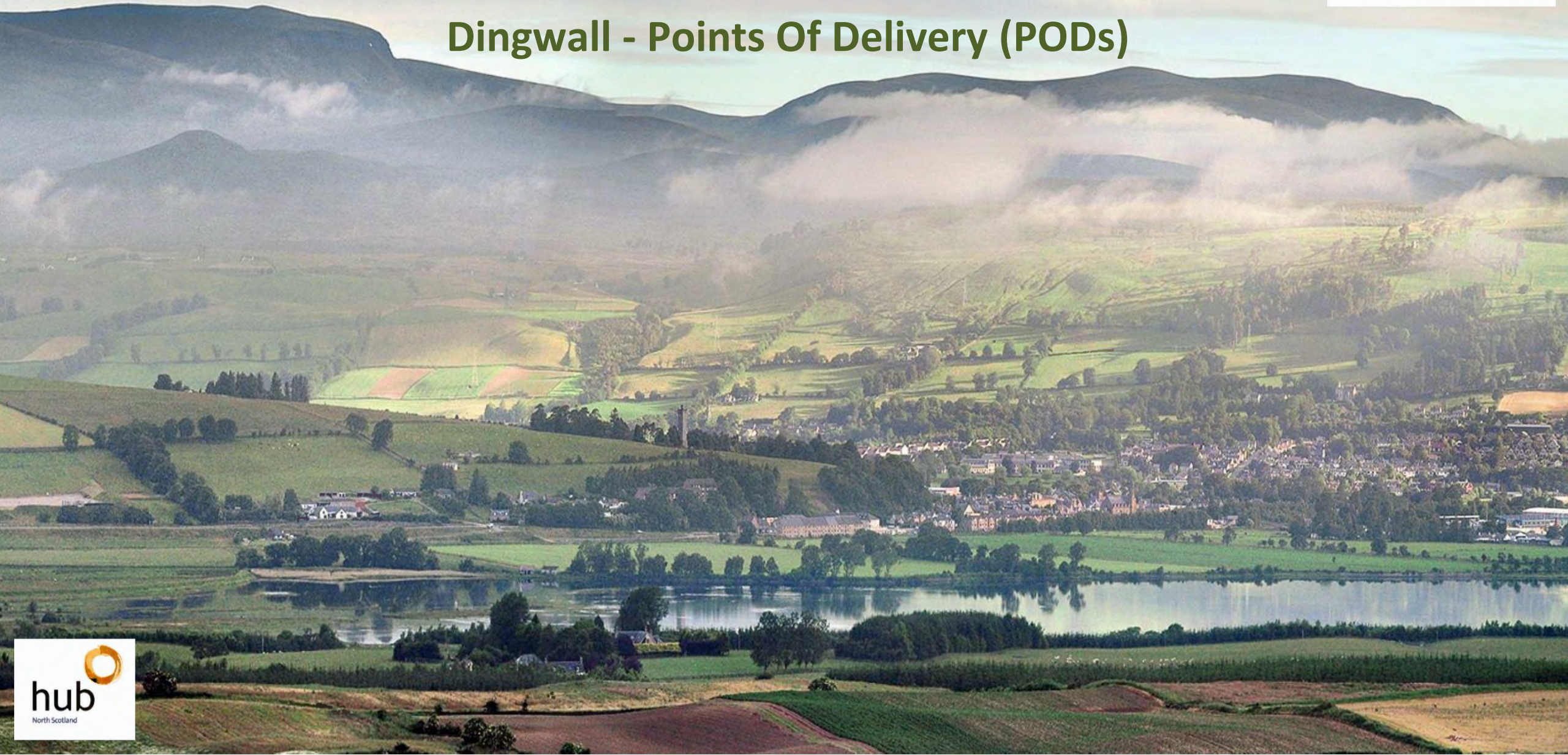


# The Highland Investment Plan

A Place Based Approach to Delivery



## Dingwall - Points Of Delivery (PODs)



# Contents

- Introduction & Overview
- National Context
- Regional Vision
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  - Analysis & Insights
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  - Place Programme
  - Interim Outline Business Case
- Oversight and Assurance
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- Appendix 6 - Interim Outline Business case
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Photo credit (Front page) - Andrew Dowsett Photography



# Introduction & Overview

The following slides outline the recent activities & outputs from a Place Based approach, carried out by hub North Scotland (hNSL), and Partners, on behalf of The Highland Council. The focus of these activities were to support the scoping & definition of the initial phases of the Highland Investment Plan.

The Place Based Approach follows a principle of putting individuals within a focused community at the heart of the solution to allow them to “live well locally” and follows a “golden thread” to ensure alignment from **National** (set by Scottish Government & Others), to **Regional** (set by the Highland Council) to **Local** objectives and requirements.

This initial study has focused on requirements for Dingwall outlining considerations and options for establishing a new generation of community, office and depot facilities through Community Points of Delivery (PODs).

Key activities have included developing a Vision (Place Narrative) for Dingwall to understand key areas of focus, engaging with Partners to identify outcomes, confirming plans and testing & challenging objectives, helping to prioritise potential future opportunities for Partner alignment. In parallel to this, capturing a list of available assets and developing a map of opportunity has ensured that needs and outputs are optimal and focused for Dingwall. The development of an interim Outline Business Case has assessed key options so that future focus for Investment (and subsequent approval) can be prioritised, measured and aligned to tangible outputs and benefits for the Dingwall Community.

A summary of the hNSL commission (deliverables and programme) is included at **Appendix 7**.



# Overview of a Place-based approach

A Place based approach is a framework for linking National, Local and Regional Priorities for investment to deliver improved local outcomes.



**National**

The **Scottish National Performance Framework**



**Regional**

The **Highland Outcome Improvement Plan and Our Future Highland** .



**Local**

'**Living Well Locally**' in Dingwall, supported by a **Place- based approach**

**NATIONAL**



**REGIONAL**



**LOCAL**



# National Context

## NATIONAL



This section describes the National context for a place-based approach which is embedded in Policy and Strategy . It shows how a place-based approach enables the connection from Policy to People including how this is communicated through a clear and consistent understanding of its purpose.

The National Context is a key element of what has informed Highland Council’s place-based approach to the Highland Investment Plan.

# National Context - Overview of a Place-based approach

NATIONAL

A Place based approach is a framework for linking National, Local and Regional Priorities for investment to deliver improved local outcomes. It responds to multiple agendas, underpinned by an extensive and evolving\* policy landscape.



National

The **Scottish National Performance Framework** outlines a vision for all in Scotland to flourish through increased wellbeing, and sustainable and inclusive growth.\*



Regional

The **Highland Outcome Improvement Plan** and **Our Future Highland** outline a place-based approach through collaboration and partnership to meet the needs of communities.



Local

Informed by national and regional drivers, there is a focus on '**Living Well Locally**' in Dingwall, supported by a **Place-based approach**

\*In May 2023 The Accounts Commission set out five themes for councils to take action on to deliver a sustainable future for local government. These are: **focused flexible finances and resources, driven leadership, greater collaboration, resilient workforce, and a focus on community needs and inequalities**. A Place-based approach helps deliver these themes.

# Investment through a Place-based approach

NATIONAL



Scotland aims to deliver a wellbeing economy. That means ensuring society thrives economically, socially and environmentally, and that we deliver sustainable and inclusive growth for all. Making the right investments in the right places is crucial. Scottish Government have set out **A National Mission with Local Impact: Infrastructure Investment Plan for Scotland 2021-22 to 2025-26 (Published February 2021)** A Coherent, Strategic, Plan taking a whole government approach.

## National Vision: “Our Infrastructure supports Scotland’s resilience and enables inclusive, net zero, and sustainable growth”

In supporting this vision, the Plan focuses on three key themes. These are not independent, and the Plan deliberately recognises that infrastructure investments deliver multiple benefits for the economy, society and the environment. For example, investing in a project which contributes towards net zero emissions could then also improve opportunities and outcomes in the place in which that project is based. Investments also present opportunities for new groups of people to benefit from working in the industry it supports who may not have been previously represented and seeks to prioritise investments which deliver positive outcomes across more than one theme.



**Building Resilient and Sustainable Places:** Delivering on our ambition for a fairer Scotland starts at the local community level. We will invest in housing and better local delivery of services. With our partners we will meet the diverse economic, social and environmental needs of urban, rural and island areas.



**Enabling the transition to Net Zero Emissions and Environmental Sustainability:** Public infrastructure investment has a critical role to play in tackling the twin crises of climate change and biodiversity loss. We will increase spending on low carbon measures, climate resilience, and nature-based solutions



**Driving Inclusive Economic Growth:** We can boost productivity and competitiveness, and create good jobs and green jobs, by enhancing our transport and digital connectivity and capacity in all areas of Scotland, and by stimulating innovation. We will embed fairness and inclusion, seeking to ensure no-one is left behind.

# A National Mission with Local Impact:

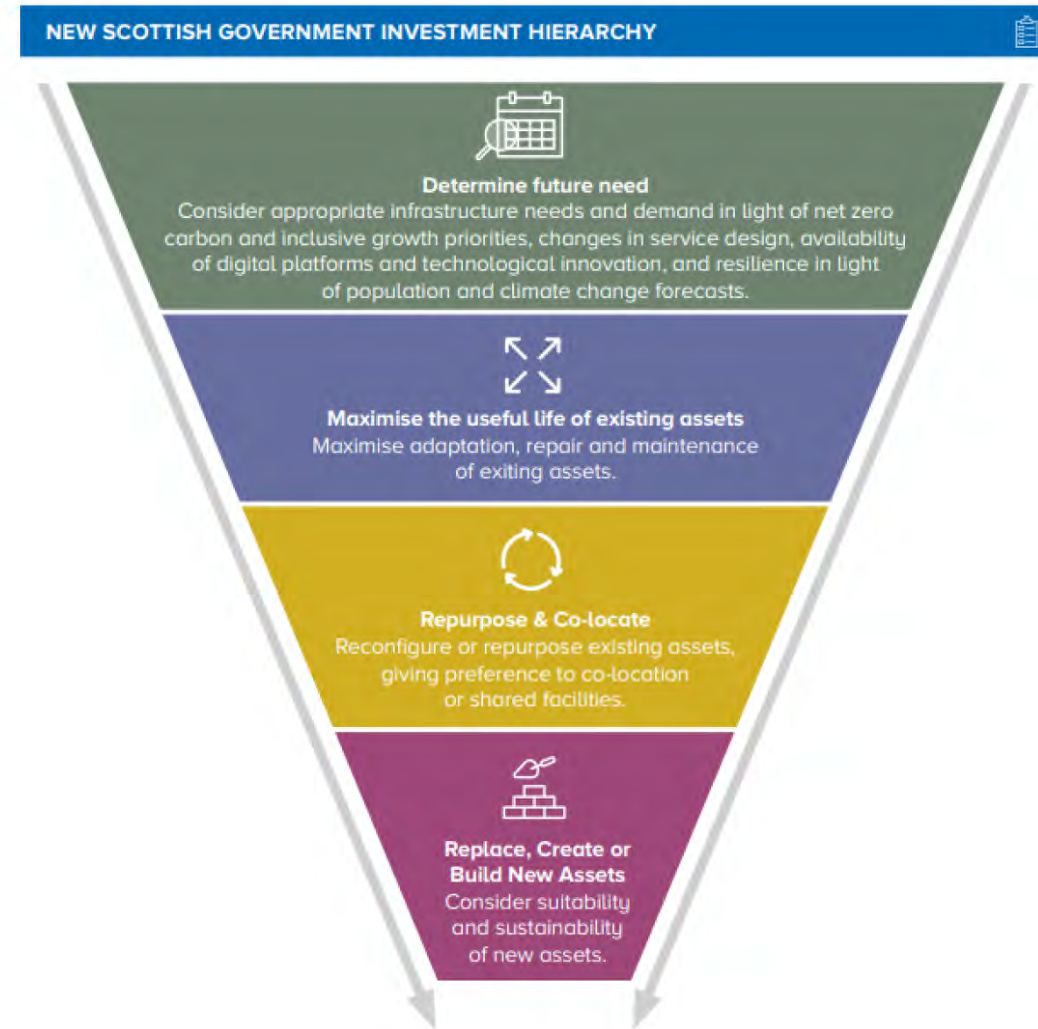
## Infrastructure Investment Plan for Scotland 2021-22 to 2025-26: Investment Hierarchy

Establishing a New Common Investment Hierarchy The Infrastructure Commission for Scotland recommended that greater emphasis is placed on making the most of existing assets. Addressing the climate emergency, promoting circular economy approaches and increasing sustainability, requires prioritisation of the assets and materials we already have. The investment hierarchy framework prioritises maintaining and enhancing existing assets over new build. An investment hierarchy does not preclude new assets. Rather it is an approach to planning and decision-making which would consider future needs, including use of digital platforms and technology, and the suitability of existing assets.

The hierarchy has been incorporated into future infrastructure investment as part of a wider asset management approach to business case development and the decision-making process. Work has been carried out with Scottish Futures Trust to develop guidance for public organisations to support the development of asset management strategies.

Recent changes to the HM Treasury Green Book guidance on business case appraisal methodology will be considered and aligned, where appropriate, with the Place Principle and net zero inclusive growth aims as central components of project evaluation. The hierarchy is closely linked to the impact assessment and prioritisation framework, and these principles are followed in the approach to assess & consider options.

NATIONAL





# Measuring Outcomes and the Potential Benefits of Future Infrastructure

Infrastructure can deliver multiple benefits for individuals and communities – such as new childcare facilities, affordable housing and good public transport links reducing the barriers for job seekers and working parents.

The Scottish Government uses its National Performance Framework to seek to examine and capture such outcomes, or benefits, as approaches are designed, or evaluated. While it recognised that robust evidence-based frameworks are in place a new, overarching assessment framework across all infrastructure types to support system-wide, long-term trade-offs and choices with a focus on the twin objectives of net zero emission and inclusive economic growth.

Scottish Government already prepares business cases considering the likely impact of proposed infrastructure, using the most relevant aspects of the National Performance Framework. Some areas base assessment on the inclusive growth framework, considering participation, population, place, people and productivity. The Scottish National Investment Bank mission-based approach is also outcomes-based.

## IMPACT ASSESSMENT & PRIORITISATION: Indicative Dashboard

Notes:

- The 15 indicators are shown below mapped against our three themes.
- These are illustrative of the types of indicators we could include in a dashboard assessment framework.
- They are drawn from the National Performance Framework as well as The Scottish Centre for Regional Inclusive Growth Dashboard (available at [www.inclusivegrowth.scot](http://www.inclusivegrowth.scot)).
- The key showing the Sustainable Development Goals and National Performance Framework outcomes is shown overleaf.

