tables.
42. No account has been taken for inflation on costs or income – all figures are 2015 rates.
43. The programme was prepared in the **spring of 2015** as part of the scheme development and consultation with SRA. The principle change that has occurred since that time is that it will probably be too late now to submit an application to the SLF for the current scheme closure in November 2015. It is however the right time to register the scheme with SLF so as to obtain a referral from SLF to HIE and have a Project Officer appointed. The pre-purchase stage therefore moves back by a few months.
44. SRA have expressed a view that the programme is too long. Experience has shown that a project such as this is time consuming and delays are likely. Some slack has been built into the programme in anticipation of this, however it remains indicative.
45. Cash flow during construction also has to be considered and a longer programme for the construction period reduces size of short term borrowing that occurs with retrospective grant payments.
46. The programme also tends to show sequential progression pre-construction and time could be saved by running items in parallel, though again this has funding implications.

**Table 1: Indicative pre-contract programme (as of April 2015)**

	2015				2016				2017				2018						
	May-June	July-Aug	Sept-Oct	Nov-Dec	Jan-Feb	Mar-April	May-June	July-Aug	Sept-Oct	Nov-Dec	Jan-Feb	Mar-April	May-June	July-Aug	Sept-Oct	Nov-Dec	Jan-Feb	Mar-April	May-June
Operation																			
<b>Pre-purchase phase</b>									Site possession										
Complete Feasibility	✓																		
Negotiate Asset Transfer approval		✓																	
Land valuation			2-3 wks																
Legals			6-month																
SLF Funding application		4-month lead in		Nov															
SLF Approval					4-month to process														
Purchase						✓													
<b>Design Phase</b>																			
Grant applications for design team			4-month lead in		6-months to process														
Appoint Project Manager						✓													
Tender for design team																			
Grants approved - design team appointed							✓												
Consultation with user groups								4-month											
Sketch scheme and cost plan										2-month									
Planning application											6-month process								
Grant applications for component packages											12-month process on going for construction costs ( by PMgr)								
Planning Approval														✓					
Grant approvals															✓				
Detailed design & tender docs														4-month					
Construction tender process																	1-month		
All approvals in place																		✓	
Contract for construction let																			✓

**Table 2: Outline Main Contract programme (as of April 2015)**

	2018			2019			2020			2021		
	July-Aug	Sept-Oct	Nov-Dec	Jan-Feb	Mar-April	May-June	July-Aug	Sept-Oct	Nov-Dec	Jan-Feb	Mar-April	May-June
<b>Components of Main Contract</b>												
Infrastructure (access, services, paths, drainage)	6 to 8-months. Plus minor works throughout											
Community Building			4-months									
Community Garden infrastructure				1-month	Possession of Com Gro Area							
Public space				1-month								
Play park 1					2-months							
Play Park 2					4-months							
Bike Track							1-month	Possession of play & bike				
MUGA							2-month + Xmas					
Outdoor gym												
Planting												
Ponds												
Practical Completion											✓	
Contract maintenance											12-months	
Final completion												✓

**Table 3: Indicative pre-contract cash flow (as of April 2015)**

	2015			2016			2017			2018								
Bi-monthly period	July Aug	Sept Oct	Nov Dec	Jan Feb	Mar April	May June	July Aug	Sept Oct	Nov Dec	Jan Feb	Mar April	May June	July Aug	Sept Oct	Nov Dec	Jan Feb	Mar April	May June
<b>Bi monthly expenditure</b>	160	10	510	10	2,020	50,030	7,890	1,050	4,150	4,150	6,846	4,350	4,350	5,250	4,350	5,750	4,150	2,850
<b>Bi monthly income</b>	50	150	150	50	370	2,300	53,225	6,983	200	4,000	6,966	4,200	5,225	5,520	4,200	5,600	4,270	4,200
<b>Bi monthly income less expense</b>	-110	140	-360	40	-1,650	-47,730	45,335	5,933	-3,950	-150	120	-150	875	270	-150	-150	120	1,350
<b>Balance brought forward</b>		-110	30	-330	-290	-1,940	-49,670	-4,335	1,598	-2,353	-2,503	-2,383	-2,533	-1,658	-1,388	-1,538	-1,688	-1,568
<b>Balance end of period</b>	-110	30	-330	-290	-1,940	-49,670	-4,335	1,598	-2,353	-2,503	-2,383	-2,533	-1,658	-1,388	-1,538	-1,688	-1,568	-218
	Asset Transfer agreed in principle	SRA project development and funding applications	Legal and valuations		SLF approval	Site Purchase	SRA early site works and maintenance begins	Design Team appointed			Planning Application	Detailed design and tender documentation						Grants and consents all in place. Tender acceptance