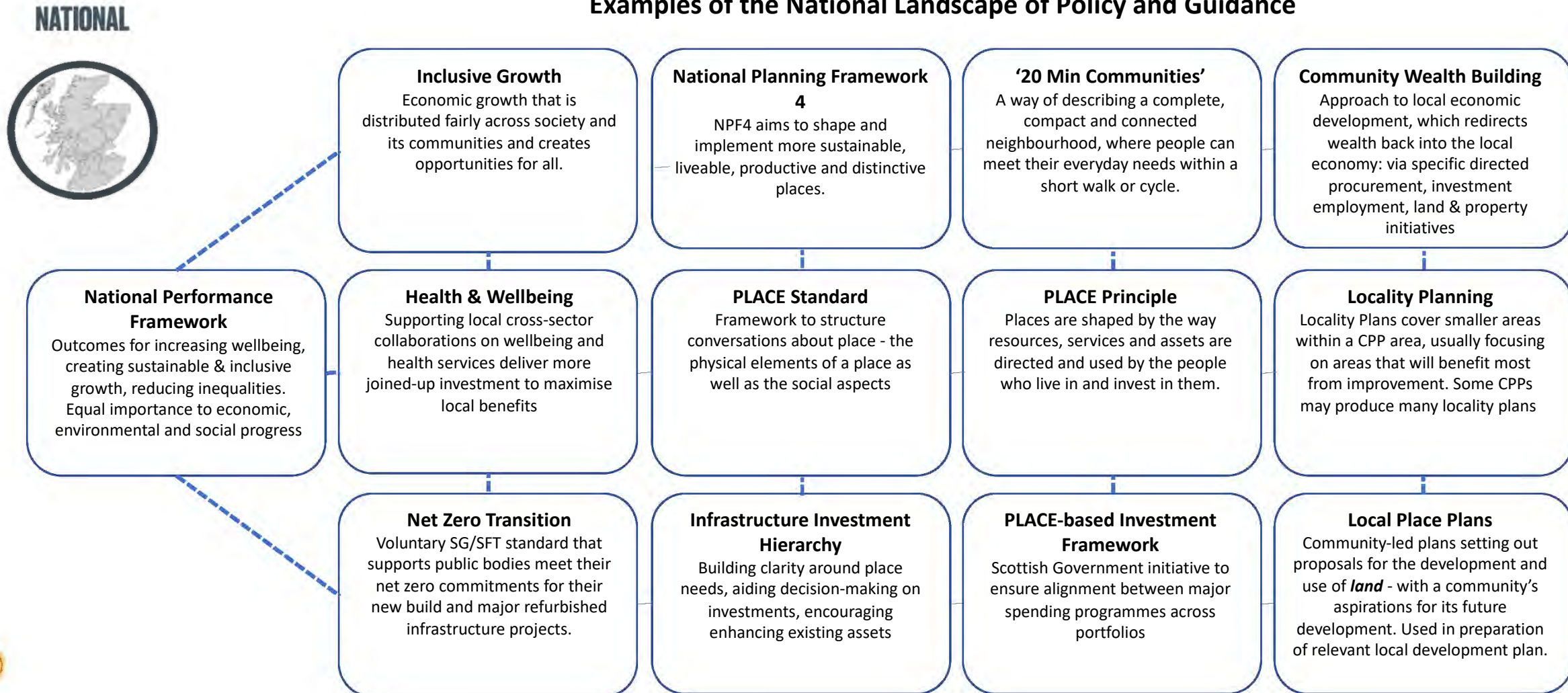


Sustainable Development Goal		NPF Outcomes	
	End poverty in all its forms everywhere		<b>Children &amp; Young People</b> – We grow up loved, safe and respected so that we realise our full potential.
	End hunger, achieve food security and improved nutrition and promote sustainable agriculture		<b>Communities</b> – We live in communities that are inclusive, empowered, resilient and safe.
	Ensure healthy lives and promote wellbeing for all at all ages		<b>Culture</b> – We are creative and our vibrant and diverse cultures are expressed and enjoyed widely
	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all		<b>Economy</b> – We have a globally competitive, entrepreneurial, inclusive and sustainable economy.
	Achieve gender equality and empower all women and girl		<b>Education</b> – We are well-educated, skilled and able to contribute to society.
	Ensure availability and sustainable management of water and sanitation for all		<b>Environment</b> – We value, enjoy, protect and enhance our environment
	Ensure access to affordable, reliable, sustainable and modern energy for all		<b>Fair Work &amp; Business</b> – We have thriving and innovative businesses, with quality jobs and fair work for everyone
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		<b>Health</b> – We are healthy and active
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation		<b>Human Rights</b> – We respect, protect and fulfil human rights and live free from discrimination
	Reduce inequality within and among countries		<b>International</b> – We are open, connected and make a positive contribution internationally.
	Make cities and human settlements inclusive, safe, resilient and sustainable		<b>Poverty</b> – We tackle poverty by sharing opportunities, wealth and power more equally
	Ensure sustainable consumption and production patterns		
	Take urgent action to combat climate change and its impacts*		
	Conserve and sustainably use the oceans, seas and marine resources for sustainable development		
	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels		
	Strengthen the means of implementation and revitalize the global partnership for sustainable development		
		<b>NATIONAL</b>	

# Connecting People to Policy

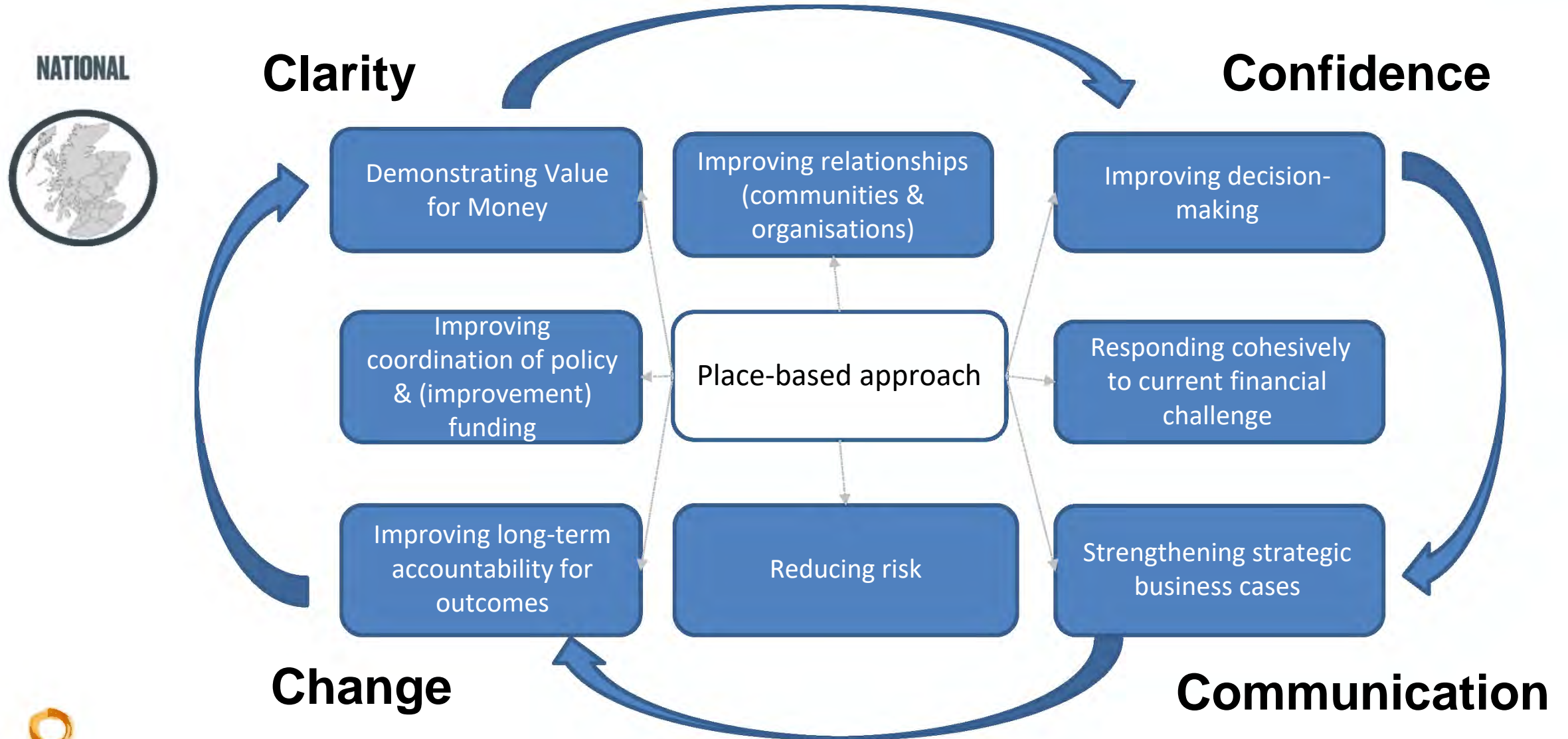
Place is prominent in National policy and guidance although it can sometimes be difficult to explain or for people to relate to. The fundamental purpose of a place-based approach is to act as a framework connecting People and Policy to identify how resources can be aligned to improve outcomes for people and communities

## Examples of the National Landscape of Policy and Guidance



# A Place-based approach is a framework for change

The diagram below recognises that a place-based approach creates a framework for change and for co-ordinated benefits to support community wealth building reinforcing that Place is about people living well locally.



# Benefits of a Place-based approach

Building on the national, regional and local drivers, this work takes a Place-based approach to **understanding needs** and aligning resources across partners.

This means recognising that **every place is unique**, and the places where people live have a significant impact on their **life, work and wellbeing**.

A **'Place-based approach'** involves thinking in a **joined-up, holistic way** about how people live, work in and experience their place. It can include:

- Giving **people and communities** more opportunities to **make or influence decisions**
- Understanding **priority outcomes** for people in a place (such as improving health, reducing poverty or addressing climate change)
- **Coordinating and collaborating** across organisations, to work more effectively and efficiently

NATIONAL



A Place-based approach means that different policy areas - like health and wellbeing, infrastructure use, and Net Zero (including measures to address climate and biodiversity crises) - are seen in an **interconnected way and** are addressed **efficiently** to make best use of resources.



# Communicating a Place based approach

NATIONAL



We've looked at the way in which the National Policy and Guidance talk about Place and simplified it so it can be consistently described and understood.

<p><b>What do we mean by Place?</b></p>	<p>Places are '<b>locations with meaning</b>'. They are relevant local geographies that support people and communities, and provide the context to meet needs through effective, prioritised investment.</p>
<p><b>What is a Place-based approach?</b></p>	<p>A 'place-based approach' means thinking and working in joined-up ways about how people live, work in, study in and experience their place. It includes:</p> <ul style="list-style-type: none"> <li>• Giving communities more opportunities to <b>make or influence decisions</b></li> <li>• Understanding <b>priority outcomes</b> for people in a place (e.g. improving health, reducing poverty or increasing opportunities to work or learn)</li> <li>• <b>Coordinating and collaborating</b> across organisations, to work more effectively and efficiently</li> </ul> <p>Working in a place-based way means that different policy areas - like health and wellbeing, infrastructure use, or Net Zero - are seen in an interconnected way, and addressed efficiently to make best use of resources.</p>

This is best described as:

**Place is about People living well locally**

# Regional Context

This section describes the transformation challenge which is required to deliver services and improved outcomes for communities.

It has been acknowledged that the Council's existing operating model is no longer sustainable in the current fiscal landscape.

The Council needs to work differently if it is to deliver its key priorities and to remain financially sustainable for the future.

As demands on services increase within diminishing budgets, it is necessary to adopt a new approach to how the Council operates.

The work by Audit Scotland highlights the need for all councils to radically change how they operate, and in particular how they collaborate with partners, if they are to improve and maintain services to their communities.

**REGIONAL**



# Regional Context - Overview of a Place-based approach

A Place based approach is a framework for linking National, Local and Regional Priorities for investment to deliver improved local outcomes. It responds to multiple agendas, underpinned by an extensive and evolving\* policy landscape.

REGIONAL



National



Regional



Local

The **Scottish National Performance Framework** outlines a vision for all in Scotland to flourish through increased wellbeing, and sustainable and inclusive growth.\*

The **Highland Outcome Improvement Plan** and **Our Future Highland** outline a place-based approach through collaboration and partnership to meet the needs of communities.

Informed by national and regional drivers, there is a focus on '**Living Well Locally**' in Dingwall, supported by a **Place-based approach**

\*In May 2023 The Accounts Commission set out five themes for councils to take action on to deliver a sustainable future for local government. These are: **focused flexible finances and resources, driven leadership, greater collaboration, resilient workforce, and a focus on community needs and inequalities.** A Place-based approach helps deliver these themes.

# A place-based approach to delivering The Highland Investment Plan

REGIONAL



**Our Future Highland** which has the regional strategic objectives commits to creating a 'Fair and Caring Highlands', targeting investment to ensure that communities are sustained and seeks to reverse rural depopulation and help to mitigate the impact of socio-economic challenges. Job creation and economic growth provided by this investment programme will bring major investment to communities across the Highlands.

What is proposed is a highly significant, inclusive, long term infrastructure investment programme for the Highlands, which will create jobs and economic prosperity on a pan-Highland basis. This is one of the biggest investment programmes in the Scotland and is a radical solution to the significant challenges which the Highlands face in reducing, maintaining, and renewing the public sector asset base.

**The Highland Investment Plan**, incorporates existing capital programme elements, new commitments for roads and infrastructure, as well as future plans for the school, depot, and office estate and for co-location/co-delivery with key partners. The plan aims to transform the asset base of Highland Council, such as schools and other premises to centres of community service delivery. This could deliver an overall level of new and additional capital investment of £797m over 10 years and £2,077.5m over 20 years, representing substantial and transformational change on a scale not previously seen in the Highland area.

This investment will also maximise opportunities to develop **place-based approaches** aligned with external sources of match funding and help to reassure communities for future sources of investment and areas of potential growth.



# Highland Investment Plan



The Highland Investment Plan is looking to review and improve how essential services and facilities are provided in Dingwall.

This work is taking account of multiple sources of evidence and local priorities, notably the emerging Dingwall & Seaforth Area Place Plan that is being developed, the Place Standard consultation undertaken earlier this year, and evidence for the new Highland Local Development Plan that is due to be published for public consultation before the end of the year.

The feedback, outputs and conclusions from the Investment Plan work in Dingwall will inform the strategy and land use planning priorities for Dingwall in the Highland Local Development Plan and will be aimed at addressing the local priorities set out in the Dingwall & Seaforth Area Place Plan.

## Local Context – Dingwall the Place

LOCAL



Dingwall has been identified as a Phase 1 project location to demonstrate the transformational impact of an approach to capital investment that takes a “whole place” approach, rather than merely considering individual assets within a locality.

Adopting this approach in Dingwall will, for example, allow for the potential to replace an existing unsatisfactory depot as well as addressing significant challenges relating to both Dingwall Primary and St Clement’s, amongst other benefits. This amounts to a substantial investment potentially exceeding £50m.

# Local Context - Overview of a Place-based approach

A Place based approach is a framework for linking National, Local and Regional Priorities for investment to deliver improved local outcomes. It responds to multiple agendas, underpinned by an extensive and evolving\* policy landscape.



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LOCAL



Local

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\*In May 2023 The Accounts Commission set out five themes for councils to take action on to deliver a sustainable future for local government. These are: **focused flexible finances and resources, driven leadership, greater collaboration, resilient workforce, and a focus on community needs and inequalities.** A Place-based approach helps deliver these themes.

# Current Proposition & Timescale

## Current Focus & Analysis:

Review and rationalisation of current assessment of high-level options for Future Places of Delivery (POD) provision:

- Replacement accommodation for Dingwall Primary and St Clement’s school, as the key components (options are currently being assessed) alongside community facilities and co-located services.
- Community provision to include community, sports and leisure facilities for the Dingwall Academy Associated School Group.
- Office rationalisation, with the County Buildings retained as one of the key office buildings - a new or improved area depot, with opportunities for colocation to be explored with other potential partners



## Current & Ongoing Requirements

- Assessment of Assets & Plans to prioritise, agrees the above for preferred list of proposed option(s)
- In line with the Options Appraisal Process, it is proposed that the preferred option (Community) and short list (others) for Dingwall is brought to the Council meeting in December 2024.
- Key elements are outlined in the following pages

The information above aligns with the update paper presented to Council in October 24.



# National to Regional to Local Context - a Place-based approach

A Place based approach is a framework for linking National, Local and Regional Priorities for investment to deliver improved local outcomes. It responds to multiple agendas, underpinned by an extensive and evolving policy landscape.



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**Local**

Informed by national and regional drivers, there is a focus on '**Living Well Locally**' in Dingwall, supported by a **Place-based approach**

**NATIONAL**



**REGIONAL**



**LOCAL**



# Regional Context

In developing this report, reference has been made to the significant, coordinated work that has been undertaken by The Highland Council in the development of:

- Highland Outcome Improvement Plan 2024-2027
- Our Future Highland - Administration Programme 2022-2027
- Delivery Plan 2024-2027

## 2024-2027 HIGHLAND OUTCOME IMPROVEMENT PLAN

MAXIMISE OPPORTUNITIES AND TACKLE INEQUALITY  
TO BUILD A THRIVING HIGHLANDS FOR ALL



 <p><b>A Fair and Caring Highland</b></p> <p>Working together to improve quality of life and opportunities for Highland people.</p>	 <p><b>Resilient and Sustainable Communities</b></p> <p>Helping our communities to be prosperous, sustainable and resilient, making a positive difference to the lives of people.</p>	 <p><b>Accessible and Sustainable Highland Homes</b></p> <p>Build houses to support communities and economic growth.</p>	 <p><b>A Sustainable Highland Environment and Global Centre for Renewable Energy</b></p> <p>Accelerate our response to the climate and ecological emergency. Make the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands.</p>	 <p><b>A Resilient and Sustainable Council</b></p> <p>Work with partners to address service delivery challenges with a positive approach to change.</p>	
 <p><b>1. Person centred solutions</b></p>	 <p><b>2. Workforce for the future</b></p>	 <p><b>3. Reconfiguring our asset base</b></p>	 <p><b>4. Corporate solutions</b></p>	 <p><b>5. Income generation</b></p>	 <p><b>6. Net Zero, Energy Investment &amp; Innovation</b></p>

It's important to understand the alignment between local needs and the Regional context particularly as this is part of a consistent approach to prioritisation of investment related to outcomes and funding.

At a local level for **Dingwall** a shared story describes the needs of people and the community which informs how all partners organise their resources to deliver relevant impact improved local outcomes.



# A Place-based approach for Dingwall:

## Linking National, Regional and local Priorities for investment to deliver improved local outcomes



There are several key elements to a Place-based approach for Dingwall set out in the diagram below, these support partners and communities to work together to move into meaningful action. This provides a consistent approach to understanding the relevant needs of different localities.





# Defining Future Need

Working with communities and partner organisations to understand their perspective and inform decisions

1

**Listening to  
communities  
and partners**

- **People & Communities** (led by THC)
- **Partner Engagement** (led by hNSL)
- **Capture & Review of Data and Insights** (led by THC)

# Defining Future Need

Listening to Communities and Partners

1

Listening to  
communities  
and partners

## People & Communities

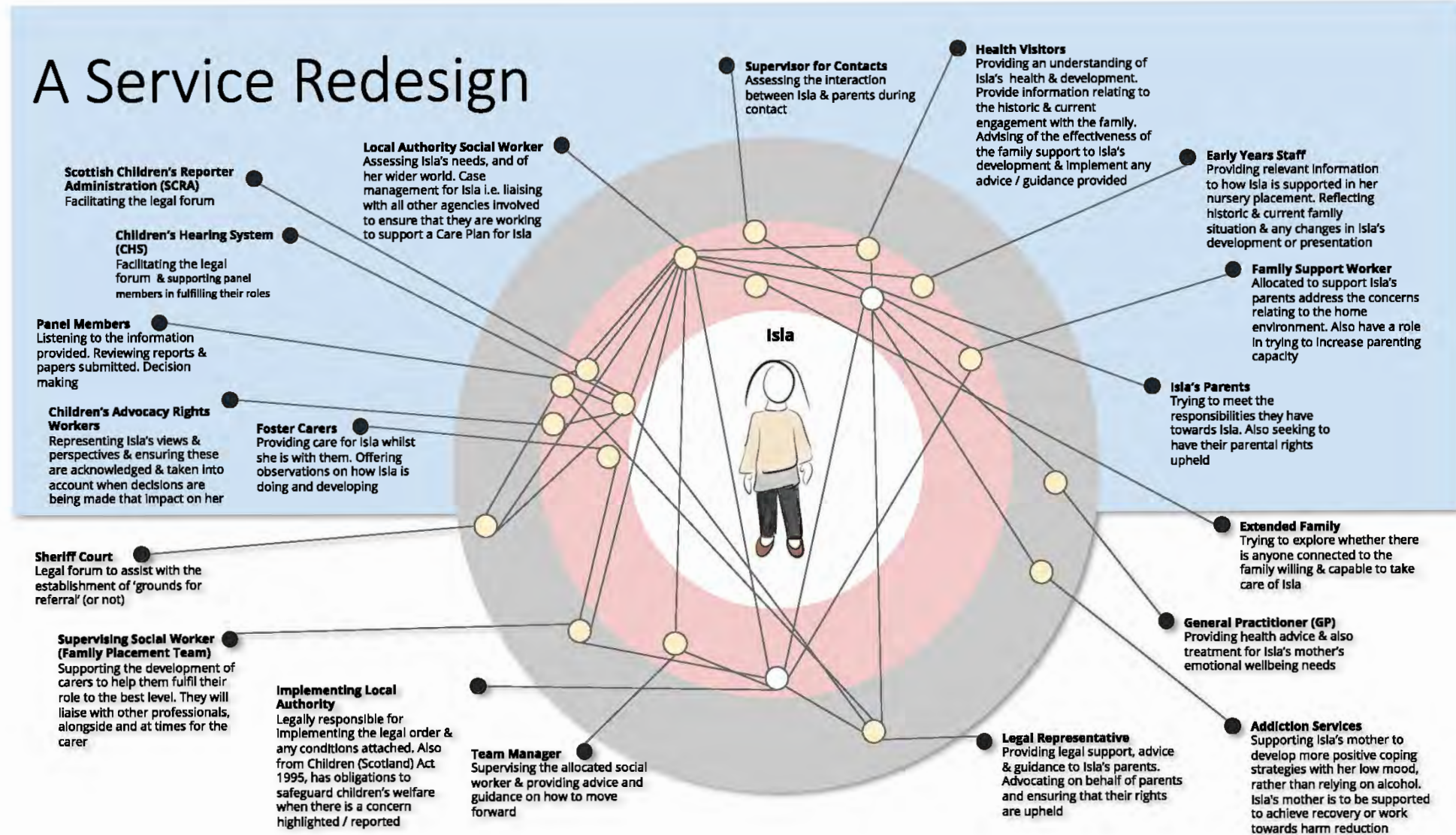
Working with communities to understand their perspective and inform decisions

# Transformation towards a Prevention Target Operating Model

## Person centred services for communities

This image reflects how difficult it can be for people and services to interact. The complexity, of navigating through this network creates a burden of responsibility on people, often at a time of vulnerability which increases the risk that they don't get what they need and problems escalate.

A place-based approach is the framework for change. Understanding the needs of people and communities and transforming how these are met with new Target Operating models that integrate approaches in the journey towards prevention.



# Understanding the needs of people and communities



**John, 75**  
Retired Civil Servant, Dingwall

John is retired, lives in Dingwall and is a widower

John reminisces of the heyday of Dingwall when the High Street was full of bustling shops and people made a point to visit and attend the regular events. He remembers the Beatles playing at the Town Hall!

Despite being on the North Coast 500 route, He feels that the centre is a bit of a “ghost town” at the moment, with premises left vacant and national chains closing, leaving gaps in the town centre, giving a poor impression to visitors.

He misses his children who have “moved south” to find works and feels that more co-ordinated & community focused facilities would help to encourage young families to stay in the area.

He enjoys meeting friends to watch Ross County FC every second Saturday but the opportunity for a “quiet pint” and chat is limited on match days due to the limited facilities nearby and he feels that there is a need for better community spaces, such as cafés with outdoor seating, to enhance the town’s appeal.

Since losing his wife, John has continued to be self sufficient, but is frustrated with the apparent “mix match” of services and localities, some not clear, which he feels would be better if they were co-ordinated into aligned locations

John has lived in Dingwall all of his life and despite the identified challenges he is proud that Dingwall benefits from a strong community spirit and he is keen to continue to be involved to aid the efforts of other volunteers who are working to improve “his” town

When we think about people living well locally it is important to consider what this means and to understand the connected and sometimes complex relationships that services that co-exist.

This comes from combining relevant information such as Local Area Place and Locality Plans, Health and wellbeing data and Planning and Economic plans to inform a shared story for a Place.

These are examples of the type of things that are relevant for people in communities. Partners re-designing service models in the journey to prevention must find how to listen to communities through a place-based approach.



**Olivia, 15**  
Dingwall Student

Olivia lives in Dingwall with her Mum & younger Sister

Olivia is currently a pupil at Dingwall Academy and loves the location of her town, but feels that future job opportunities are limited, so she fears she may have to leave for further education and his future career.

Growing up in Dingwall, Olivia and her sister loved playing in Pefferside Park. More recently they love walking to the local High Street to see the latest addition to the Post Boxes (crochet by volunteers for St Clement’s Primary School funding) and visiting the new sweet shop.

A keen sports fan, Olivia loves to watch her local football team at “Victoria Park” and making use of the Leisure Centre, which although fun, feels a bit “run down”.

At the moment, Olivia is keen to “earn her keep” and is looking for a part time job in a local café or restaurant, but opportunities are limited.

Despite some small cafes and the presence of the Newton Room, in the Town Hall, the town centre offers little attraction or amenities to Olivia and her friends, and shops and facilities are limited.

Olivia would like to see more amenities and facilities for her and her friends and would love to see more “branded” shops which she likes when she makes the regular train journey to Inverness for an “escape” with her friends.

She feels safe and happy in Dingwall, and would love to see a longer-term future, living here, close to her Mum, Sister and wider family & friends, but feels that opportunities may be limited.

# Defining Future Need

Listening to Communities and Partners

1

Listening to  
communities  
and partners

## Partner Engagement

Working with partner organisations to understand their perspective and inform decisions

# Listening to Partners

Hub North Scotland have led the process of listening to public sector partners to establish opportunities for collaboration through understanding their emerging service models and existing asset portfolio.

The process involved meetings to discuss & incorporate initiatives & programmes from a selection of key public sector partners.

A key element of these engagements were to gain and share a “group” understanding of key public sector plans, objectives & requirements to enable their service delivery.

This has informed how to develop opportunities and solutions ensuring that synergy can be achieved by delivering outcomes to communities from a multi service and portfolio approach, to maximise the use of available assets.



# Alignment of Objectives & Opportunities

Partners were encouraged to consider where their current and/ or potential plans could be aligned to increase the overall benefits to the community and ensure ongoing efficiencies & benefits to their own operation.

Some examples of opportunities captured, included:

- Keen to pursue idea of Regional Property Partnership
- Recognised Need for Collaboration
- Identified potential opportunities to consider/ align with options considered
- Have Specific “Synergy” ideas for Community Service Provision
- Innovative ideas away from the “norm”
- Identified potential Spare Capacity (and/ or Requirements)
- Identified potential Shared Objectives
- Potential Funding Contribution/ Alignment
- Identified further suggested Partners to contact

Details of the Partner Engagement are included in **Appendix 1**

Examples of Specific Capture of Opportunities & Alignment with all Partners are included in **Appendix 2**

### HIE Partner– Snapshot

**Initial Captures/ Thoughts/ Headlines:**

- Keen to pursue idea of Regional Property Partnership
- Recognised Need for Collaboration
- Identified potential opportunities to consider/ align with options considered
- Have Specific “Synergy” ideas for Community Service Provision
- Innovative ideas away from the “norm”
- Identified potential Spare Capacity (and/ or Requirements)
- Identified potential Shared Objectives
- Potential Funding Contribution/ Alignment
- Identified further suggested Partners to contact

**Key Related Initiatives/ Drivers:**

**Overview**

- Inclusive Growth Strategy - 2021 - 26
- Property Strategy

**Details:**

- HIE's Inclusive Growth Strategy is part of the National Strategy for Economic Transformation (NSET), which calls for a new approach to deliver a green recovery and wellbeing economy for Scotland
- The strategy emphasizes harnessing the natural capital of the region to drive growth across various sectors, including energy, life sciences, creative industries, tourism, food and drink, and space

**Possible Alignment and Timescales:**

Community PoDs

- Potential expansion/ development of Newton Room/ Storage for “Mobile” Newton Room
- Potential for Training Requirements

Office PoDs

- Facilitator for Matching Business Needs to available Spaces


Depot PoDs

- Facilitator for Matching Business Needs to available Spaces

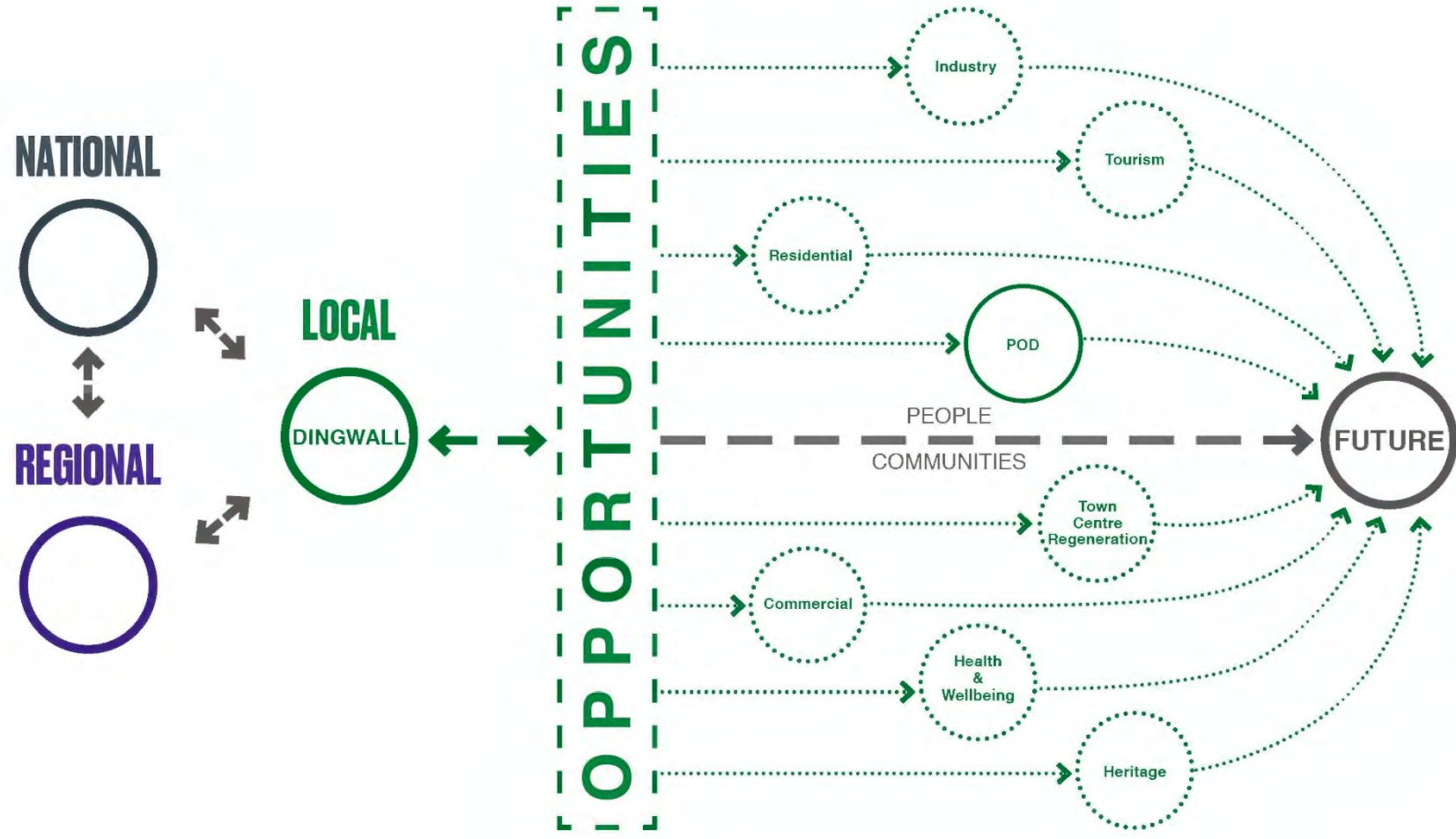
Others

**Other Info/ Knowledge Captures:**

- Ensure invite to 18/11 Event in Inverness
- Keep engaged and involved to confirm/ discuss Private 7 Public Partner Requirements



# Discussing Future Opportunities









# Confirming the Opportunities

## Dingwall Analysis - Partner Feedback Summary

To ascertain the possible areas for opportunities within Dingwall we analysed and discussed perceived strengths & challenges with public sector partners.

This allowed us to develop areas of opportunities which we discussed with Partners, to ensure that ongoing focus was aligned to original objectives and that delivery focused enablers had could have specific and measurable outputs & outcomes.






### Strengths

-  Strong sense of community
-  Collaboration and cohesion
-  Good Transportation Links
-  Strong tourism potential
-  Attractive place to live
-  Resilient and resourceful community

### Challenges

-  The sense of Pride and attraction has gone
-  Retaining skilled talent is a challenge
-  Wider investment benefits aren't maximised
-  Connectivity is a key community issue
-  Aging population
-  The public estate is unsustainable and underutilised








### Opportunities for Community Points of Delivery :

-  Positive Making Learning Work for All
-  Making Services Accessible
-  Making the Place More Attractive
-  Making a Place for Nurture
-  Making it easier for communities to lead
-  Opportunity to redevelop existing assets
-  Making it Sustainable

# Defining the “Golden Thread”

## The Golden Thread – “So What” (Aligned Delivery against Objectives & Requirements):

### Focus - Opportunities for Community Points of Delivery (PODs):

-  Positive Making Learning Work for All
-  Making Services Accessible
-  Making the Place More Attractive
-  Making a Place for Nurture
-  Making it easier for communities to lead
-  Opportunity to redevelop existing assets
-  Making it Sustainable



### Key elements of Enablers (e.g.):

- Focus on Needs & priorities of the Community
- Multi Partner Solutions
- Convenient & Accessible for the Customer
- Sum is Bigger than the Parts
- Effective & Efficient
- Sustainable
- Output & Outcome Focused
- Making a Difference

Using ongoing “golden thread” alignment, each area of Opportunity was further analysed to consider what key elements of a delivery “enabler” was required to deliver. In turn these were also considered and aligned against key POD elements within the Highland Investment Plan which could deliver these benefits for Dingwall.

## Key elements of Enablers (e.g.):

- Focus on Needs & priorities of the Community
- Multi Partner Solutions
- Convenient & Accessible for the Customer
- Sum is Bigger than the Parts
- Effective & Efficient
- Sustainable
- Output & Outcome Focused
- Making a Difference



## Delivered Through:

### Community POD

- Replacement accommodation for Dingwall primary and St Clement's school as the key components alongside community facilities and co-located services. This may include a local plan for community, sports and leisure facilities (including for people with disabilities) for the Dingwall Academy Associated School Group (ASG) in line with the strategy agreed by the Education Committee in November 2023. It may also include co-location of child and parent facing Council/HNS Highland services
- Preferred option (by March 2025) for Dingwall primary & St Clement's school provision and co-location of community/ other facilities - **to be confirmed**

### Office POD

- Office rationalisation, with the County Buildings retained as one of the key office buildings as previously agreed by the Redesign Board.
- Short list of Options based on retention of the County Buildings as Key Office Locations- **to be confirmed**
- Considerations around future suitability of Council's offices in Fodderty Way and Justice Services team facilities to be included as part of these discussions.