Table 4: Indicative monthly cash flow estimate through 24-month Main Contract (plus 12-month maintenance and defects liability period)

	2018						2019						2020						2021																											
	June	July	Aug	Sept	Oct	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct																		
Monthly income and grants	2,018	3,359	26,584	24,259	47,851	47,459	62,861	62,259	64,984	62,759	63,678	63,474	77,403	8,659	60,860	58,359	60,797	60,459	51,213	50,609	53,113	51,561	31,713	34,629	33,965	33,382	2,347	1,459	1,073	1,859	583	1,859	833	1,559	1,655	5,129	2,983	3,859	34,678	3,538						
Monthly expense	25	28,320	23,325	50,487	46,325	64,387	61,325	66,487	61,825	68,342	62,030	75,837	7,575	62,320	57,325	63,083	58,825	52,483	49,325	54,353	49,825	32,753	29,825	35,275	31,948	3,458	1,074	2,224	1,074	1,124	1,074	1,124	1,074	1,124	1,074	2,924	2,674	36,131	3,574	2,424						
Monthly income less expense	1,993	-24,961	3,259	-26,228	1,526	-16,928	1,536	-4,228	3,159	-5,583	1,648	-12,363	69,828	-53,661	3,535	-4,724	1,972	7,976	1,888	-3,744	3,288	18,808	1,888	-646	2,017	29,924	1,273	-765	-1	735	-491	735	-241	435	581	2,205	309	-32,272	31,104	1,114						
Balance bf each month		-218	-25,179	-21,920	-48,147	-46,621	-63,549	-62,013	-66,240	-63,081	-68,664	-67,016	-79,378	-9,550	-63,211	-59,676	-64,399	-62,427	-54,451	-52,563	-56,306	-53,018	-34,210	-32,322	-32,967	-30,950	-1,026	248	248	-517	-518	217	-274	462	221	656	1,238	3,443	3,752	3,752	-28,520	2,585				
Balance	-218	-25,179	-21,920	-48,147	-46,621	-63,549	-62,013	-66,240	-63,081	-68,664	-67,016	-79,378	-9,550	-63,211	-59,676	-64,399	-62,427	-54,451	-52,563	-56,306	-53,018	-34,210	-32,322	-32,967	-30,950	-1,026	248	-517	-518	217	-274	462	221	656	1,238	3,443	3,752	-28,520	2,585	3,698						
Construction starts																																														
Community Growing Space & Building available																																														
Garden & Community Building open																																														
Play Park & Bike Areas available																																														
Practical completion. Whole park open. Release of half retention.																																														
Defects and Liability period for 12-months																																														
End of maintenance period																																														
Final payment for maintenance and release of retention																																														
Final design team fees																																														

**Table 5: Indicative cash flow for calendar year c.2 ½ years after Community Growing Area opens.**

	2022												
	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Annual
<b>Monthly income and grants</b>	716	1,400	796	1,000	1,698	5,095	996	3,400	996	1,000	896	2,466	20,459
<b>Monthly expense</b>	1,074	1,124	1,074	1,324	1,074	1,124	2,674	2,124	1,074	2,424	1,074	1,124	17,288
<b>Monthly income less expense</b>	-358	276	-278	-324	624	3,971	-1,678	1,276	-78	-1,424	-178	1,342	
<b>Balance bf each month</b>	4,361	4,003	4,279	4,001	3,677	4,301	8,272	6,594	7,870	7,792	6,368	6,190	
<b>Balance</b>	4,003	4,279	4,001	3,677	4,301	8,272	6,594	7,870	7,792	6,368	6,190	7,532	

Note:  
 Assumes Project Officer grant reduces in Jan 2022, but also that some grant assistance remains.  
 No account taken for inflation – projected at 2015 estimates  
 Assumes voluntary group carry out site maintenance.

## Long term cash flow

### INCOME ASSUMPTIONS

47. The 2022 projection assumes the following annual income (based on 2015 rates at present). These have been discussed and agreed with SRA during March / April 2015. Projected this far, they can only be for guidance..
48. Based on these assumptions it can be seen that the project covers costs with a small annual margin.