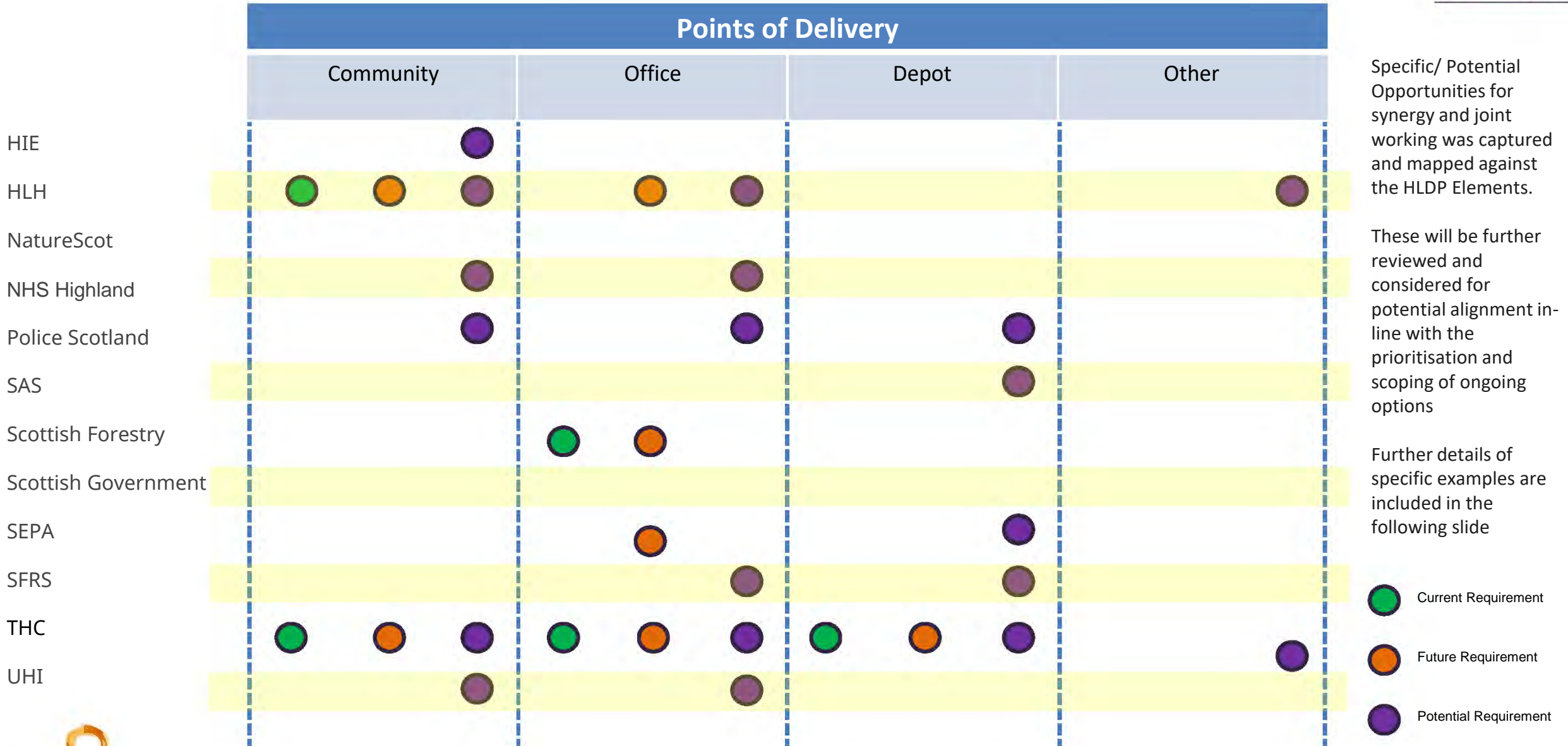
### Depot POD

- A new or improved area depot, with opportunities for co-location to be explored with other potential partners.
- Long list of Options/ Confirmation. Location to be identified as part of an Inner Moray Firth Area Strategic Review. Potential co-location (e.g. Emergency Services) - **to be confirmed**
- Options for Community Services Road and Streetlighting Depot (Craig Road); Wash-bed (Craig Road); Record Store/Mixed Service Store (Unit 4B, Dochcarty Road); and DLO Workshops & Offices (Tulloch Street) to be considered as part of these discussions.

### Other PODs

- Others being considered e.g. Community, Sport & Leisure. HLH preparing a local plan/ options - **to be confirmed**:

# Confirming the Opportunities – Understanding Possible Alignment & Synergies



# Confirming the Opportunities – Understanding Possible Alignment & Synergies

## Community POD:

### Preferred Option

- Reception Facility Point, Police Scotland
- Info “hub” for “Environmental Agencies” – Scottish Forestry, SEPA, NatureScot
- Annex/ Facility for HIE Skills & Development – Newton Room. Also, facility to store/ Maintain Mobile Newton Room
- Potential for a Training Facility for Corporate Partners within a Campus Environment
- Potential for specialised academy e.g. Disability/ Para Sports
- Potential for “satellite” facilities (e.g. MUGA/ Community Pitches) managed via Leisure Centre

### High Street Locations

- Potential to utilise current vacant Building in vicinity of Town Hall e.g. Edinburgh Woollen Mill, Ross House, M&Co’s etc former location.
- Potential for Community Gym/ Facility (run by HLH) – Ross House

### Dingwall Academy

- Potential to utilise current facility (library) for front office/ information facilities

### Dingwall Leisure Centre

- Potential to utilise current facility for front office/ information facilities

### Others - UHI Theological College, Town Hall, Parks, Ross County FC Ground

## Office POD:

### County Building:

- Potential Requirements - Business/ Office POD, Utilising Shared Facilities, Hot Desk, and desiccated Space

### St Clements’s Building:

- Potential Opportunity for “Business Hub” - Business/ Office POD, Utilising Shared Facilities, Hot Desk, and desiccated Space

### High Street Locations

- Potential to utilise current “empty” shop buildings formerly Edinburgh Woollen Mill, M&Co and MSP/ MP Office to host a service/ office Hub
- Potential for Community POD providing front line Advice, Services and Ongoing Booking/ Scheduling for secondary services
- Ditto re Ross Hall re above
- Potential for Community Café to facilitate & complement above

## Depot POD

- Potential for Multi Agency/ Partner Storage, Maintenance & “Washdown” facilities
- Potential to incorporate/ align with “office”/ business facilities

# Defining Future Need - Data and Insights

1

**Listening to  
communities  
and partners**

## Capture & Review of Data and Insights

A data and insights approach to prioritising places around SIMD, ASGs, locality priorities, investment pipelines and real opportunities for collaborative change, with early wins. The aim of this work is to develop a matrix and a shared approach for prioritising places.

Data sources captured by the Highland Council inform the needs and shared story for Dingwall. Examples are shown in the following slides

# Defining Future Need - Data and Insights

There are a variety of information and influences that have to be considered and captured when we are defining future needs.

A combination of the data and insights enables the development of a Place Narrative as a shared story for Dingwall

## NATIONAL



National Planning Framework [NPF4]

Scottish Planning Policy

Scotland's Economic Strategy

Scottish Government National Performance Framework

Tourism Strategy 2020

## REGIONAL



Inner Moray Firth Local Development Plan

Highland Delivery Programme

Highland Local Development Plan [HLDP]

Highland Place Standard Tool

Highland Investment Plan

## LOCAL



Dingwall & Seaforth Area Place Plan

Local Place Plan

Wider Context

Point of Delivery [POD]



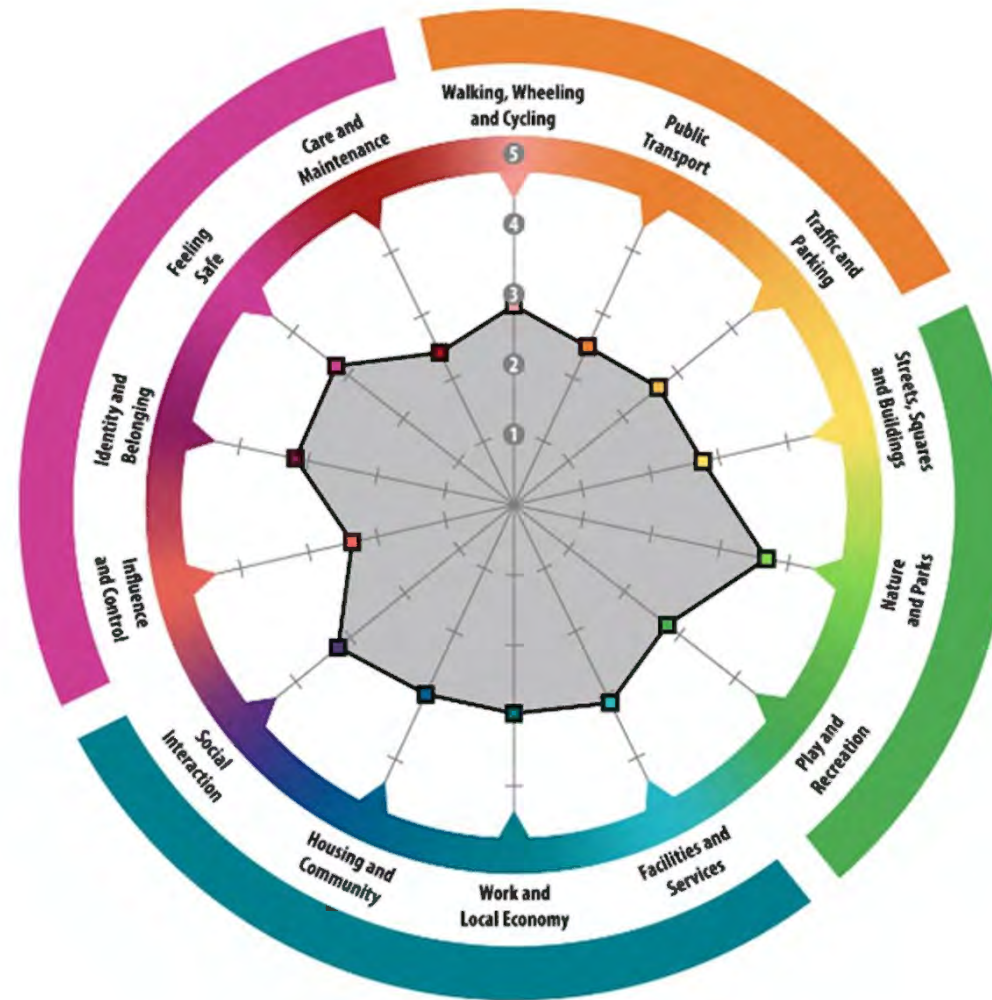
## Dingwall: Place Standard Tool

The Place Standard tool has been used across Highland to have conversations and gather feedback about what makes for a good place to live, work, play and visit. Over 1000 responses have been received that tell us what people think needs to be protected, changed or improved, and what is needed for the future.

Dingwall & Seaforth Area Average Score (2.9) is equivalent to the Highland average score.

The feedback is being used to help shape place plans and the future Local Development Plan as well as projects like the Highland Investment Plan.

*Information from The Highland Council 2024*



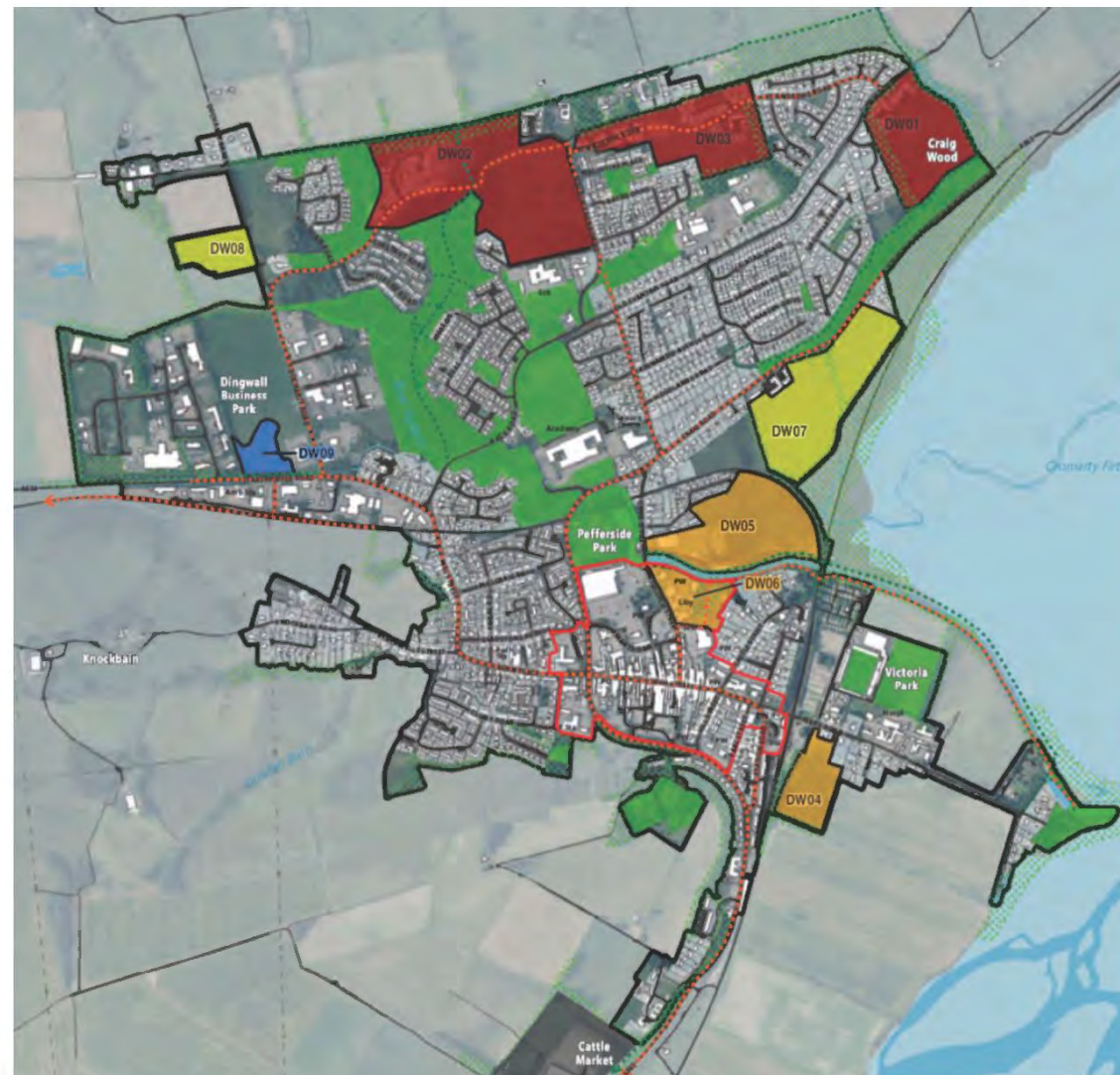




## Dingwall: Placemaking Priorities

- Deliver improved transport infrastructure including the Kinnardie Link Road and the completion of the link between St Andrews Road and Chestnut Road.
- Improvement of active travel routes in the town and intra- settlement links between Dingwall and Evanton and the Peffery Way to Strathpeffer.
- Provide additional car-parking and drop-off points at Dingwall Primary School.
- Protect and enhance the Conservation Area and continue with the improvement of historic buildings on the High Street.
- Safeguard and enhance blue and green networks especially along the River Peffery.
- Potential for a new community woodland at Knockbain Farm.

*Information from The Highland Council 2024*







## Dingwall: Access to services

The Highland Council surveyed Local Living Outcomes in Dingwall & Seaforth: 73.7% of residential properties are in cells classified as either Very High Walkable or Highly Walkable 4.8% of residential properties have Few or No Walkable services






*Information from The Highland Council 2024*

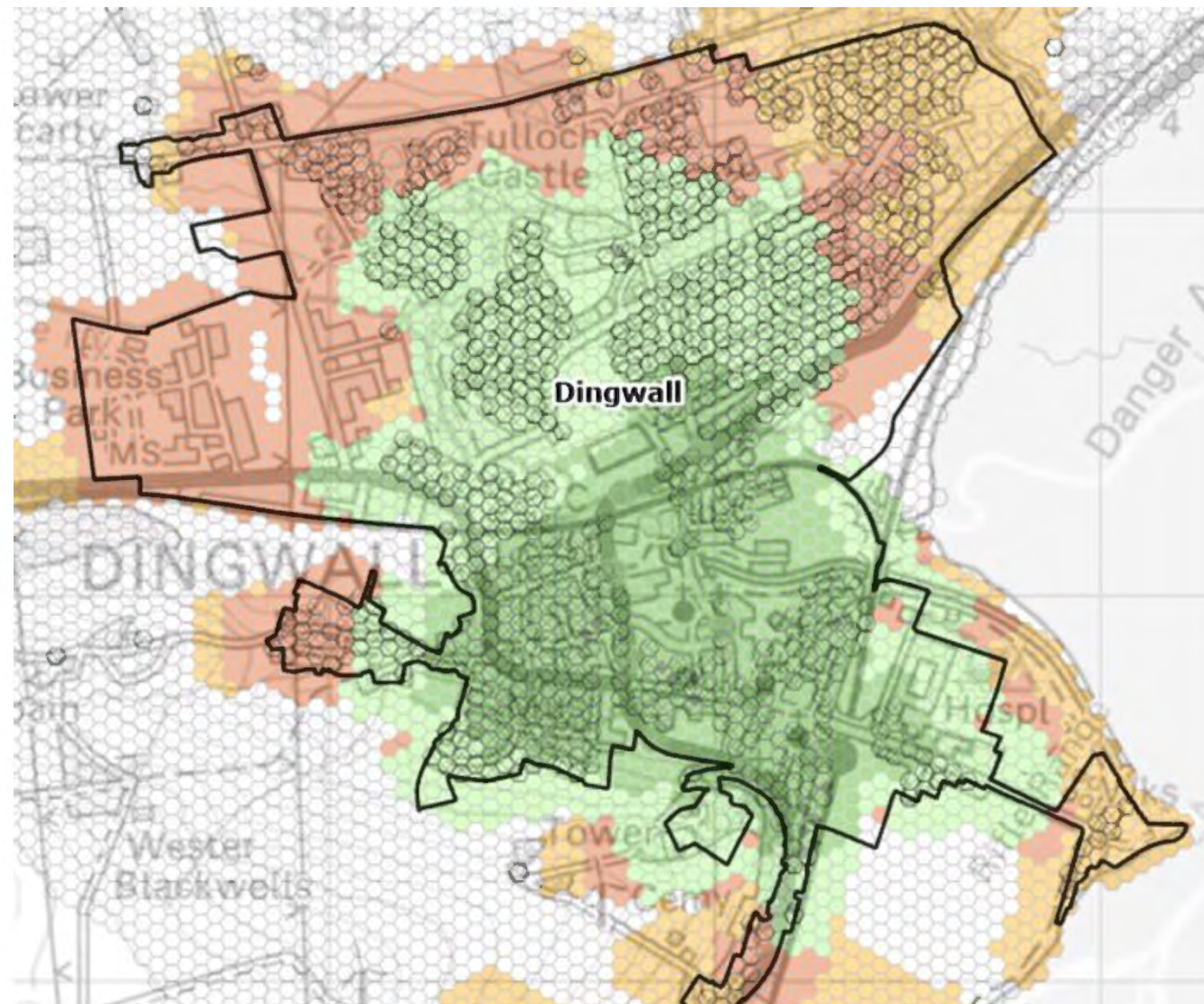
### Residential Property Count

Count of Points

-  0 - 1
-  2 - 10
-  11 - 100

### Local Living - Access to Services Score

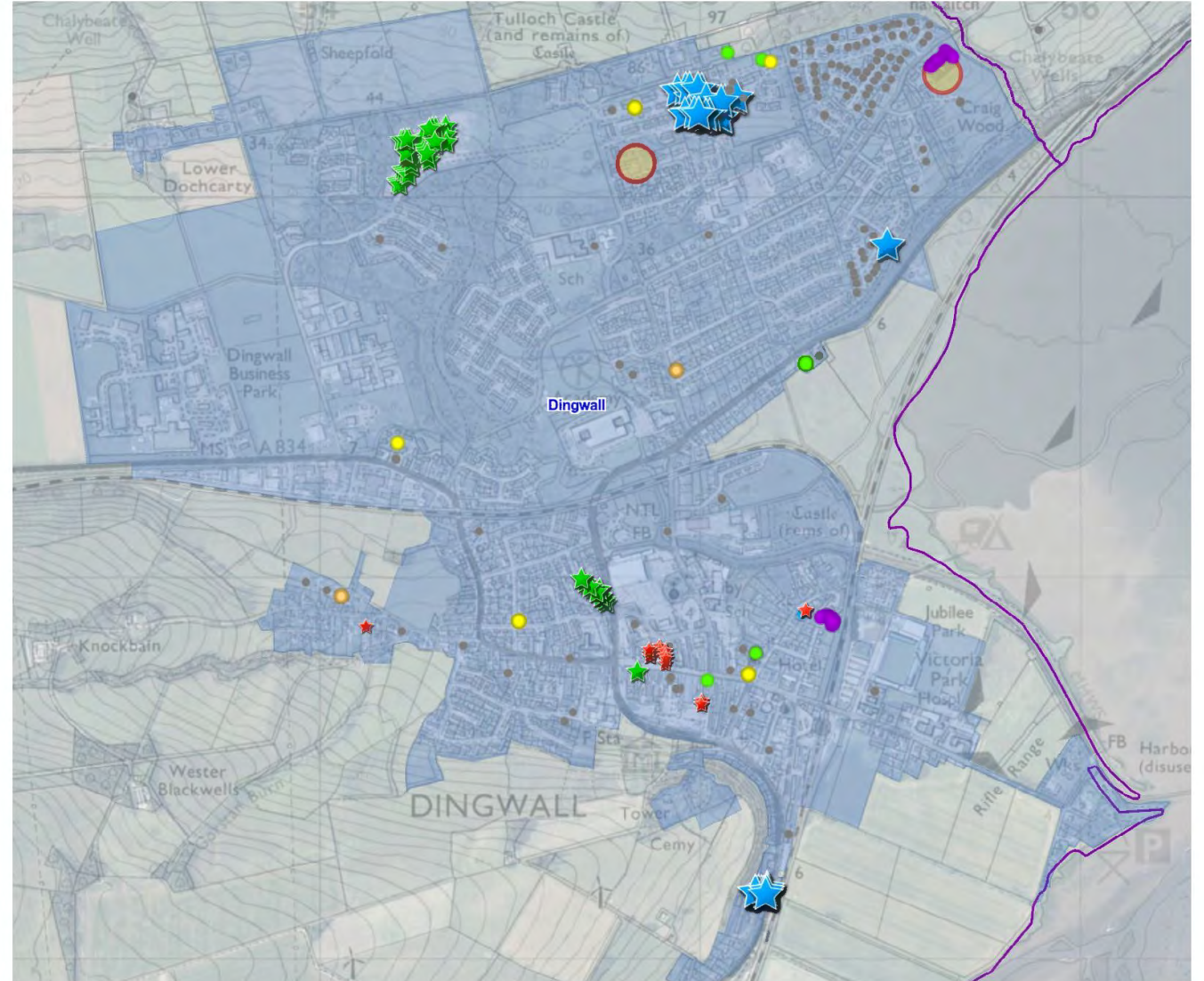
-  0 - 1.0
-  1.1 - 3.9
-  4.0 - 7.9
-  8.0 - 11.9
-  12.0 - 16.0





# Dingwall: Recent housing completions





New House Completions 2000-2024



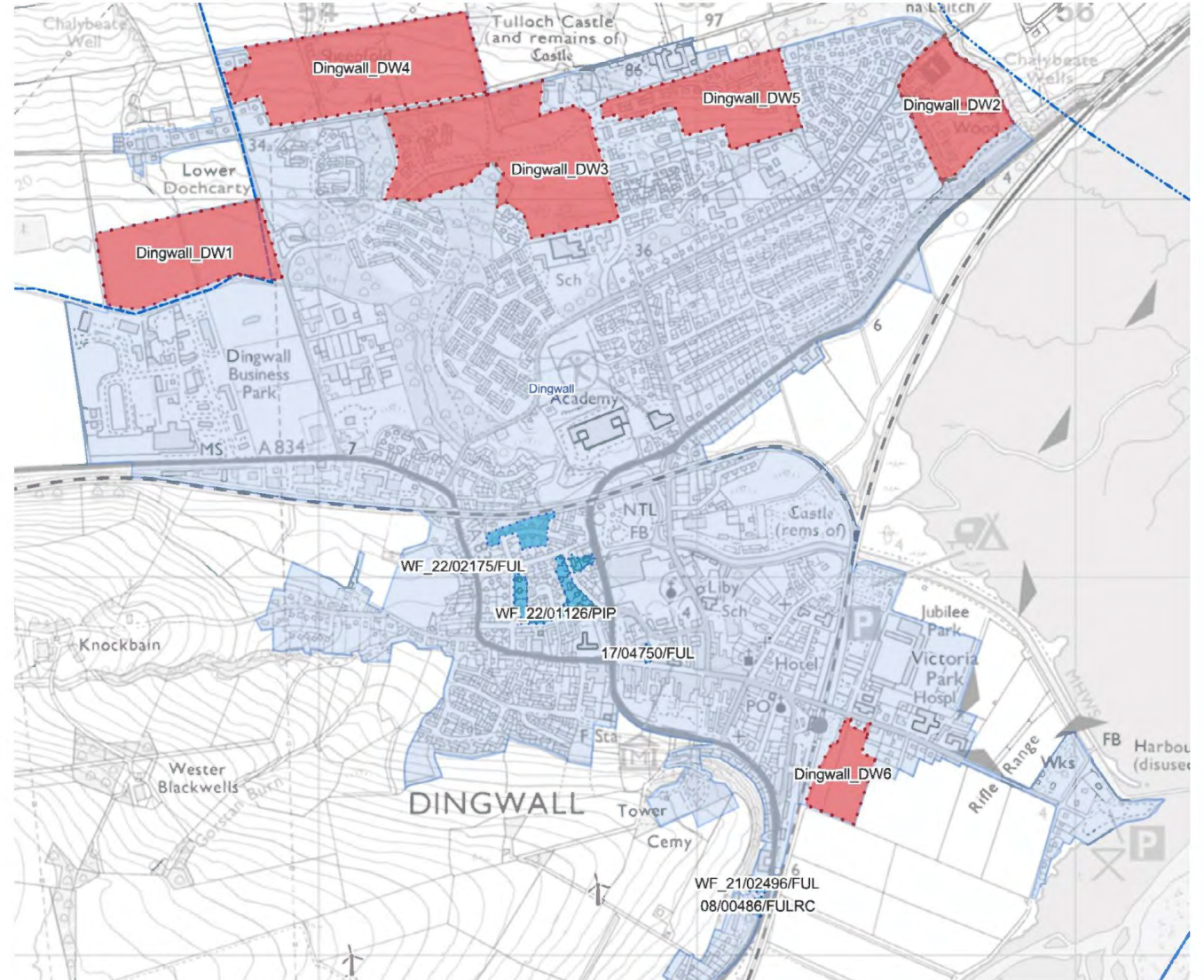
Information from The Highland Council 2024



# Dingwall: Future Housing sites

-  Housing Allocation
-  Local Development Plan (LDP)
-  Planning Application Windfall (WF)
-  Community Councils Settlement Development Areas

*Information from The Highland Council 2024*



# Place Narrative - Laying the foundations for Future working together

2

## Shared story For a Place

### Place Narrative

#### A Shared Story for Dingwall

By combining the feedback from listening to communities and partners with the insights and data, a shared story for Dingwall emerges that describes:

- what makes Dingwall distinct
- why change are required
- the shared ambition across its stakeholders

# Place Narrative - A Shared Story for Dingwall



## What kind of place is Dingwall

Dingwall, a town of just under 6,000 residents, has a **rich history** dating back to medieval times. Located at the head of the Cromarty Firth.

It boasts **stunning landscapes and a rich cultural heritage**, including the ruins of Dingwall Castle. The town is culturally vibrant, hosting regular events such as the Summer Music Festival and the annual Highland Games. In 2026, Dingwall will celebrate 800 years as a Royal Burgh.

A **recognised Economic & Cultural Hub**, with a **key community spirit** and available Recreational Facilities, there are recognised challenges including the reduction in Commercial Presence & Investment, outward migration and need for improved & co-ordinated community support.



## What are the challenges and opportunities?

Dingwall faces several challenges, including a **decline in tourism** despite being on the North Coast 500 route, leading to a “**ghost town**” feel in the town centre.

**Retaining skilled talent is difficult** due to outward migration of young people and limited economic diversity. **Health improvement has stalled**, with rising mental health issues and persistent deprivation.

**Connectivity and public estate issues also pose opportunities**, with a **need for better local access to co-ordinated & aligned services** with more community development and opportunities/ attraction for investment

Future goals include creating a true **community hub** that reflects the town’s needs and encourages a sense of place through **coordinated investment**.

A detailed breakdown of the Place Narrative for Dingwall is included in **Appendix 4**

# Place Narrative - A Shared Story for Dingwall

## What does this mean for the future?



### Dingwall - its own place

It's important to continue to attract, keep and support people living, working in and visiting all parts of Dingwall. There is opportunity for Dingwall to be seen as a 'destination' in its own right. Supported by improved hospitality, tourist and events infrastructure, this provides opportunities for employment and local economy.

Dingwall can also maximise local opportunities provided by being both a well-connected local hub, and its potential as a 20-minute community.



### Working together in new ways

There is opportunity and appetite for joined-up offerings for leisure, education and other community offerings – across public, private and third sector.

Creative use of public sector buildings, and exploring new ways of working, could mean that people and partners are able to do more together and integrate services.

There is also a focus on securing additional people to support health, care & wellbeing services – including through providing pathways to employment.



### Growing sustainably

Emerging digital technologies & infrastructure provide an opportunity to aid sustainable economic growth in Dingwall and promote what it can offer.

Maximising and making best use of its location and existing assets provide opportunities to progress around energy transition, carbon reduction and Net Zero (including measures to address climate and biodiversity crises).

A detailed breakdown of the Place Narrative for Dingwall is included in **Appendix 4**

# Shared story for Dingwall: Place Narrative

## Dingwall – The Future Place

As part of developing the shared story and Place Narrative for Dingwall, four guiding principles emerged, which can be used to ensure that future investment in Dingwall is clear, cohesive and effective for the people who live, work, learn and play there.

A detailed breakdown of the Place Narrative for Dingwall is included in **Appendix 4**



**Contributes positively to inclusive growth, local wellbeing and Net Zero potential in all parts of Dingwall**



**Facilitates a more accessible and connected Dingwall with Multi Partner Services**



**Builds on current successes & opportunities of Dingwall Locality**



**Makes best use of resources – current & future**



# Maximise the life of existing Assets

3

**Developing  
local  
opportunities**

## Bringing together priorities, to develop a portfolio of Investments

Public sector partners must transform their service delivery models to respond to reduced budgets and changing demands

This needs a place-based approach for partners to gain a collective awareness of their existing asset portfolios to recognise the opportunities that already exist as the supporting infrastructure for new models of service delivery. Engaging with partners to understand their transformation plans has enabled a co-ordinated set of asset information to be created. By combining the needs which have been described in the Place Narrative with the available asset infrastructure, new opportunities emerge to deliver services and prioritise investment for Dingwall.