**Table 6: Long term annual income projection at 2022**

<b>Annual total</b>	<b>Description</b>
<b>£270</b>	Highland Council Residents Assoc. annual grant
<b>£4,800</b>	Grant raised toward annual cost of Project Officer (£7200 total). In the early stages of the project the PO is assumed to be 100% grant funded. This is assumed to reduce to c. 2/3 grant funded.
<b>£1,600</b>	Training grants for SRA to train up play inspector group and general soft landscape maintenance team – assumed every two years (100% of costs assumed).
<b>£3,000</b>	Friends of Group: assumed 200 members subscribe £15pa each. Friends would be extended to not just the local area. During the early stages of the project when promotion and fund raising and activity is highest, the projections assumed £4000pa. This has been assumed to taper off once established.
<b>£1,162</b>	User group / garden club: annual subscription for membership and use of the Growing Area, based on around 50 members paying £20-£25pa toward the Growing Area and Building.
<b>£220</b>	Donations / crowd giving: nominal estimate pa – £500pa assumed in the earlier stages of the project, but assumed to taper off.
<b>£55</b>	Gift Aid on Crowd Funding at £0.25/£1 donated.
<b>£600</b>	Facilities hire local group / school: hire of the community building by specific groups, based on: 2 days pm at £25/day,
<b>£1,800</b>	Corporate training venue hire: use of the Growing Space, Building and Park for training by outside bodies/ council/ businesses, based on 3 days pm at £50/day. This figure has been assumed to progressively grow as the facility becomes established.
<b>£2,800</b>	Men's shed & similar group (eve & day hire of Building and Workshops): based on 10 members contributing an average of £20-£25pm for evening and weekend use of space and facilities. This figure has been assumed to increase as the facility becomes established.
<b>£175</b>	Tool / equipment hire: notional sum for use of SRA owned equipment and tools. This figure has been assumed to increase as the facility becomes established.
<b>£1,200</b>	Miscellaneous Training courses: based on SRA running or facilitating courses using the Community Growing Area, the Building, workshop and wider park as a resource. Figure is based on profit after course fee less costs of 'teacher' and materials.
<b>£200</b>	General fund raising events (2pa): assumed tie in with Community Centre events, could include pop-up café at community events etc.
<b>£100</b>	Car boot sale (1pa): assumed tie in with Community Centre events.
<b>£100</b>	Sale of produce (1pa): fruit and veg etc.
<b>£700</b>	Garden fund raising event (3pa): Spring Fair, Summer Party, Christmas Ceilidh events.
<b>£92</b>	Export of power: nominal sum at current rates for export to grid from 4kv solar PV panels on Community Building.
<b>£510</b>	FIT : current Feed in Tarrif on export of power.
<b>£275</b>	Willow coppice: part of the park would be used for growing willow, harvested annually either used for courses on site or sold – assumes labour through volunteers and / or part of courses.
<b>£800</b>	Misc on-going grants for courses/ rural skills using the whole park as a resource.
<b>£20,459</b>	<b>Long term annual income</b>

## LONG TERM RUNNING COST

49. The following running cost projection to 2022 assumes the following annual expenses (based on 2015 rates). These have been discussed and agreed with SRA during March / April 2015.

<b>Table 7: Long term running costs (2022)</b>	
<b>Annual total</b>	<b>Description</b>
<b>£300</b>	SRA Office admin: projection includes a progressive increase as the project becomes established. Covers allowance for day-to-day expense. Assumes SRA work from Community Building
<b>0</b>	SRA Legal costs: no allowance made once established.
<b>£400</b>	SRA Insurance: based on Highland Council Insurance. If in insurance is sought through the private sector would increase to +£2500pa.
<b>£200</b>	Landscape maintenance materials: allowance for petrol and general materials.
<b>£1,600</b>	SRA Training: assumed to be bi-annual training of 4nr SRA volunteers to provide an on-going rota for daily / weekly play area /safety inspections.
<b>£400</b>	Equipment purchase for community growing space: annual allowance for miscellaneous purchases.
<b>£5,640</b>	Site running costs (maintenance & repair): assuming volunteer labour, includes allowance for annual repairs and making good vandalism (minor) but does not include whole-sale replacement of damaged or worn out equipment, for which there would be fund-raising required.
<b>£400</b>	SRA H&S inspections: annual professional inspections by RoSPA or equal.
<b>£600</b>	SRA Utilities consumption: estimate for power for the Community Building. Street lighting and floodlighting of MUGA included in site running cost.
<b>£7,248</b>	SRA Project Officer in post: notional sum for continued 2-days p.w..
<b>£500</b>	SRA Sink fund: allowance of £500pa contingency
<b>£0</b>	SRA Interest on finance: no allowance made as the project should be running with a surplus.
<b>17,288</b>	<b>Long term annual running cost</b>

END