# Maximise the life of existing Assets

## Developing Local Opportunities

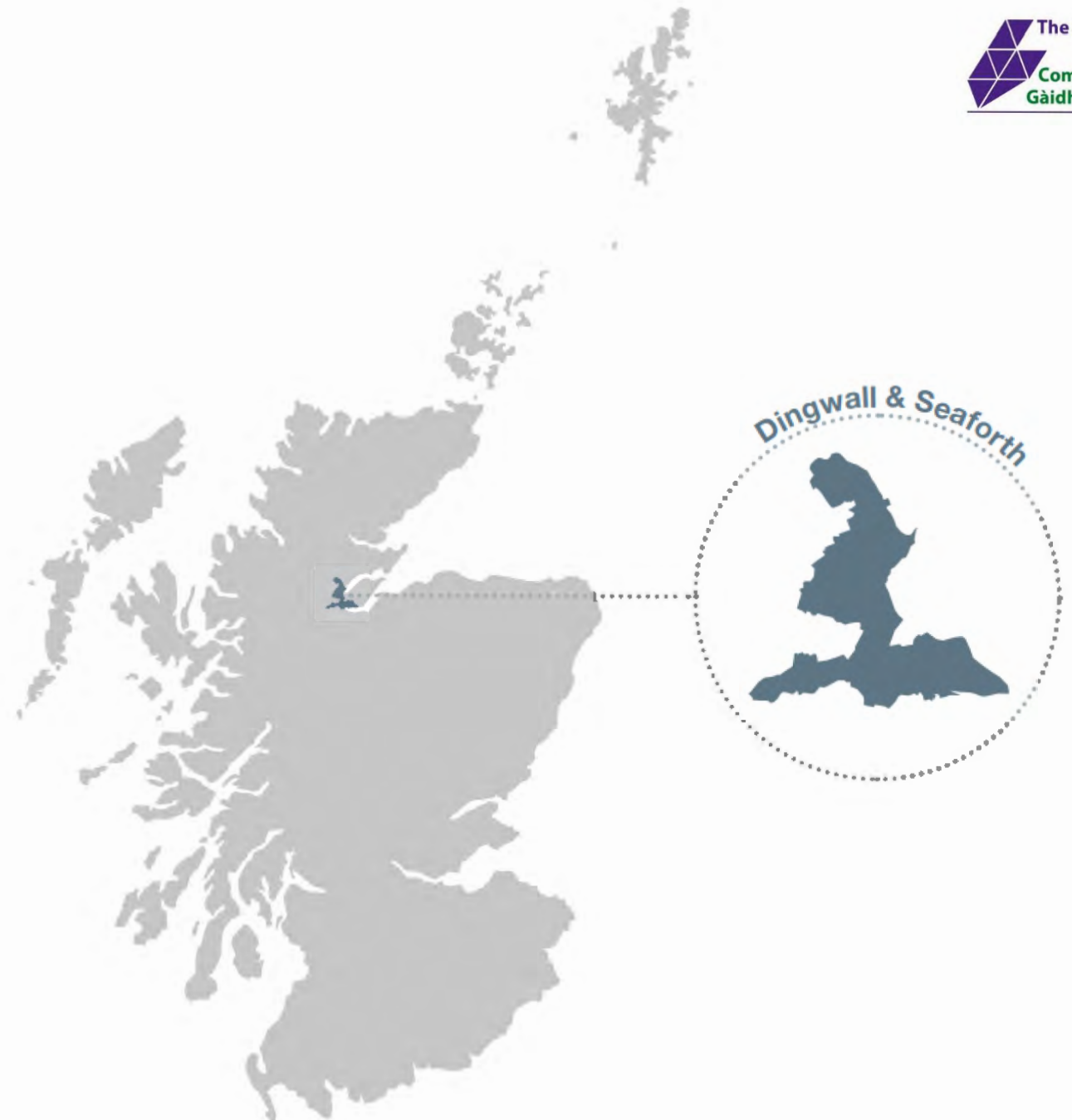
### Location

Dingwall and Seaforth – is one of 21 wards of the Highland Council and It includes the towns of Dingwall, Conon Bridge and Muir of Ord.

### Property Assets

A list of Assets were discussed and captured through engagement with Public Sector Partners and from analysing The Highland Council Asset Register.

These have been considered as part of developing a Map of Opportunity for Dingwall and have been summarised in **Appendix 5**





# Dingwall: Character



Castle Street Church



Dingwall Leisure Centre & Dingwall Academy



Former Edinburgh Woollen Mill



High Street: Looking West from Dingwall Museum



Council Offices



High Street: Access from A862 Newton Road



Dingwall Royal Mail



Macdonald Memorial - Mitchell Hill



Pefferside Park



Dingwall Train Station



# Dingwall: Character



The National Hotel



Housing Development at Dochcarty Road



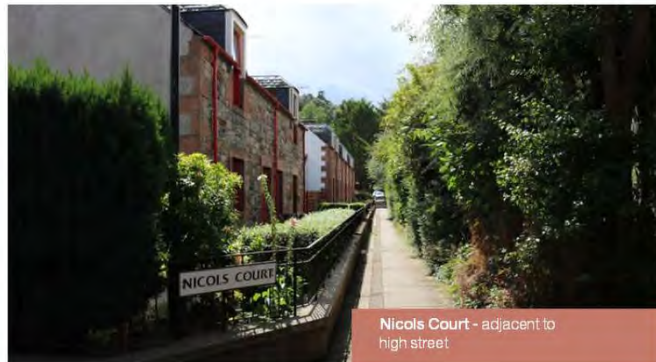
St Clements School



Dingwall Museum / Town Hall



Dingwall Academy



Nicols Court - adjacent to high street



Dingwall Police Station



Dingwall & Strathpeffer Church



# Dingwall: Character



Royal Hotel



Dingwall Bank of Scotland



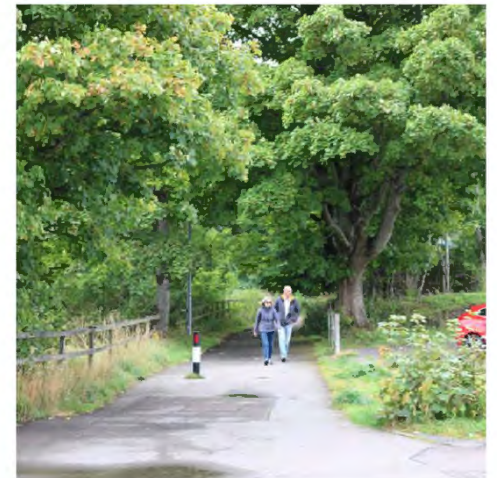
Former Constituency Office



Former RBS branch



HTC Dingwall

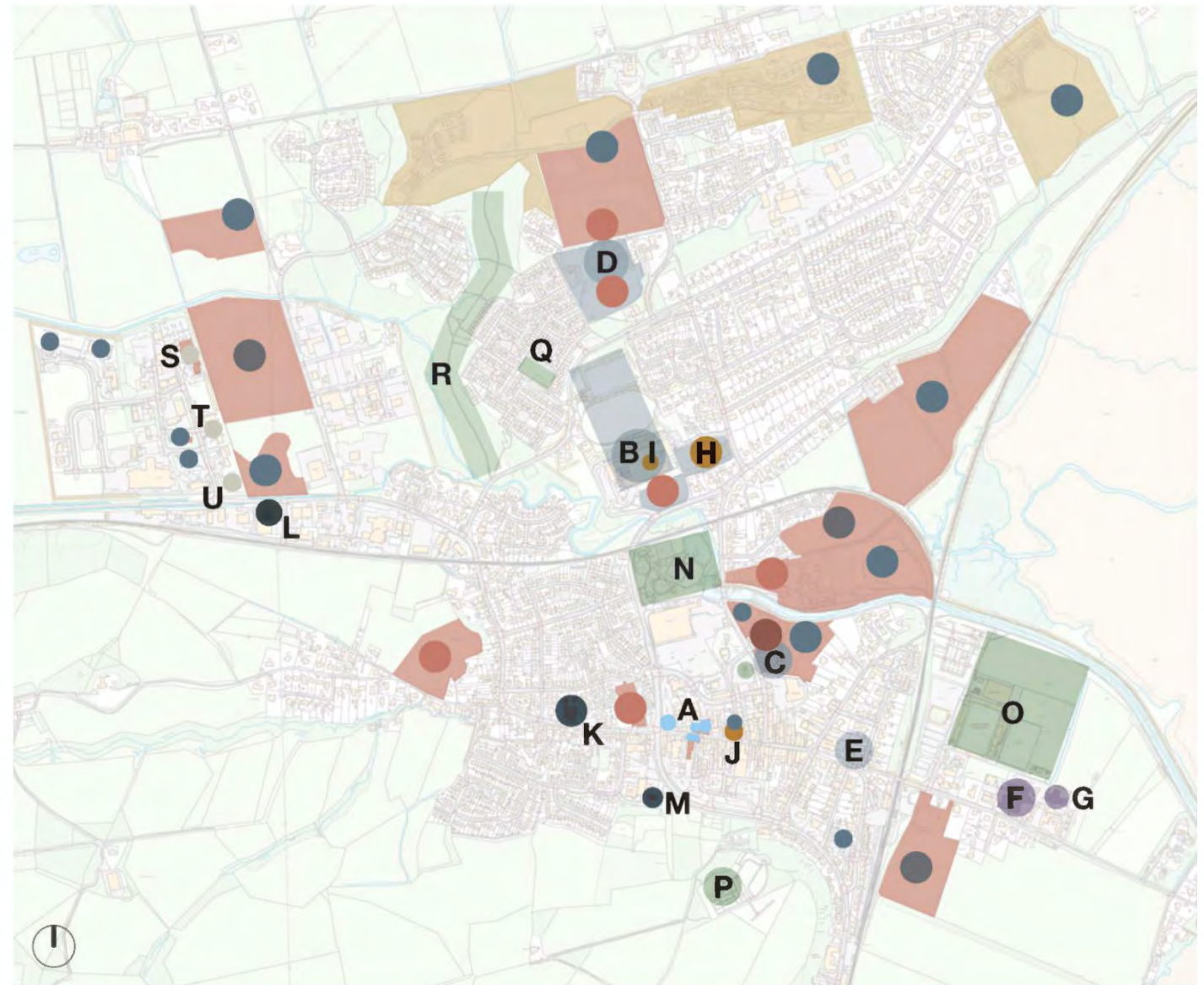


# Dingwall: Connecting Assets

- High Street
- Education
- Health
- Community
- Blue Light
- Outdoor
- Environmental

- A. High Street Locations
- B. Dingwall Academy
- C. St Clement's School
- D. Dingwall Primary School
- E. Highland Theological College
- F. Ross Memorial Hospital
- G. Ferry Road Health Centre
- H. Dingwall Leisure Centre
- I. Dingwall Library
- J. Dingwall Museum / Town Hall
- K. Dingwall Police Station
- L. Dingwall Ambulance Station
- M. Dingwall Fire Station
- N. Pefferside Park
- O. Jubilee Park & Football Club
- P. Macdonald Memorial - Mitchell Hill
- Q. Play Park
- R. Core Path & Woodland
- S. SEPA
- T. Scottish Forestry
- U. NatureScot





Assets Located Outside Of Map Area:  
• Greenhill Site



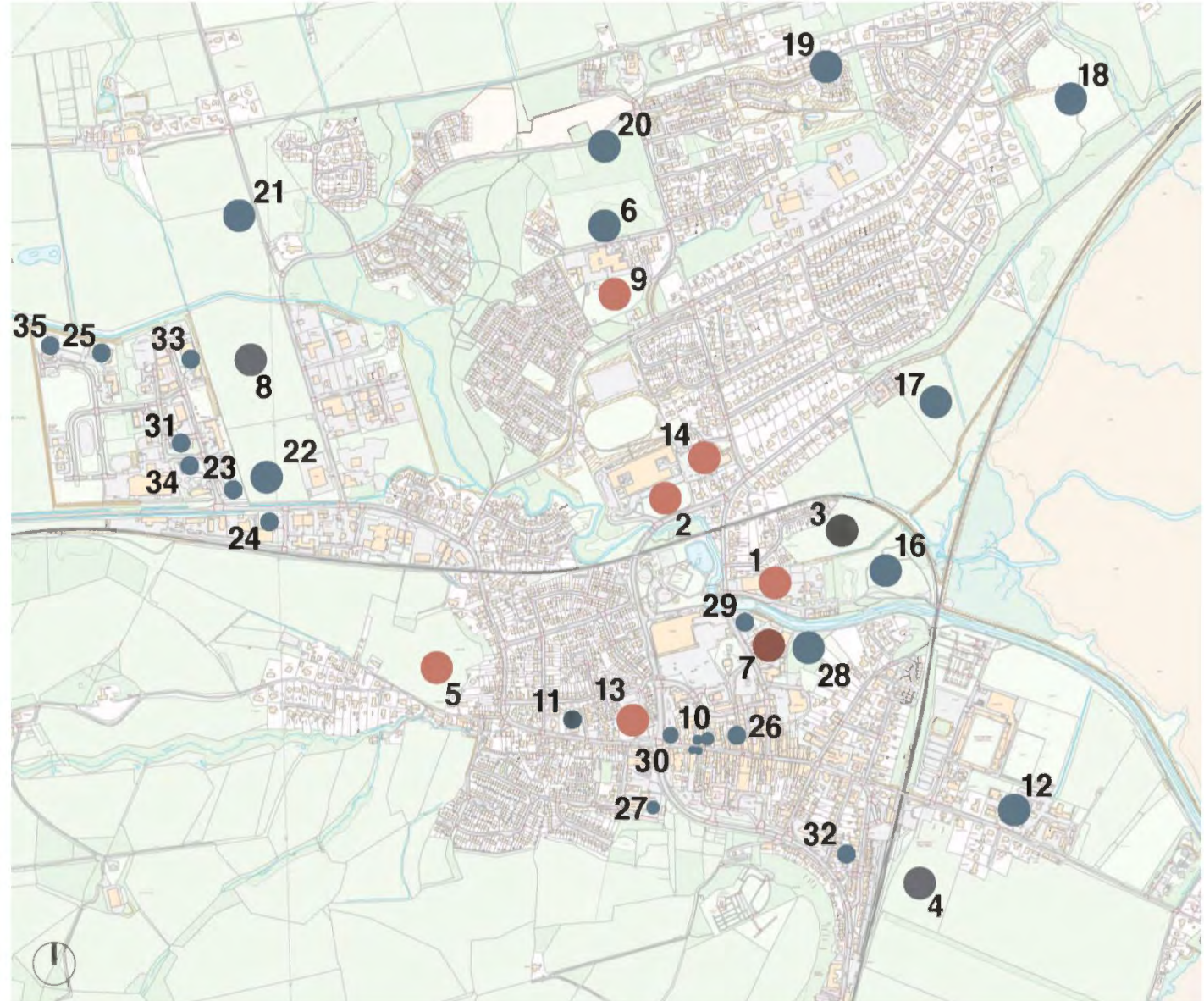
# Dingwall: Connecting Assets

This diagram is comprised of an indicative set of assets to raise awareness of opportunities and does not represent the complete asset portfolio of partners.

### Key: Stakeholder Property

-  The Highland Council
-  The Highland Council / Church
-  Dingwall and Highland Marts
-  Other / To Be Confirmed

Assets Located Outside Of Map Area:  
• 15 - Greenhill Site



# Dingwall: Map of Assets Legend

**1. Former Depot Craig Road**

Total Area: 0.9ha

**2. Dingwall Academy**

Total Area: 0.6ha

**3. Land at Old River Road**

Total Area: 2.0ha

**4. Land Opposite Sherriff Court**

Total Area: 2.9ha

**5. Land at Gallows Hill**

Total Area: 2.0ha

**6. Site North of Ross Avenue**

**7. St Clement's School Site (Plus Church Site)**

Total Area: 1.0ha - excluding adjacent areas

**8. Land off Docharty Road**

Total Area: 5.8ha

**9. Dingwall Primary School**

Total Area: 2.5ha

**10. Example Vacant High Street Properties**

**11. Dingwall Police Station**

Total Building Area: 1,345sqm

**12. Ross Memorial Health**

**Campus**

**13. Council Offices**

**14. Dingwall Leisure Centre**

**15. Green Hill Site**

**16. Dingwall Riverside North**

**17. Craig Road**

Total Area: 8.9ha

**18. Dingwall North - Craig Road**

Total Area: 6.4ha

**19. Dingwall North - St Andrews Road**

Total Area: 7.3ha

**20. Dingwall North - South of Tulloch Castle**

Total Area: 15.5ha

**21. Dingwall North - Docharty Brae**

Total Area: 2.0ha

**22. Land to East of Dingwall Business Park**

Total Area: 1.5ha

**23. NatureScot Dingwall Office**

**24. Dingwall Ambulance Station**

Total Building Area: 204sqm

**25. Office 4A/B, Office Fyrish House**

Total Building Area: 1028sqm

**26. Dingwall Town Hall**

**27. Dingwall Fire Station**

Total Building Area: 250sqm

**28. Dingwall Riverside South East**

**29. Dingwall Riverside South West**

**30. Offices Mayfield Buildings**

**31. Office Unit 3 - Dingwall Business Park**

**32. Dingwall Offenders Services Office**

**33. Unit 9 - Dingwall Industrial Estate**

**34. Macleod House**

**35. Earl Thorfinn House**



# Maximise the life of existing Assets

## Developing Local Opportunities

## Map of Opportunity

The Map of Opportunity diagram brings together the data insights, asset and service information to show potential opportunities to respond to new ways of delivering services. This supports the development of revised service models supported by current, adapted and potentially new asset investment that can deliver the needs for communities

The Map of opportunity is a tool to inform the ongoing engagement and reflects the changing shape of services and the affordable infrastructure required to deliver them

As part of a place-based approach, this supports the development of relevant collaborative options for place focused community hubs, and the collaborative appraisal of options to drive decisions on estate, services, and investment.



Depot



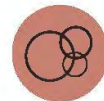
Community



Office



Residential



Mixed Use

# Dingwall: Connecting Opportunities

This diagram is comprised of an indicative set of assets and linkages to raise awareness of opportunities and does not represent the complete asset portfolio of stakeholders.

### Key: Paths

- National Cycle Route
- Core Paths
- Active Travel Improvements?

- National Cycle Route
- Potential New Site For Consideration
- Northern Lifelong Learning Green Link
- Lifelong Learning Cluster around Pefferside Park
- Library (High School)
- St Clements School / Church Site For Consideration
- High Street Civic Cluster: Council Headquarters Service Point
- Ross Memorial Community Health Campus





Depot



Community



Office



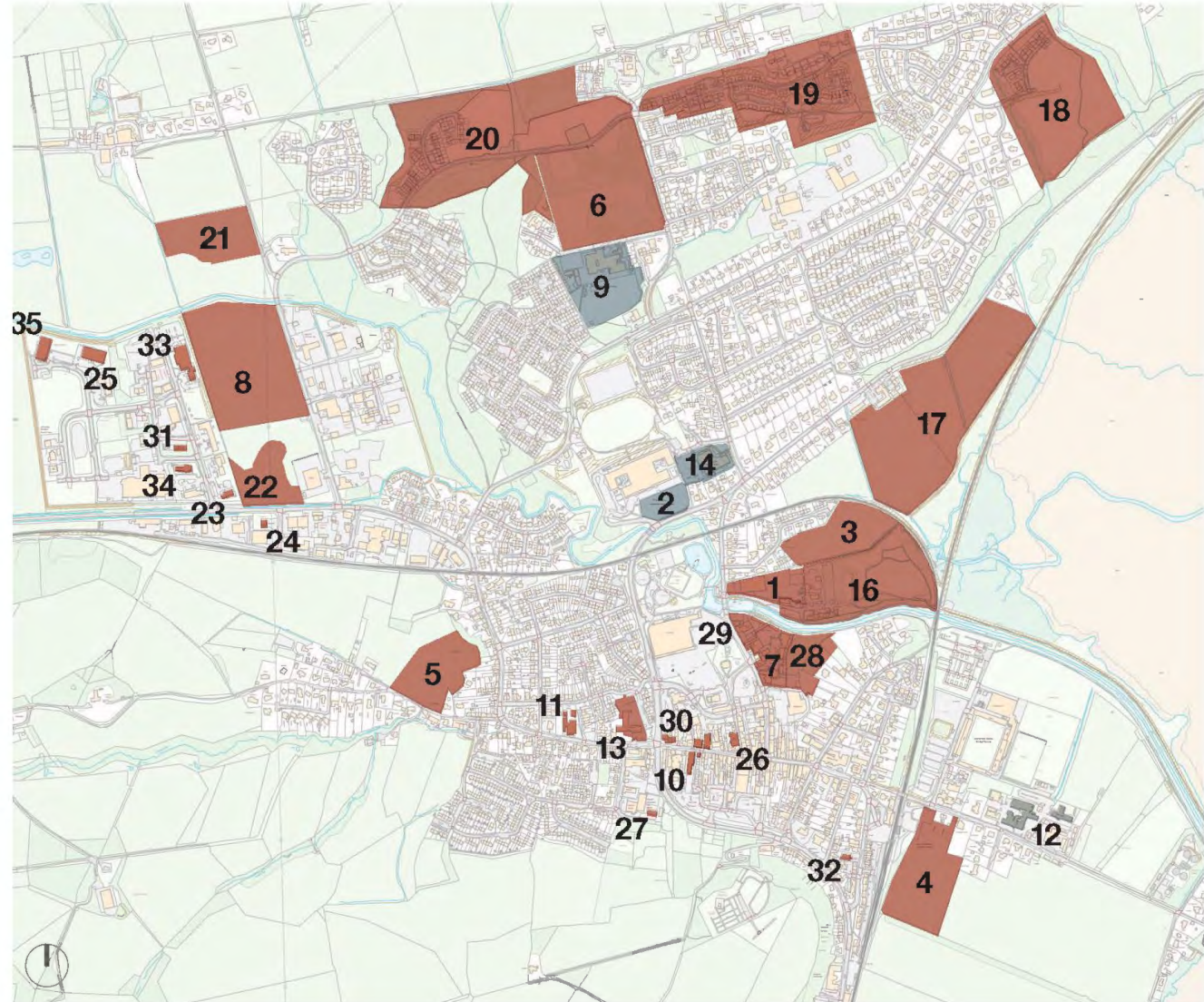
Residential



Mixed Use

# Dingwall: Map of Opportunities

This diagram is comprised of an indicative set of assets to raise awareness of opportunities and does not represent the complete asset portfolio of partners.



Assets Located Outside Of Map Area:

- 15 - Greenhill Site

# Assessing opportunities

The list of assets and The Map of opportunity Identifies numerous sites (approx. 160) across Dingwall. From this list we have identified 35 of the more impactful sites that could accommodate Community, Office or Depot Pods. Some of the sites are capable of accommodating a number of POD uses, pods and potentially residential.

To demonstrate how sites could be assessed we took 5 examples and undertook high level analysis to ascertain their potential to accommodate different POD scenarios and uses:

## Example 1: Opportunity 4 – Land a Ferry Road Potential

- Depot POD opportunity
- Multi Agency/ Partner Storage, Maintenance & “Washdown” facilities
- incorporate/ align with “office”/ business facilities

## Example 2: Opportunity 6 – Land north of Ross Avenue Potential

- Community POD and/ or Residential opportunity
- Reception Facility Point, Police Scotland
- Info “hub” for “Environmental Agencies” – Scottish Forestry, SEPA, NatureScot
- Annex/ Facility for HIE Skills & Development – Newton Room. Also, facility to store/ Maintain Mobile Newton Room
- Training Facility for Corporate Partners within a Campus Environment
- Specialised academy e.g. Disability/ Para Sports
- “satellite” facilities (e.g. MUGA/ Community Pitches) managed via Leisure Centre
- Residential

## Example 3: Opportunity 7 – St Clements Potential

- Community POD, Office POD and/ or Residential opportunity
- Opportunity for “Business Hub” - Business/ Office POD, Utilising Shared Facilities, Hot Desk, and desiccated Space
- Redeveloped as residential

## Example 4: Opportunity 10 – The High Street Potential

- Community POD, Office POD and/ or Residential opportunity
- Utilise current “empty” shop buildings formerly Edinburgh Woollen Mill, M&Co and MSP/ MP Office to host a service/ office Hub
- Potential for Community POD providing front line Advice, Services and Ongoing Booking/ Scheduling for secondary services
- Repurposing of Ross House for Office or Community Gym/ Facility (run by HLH) Community Café –
- Residential opportunities above shops

## Example 5: Opportunity 14– Dingwall Leisure Centre Potential

- Community POD opportunity
- Redevelop the existing leisure centre to diversity offering and thermal performance to ensure a sustainable future.
- Strengthen connections to Academy, Primary School and Town Centre
- Integration as part of community hub



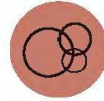
Community



Office



Residential



Mixed Use



### Opportunity 4 Land Opposite Sherriff Court





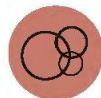
Community



Office



Residential



Mixed Use



### Opportunity 4 Land Opposite Sherriff Court

Area: 2.9 hectares

Ownership: Dingwall and Highland Marts

Local Development Plan: DW04 Land Opposite Sherriff Court

Local Development Plan Uses: Business, Tourism, Community, Housing

#### Comments on Site

- Access from Ferry Road
- Well connected to Train Station / active travel, Ross Memorial Health Campus, High Street and sports facilities
- Views outwards to South and South East

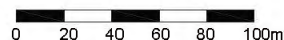
#### Next Steps: Feasibility Study

- Flood Risk Assessment
- Transport Assessment
- Assess potential for mixed use



Land Opposite Sherriff Court

SCALE 1:2000





Depot



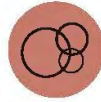
Community



Office



Residential



Mixed Use

Opportunity 6  
Site North of Ross Avenue





Depot



Community



Office



Residential



Mixed Use



## Opportunity 6 Site North of Ross Avenue

Area: 5.6 hectares

Local Development Plan: Part of DW02 Dingwall North - South of Tulloch Castle

Local Development Plan Uses: Housing

### Comments on Site

- Existing woodland
- Gradient slopes downwards from North to South
- Zoned for housing in Development Plan
- Well connected to Primary School, existing and future residential areas

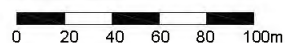
### Next Steps: Feasibility Study

- Assess potential for: mixed use, community partner delivery, active travel



Site North of Ross Avenue

SCALE 1:2000







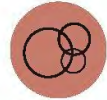
Community



Office

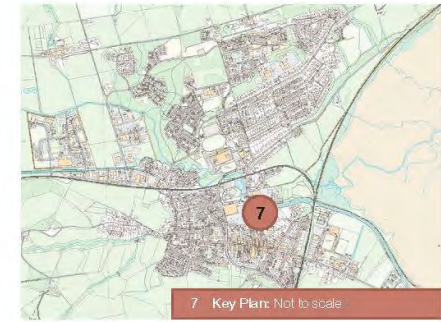


Residential



Mixed Use

### Opportunity 7 St Clement's School Site (Plus Church Site)





Community



Office



Residential



Mixed Use



### Opportunity 7 St Clement's School Site (Plus Church Site)

Area: 1.0 hectares

Ownership: Highland Council/Church

Local Development Plan: Part of DW06 Dingwall Riverside South

Riverside South

Local Development Uses: Business, Retail, Community

#### Comments on Site

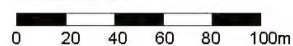
- Live School/Offices/Community facilities
- Well connected to High Street, Pefferside Park, landmarks and heritage buildings
- Adjacent to Conservation Area

#### Next Steps: Feasibility Study

- Flood Risk Assessment
- Contamination Assessment
- Recreational Access Management Plan to avoid any adverse effects on the integrity of the Cromarty Firth SPA/Ramsar
- Transport Assessment
- Assess buildings fitness for purpose, heritage considerations
- Identify opportunities for: mixed use, residential

- St Clement's School Site (Plus Church Site)
- A - St Clement's School
- B - Dingwall Assistive Technology Support
- C - Dingwall Community Centre
- D - Old Academy Library Buildings
- E - Former Dingwall Baptist Church

SCALE 1:2000



Dingwall Points Of Delivery – Final Draft (5.12.2024 Update)



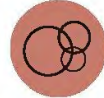
Community



Office



Residential



Mixed Use



Opportunity 10  
Example Vacant High Street Properties





Community



Office



Residential



Mixed Use



10 Key Plan: Not to scale

## Opportunity 10 Example Vacant High Street Properties

### Comments on Site

- Conservation area
- Pedestrian zone
- Connected to Dingwall Service Point and Registration Office
- Proximity to landmarks - Museum/Town Hall, Cromarty Obelisk, St Clement's Church, Commonwealth War Graves, St Clement's School

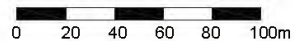
### Next Steps: Feasibility Study

- Flood Risk Assessment
- Identify opportunities to protect & enhance Conservation Area
- Assess potential for improved energy efficiency/refurbishment
- Assess potential for reconfiguration, repurposing/change of use/ residential use, community partner delivery

### Example Vacant High Street Properties:

- A - Former Edinburgh Woollen Mill
- B - Former Original Factory Shop
- C - Former M&Co.
- D - Former Constituency Office

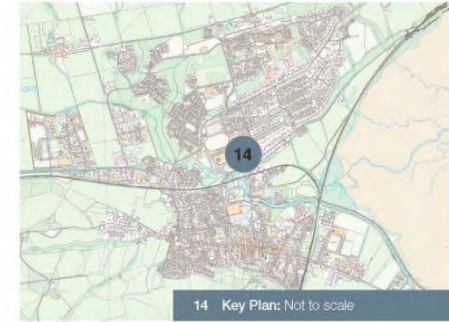
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## Community

### Opportunity 14 Dingwall Leisure Centre



14 Key Plan: Not to scale





## Community


### Opportunity 14 Dingwall Leisure Centre

#### Comments on Site

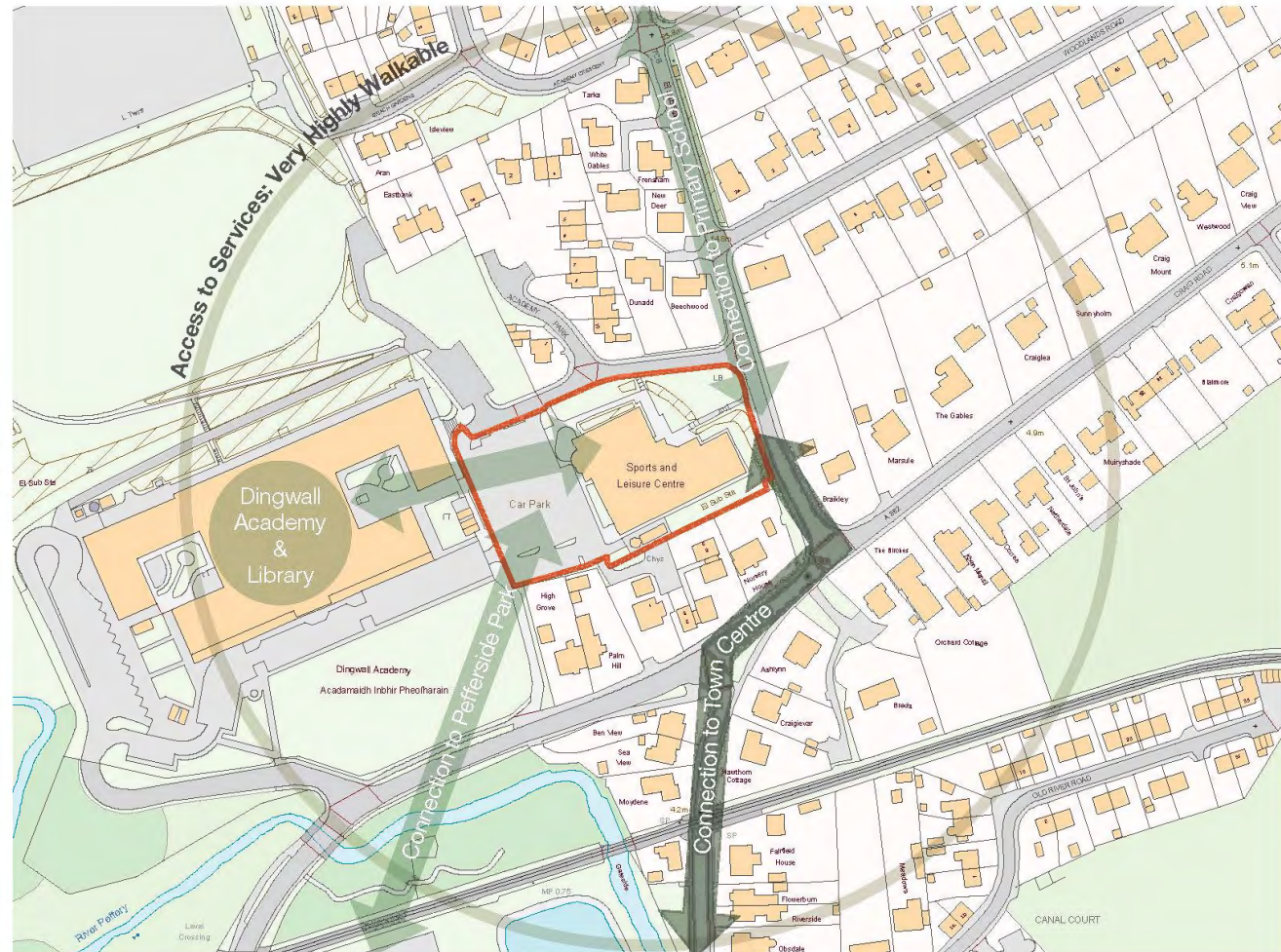
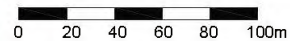
- Existing Leisure Centre providing leisure and cultural services
- Part of Lifelong Learning Cluster around Pefferside Park, well connected to Dingwall Academy, Dingwall Community Library and existing residential areas

#### Next Steps: Feasibility Study

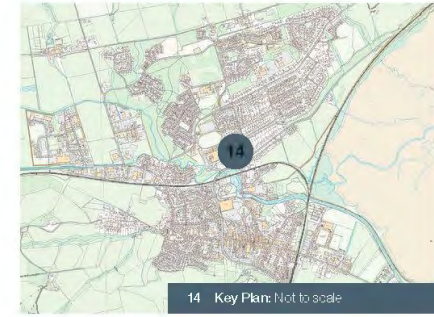
- Engage with High Life Highland
- Flood Risk Assessment
- Identify opportunities for connections with other leisure / cultural / community facilities
- Assess potential for refurbishment / building upgrades / operational upgrades / improved energy efficiency / extension
- Identify opportunities for improvement to physical connections with Dingwall Academy / Dingwall Community Library

 Dingwall Leisure Centre

SCALE 1:2000



Dingwall Points Of Delivery – Final Draft (5.12.2024 Update)



14 - Key Plan: Not to scale

# Planning and delivery - Developing a Place Programme



## Place Programme

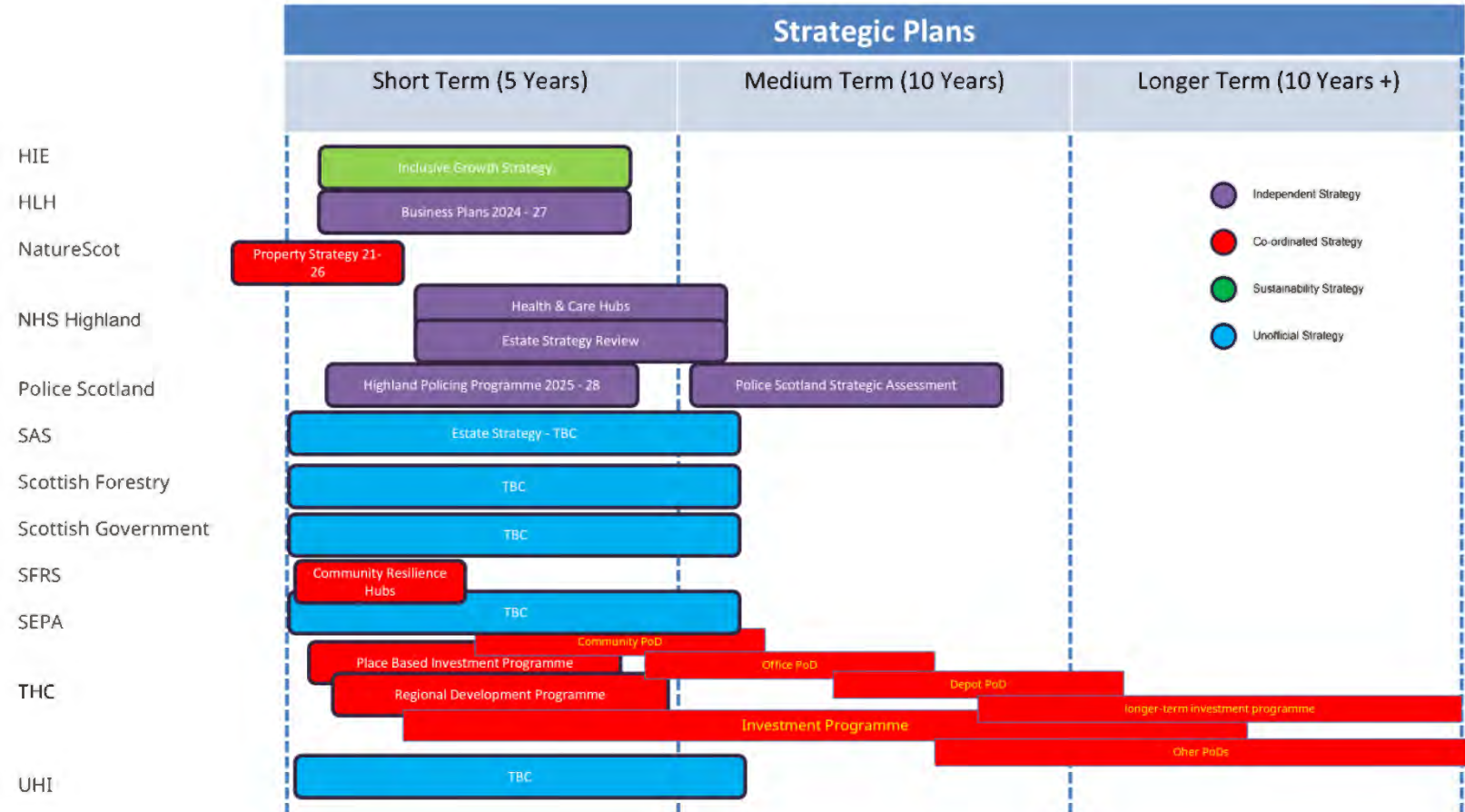
A place-based approach includes developing a Place Programme to deliver the community hub ambition, aligning the delivery with other place-based initiatives such as the Local Development Plan, Local Place Plans and Locality Plans.

This Place Programme is an initial high-level programme of relevant planned activities and investments which will be further developed by partners to inform sequencing and prioritisation which should be considered in relation to supporting the outcomes for the locality over time.

# Place Programme - Strategic Project Timelines

This programme should capture the relevant local, regional and potentially national investments underway or planned along with the relevant strategies and plans that inform the requirements for infrastructure investment and sustainable resources.

The portfolio approach through the Place Programme, supports prioritisation, sequencing, resource allocation and investment planning across all partners in the public, community, third sector and private sector. Examples of key activities discussed with Partners are illustrated here for alignment and consideration when Programme Design activities are underway.





# Planning and delivery - Developing a Place Programme



## Investment Decision Making

The Investment Decision making process will be supported by the use of the Treasury Green Book approach which is the government's recommended framework. The Green Book uses the five-case model and supports consideration of the costs, benefits, and trade-offs of alternative options for delivering policy objectives.

The output will be aligned to meet the reporting requirements for The Highland Council.

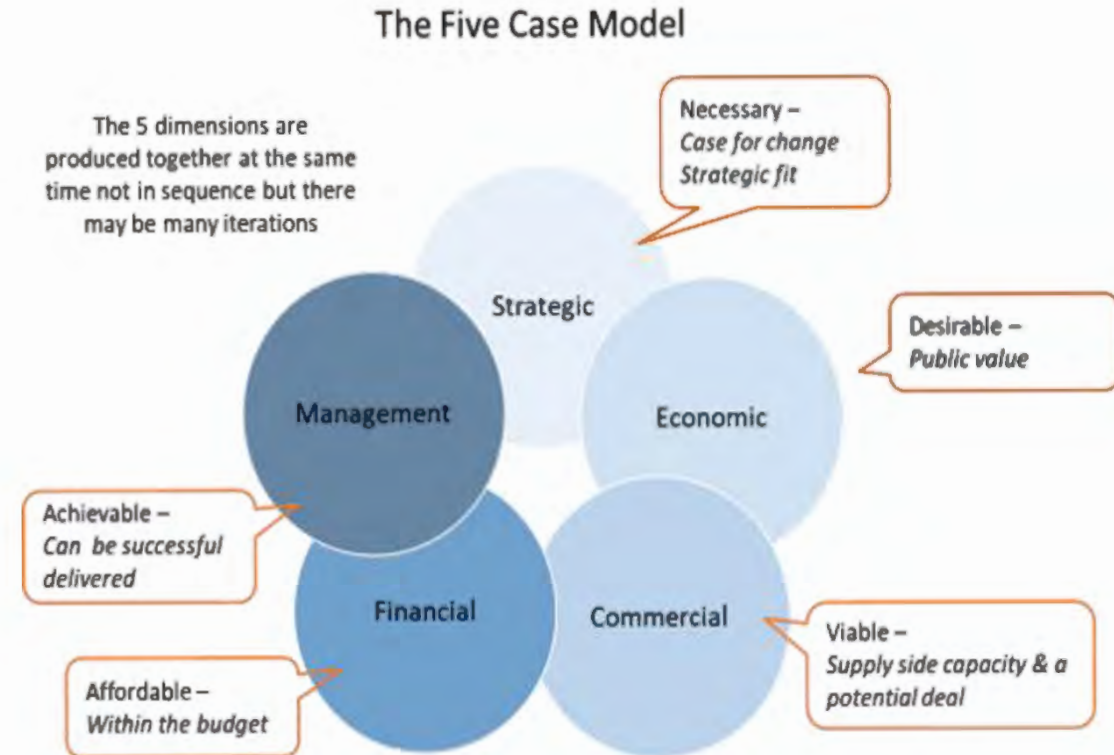
## Scope of Works

Following engagement with Highland Council , HNSL has prepared an Interim Outline Business Case (IOBC) for Dingwall Community POD, based on HM Treasury Green Book & Building Better Business Case guidance.

This included the agreement of project spending objectives and critical success factors, identifying a short-list of four potential intervention options, and a benefits assessment of the four short-listed options.

We present these findings here and provide a copy of the full IOBC document in Appendix 6.

Further stages of development will be required after December 2024 to progress to a fully populated Outline Business Case and Subsequently Full Business Case



# Spending Objectives and Critical Success Factors

Spending Objectives	<b>Making learning work for all</b>	<p>Maximise opportunities for lifelong learning within school across partners and community services that improve quality of life, educational attainment and access to opportunities for all Highland residents.</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 1. A Fair and Caring Highland</i></p>
	<b>Making services accessible</b>	<p>More joined up local service access supported by stronger joined up service partnerships, industry partnerships, community partnerships and improved transport and digital accessibility</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 2. Resilient and Sustainable Communities</i></p>
	<b>Making the place more attractive</b>	<p>Build diverse living opportunities, local attractions, training, development and enterprise opportunities to grow, retain and attract skilled workers and leverage tourism opportunities for local benefit</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 2. Resilient and Sustainable Communities</i></p>
	<b>Making a place for nurture</b>	<p>Support community wellbeing including improved access to leisure and health facilities including mental health and transition support for additional support needs across ages and stage for the whole community.</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 1. A Fair and Caring Highland</i></p>
	<b>Making it easy for communities to lead</b>	<p>More support, transparency and partnership working to help build community capacity and community wealth building to support more community led futures</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 1. A Fair and Caring Highland</i></p>
	<b>Making net zero transition easier</b>	<p>Creating more opportunities for energy efficient development, integrated heat and energy network, supply chain expertise and landscape resilience</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 4. A Sustainable Highland Environment and Global Centre for Renewable Energy:</i></p>
	<b>Making it sustainable</b>	<p>Maximising opportunities to change the way the Council works to support local need, reduce costs and increase opportunities to attract investment</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 5. A Resilient and Sustainable Council</i></p>
Critical Success Factors	<b>Affordable</b>	The associated capital build costs and long-term operating costs of the proposal to the Council need to be within its available budget
	<b>Viable</b>	The project will need to be develop on a suitable site and to secure planning permission, and either the Council or its suppliers and partners will need to have the capacity to design, build, manage and operate it effectively

## Option 0 (Do Minimum)

- **Scope (What?):** Continue to run and maintain existing assets
- **Service Solution (How?):** Essential repair, maintenance and life cycle investment only
- **Service Delivery (Who?):** The Highland Council Estate Management team
- **Service Implementation (When?):** As and when need arises
- **Location (Where?):** Dingwall Academy to remain in current location as it is part of a PPP contract (includes public library)
- **Funding:** Through Council capital and revenue budgets

# Option 1 (Low Scale/Ambition Intervention)

- **Scope (What?):** Improvements to education facilities only
- **Service Solution (How?):** New Build(s)
- **Service Delivery (Who?):** The Highland Council
- **Service Implementation (When?):** Phased projects, details to be confirmed
- **Location (Where?):** Replacement Primary School at preferred option for new Community POD, i.e. the lower part of site reference DW02 (Dingwall North - South of Tulloch Castle) in the IMFLDP; two options under consideration for St Clement's, either
  - a) co-located on DW02 or
  - b) separately at site reference DW08 (Dingwall North - Dochcarty Brae).
- **Funding:** Based on Council Investment Plan model

## Option 2 (Medium Scale/Ambition Intervention)

- **Scope (What?):** Improvements to education facilities, and community, sports and leisure facilities. Some enhancement of other Council facilities, such as Child Health teams.
- **Service Solution (How?):** Mixed (Education facilities to be re-built; leisure facility to remain at its current location)
- **Service Delivery (Who?):** The Highland Council to lead on procurement of new or improved facilities
- **Service Implementation (When?):** Phased delivery, details to be agreed
- **Location (Where?):** Replacement Primary School at preferred option for new Community POD, i.e. the lower part of site reference DW02 (Dingwall North - South of Tulloch Castle) in the IMFLDP; two options under consideration for St Clement's, either
  - a) co-located on DW02 or
  - b) separately at site reference DW08 (Dingwall North - Dochcarty Brae).
- **Funding:** Based on Council Investment Plan model

## Option 3 (High Scale/Ambition Intervention)

- **Scope (What?):** Improvements to education facilities; community leisure facility; flexible community space and Council and partner office facilities
- **Service Solution (How?):** Mixed (Education facilities, office facilities and flexible community space to be located in new build element; leisure facility to remain at current location)
- **Service Delivery (Who?):** The Highland Council to lead on procurement of new or improved facilities
- **Service Implementation (When?):** Phased delivery, details to be agreed
- **Location (Where?):** Replacement Primary School at preferred option for new Community POD, i.e. the lower part of site reference DW02 (Dingwall North - South of Tulloch Castle) in the IMFLDP; two options under consideration for St Clement's, either
  - a) co-located on DW02 or
  - b) separately at site reference DW08 (Dingwall North - Dochcarty Brae).
- **Funding:** Based on Council Investment Plan model

# Economic Appraisal Summary

Type	Option 0 Do Nothing	Option 1 Low Scale/ Ambition	Option 2 Medium Scale/ Ambition	Option 3 High Scale/ Ambition
Impact on capital budget	None	Medium cost, medium benefit	Medium cost, medium benefit	High cost, high benefit
Impact on revenue budget	High cost, no benefit	Low cost saving, low benefit	Medium cost saving, medium benefit	High cost saving, medium benefit
Qualitative benefit score	1	11	13	17
Viability assessment	Pass	TBC	TBC	TBC
Affordability assessment	Pass	TBC	TBC	TBC

## Preferred way forward: Option 3

Based on scoring against spending objectives and meeting critical success factors, Option 3 is the best option to help the council achieve its strategic goals.



# Next Steps

- Outline Business Case (by March):
  - Capital costs to be developed
  - Concept designs to be completed
  - Details of on-going anticipated operating costs and how these would be met
  - Details of procurement, management and governance arrangements
  - Risk register
- Full Business Case (by December)
  - Final design to be agreed
  - Procurement of construction work to be completed
  - Final development costs to be agreed
  - Estimated ongoing operating costs to be confirmed
  - Risk management and risk transfer arrangement to be agreed
  - Project management arrangements to be agreed and finalised

# Oversight and Assurance

5

Oversight  
and  
assurance

**Development of projects and governance to deliver the community hub ambition, aligning the delivery with other place-based initiatives**

Directing and overseeing activity with accountability and capacity at local, regional and national levels.

# Oversight and Assurance - A Transformation Journey

All Public Sector bodies are facing a transformation challenge required to deliver affordable and sustainable services and improved outcomes for communities.

From a Highland Council perspective, the existing operating model is no longer sustainable in the current fiscal landscape. The Council needs to work differently to deliver its key priorities and to remain financially sustainable for the future. As demands on services increase within diminishing budgets, it is necessary to adopt a new approach to how the Council operates. The Council's Transformation approach is underpinned by the Highland Investment Plan (HIP).

There is a need for radical change in the way that public bodies operate, in particular how they collaborate with partners to improve and maintain services needed in communities.

**To be effective, this approach needs to be co-produced with partners and stakeholders which has led to the establishment of the Highland Property Partnership.**

# Highland Property Partnership Purpose and Aims

The Highland Council is embarking on an ambitious place-based investment plan that will review all property assets across Highland to ensure that the estate supports communities, is fit for purpose, and provides opportunities for partners to share key locations and work towards delivering the single public estate.

To support these objectives Highland Council are proposing to form the new Highland Property Partnership (HPP). This will provide a platform to engage with partners on a regular basis to understand operating models, investment plans and strategic objectives leading to opportunities for sharing spaces and increasing the efficiency of the facilities across the Highland area to support service delivery.

**The purpose of the HPP is to establish close working relationships with all members so that strategic property asset management is considered by all members to:**

- Support the achievement of the Highland Outcome Improvement Plan (HOIP) and specifically the thematic priority of Connecting People and Spaces.
- Serve as a link between local and national public sector agencies, to achieve joint working within strategic property asset management delivering a capital base that provides best value for the public purse.



**Highland**  
Community  
Planning  
Partnership

Com-pàirteachas  
Dealbhadh  
Coimhearsnachd  
**na Gàidhealtachd**

- Support the delivery of service strategies.
- Focus on strategic/performance issues.
- Encourage innovation and better ways of working and ultimately release capital/revenue resources from property to better support the delivery of service strategy.
- Align all potential future investment in strategic property asset management ensuring all opportunities of co-location but more importantly joint working are maximised.

# Partners in the Transformation Journey



Com pairteas  
Deòhadh  
Co-mhearsnachd  
**na Gàidhealtachd**



# Oversight and Assurance



## Next Steps

# Dingwall - Next Steps

## By March 2025

- Continue engagement and communications (Community, Stakeholder, Partners)
- Complete Outline Business Case
- Identify appraisal needs for Dingwall opportunity sites
- Support transformation across six interconnected portfolios including service redesign
- Concept designs and strategic brief to be developed
- Develop Project budget to be established including relevant site surveys
- Confirm details of on-going anticipated operating costs, for whole life cost appraisal
- Project procurement for design and construction , management and governance arrangements to be confirmed
- Project Management structures and resources for delivery to be established

## Post March 2025

- Full Business Case to be developed
- Continue engagement and communications (Community, Stakeholder, Partners)
- Develop the project design and test through project assurance
- Procurement for construction work to be progressed
- Final development costs to be agreed
- Estimated ongoing operating costs to be confirmed
- Project management and project controls underway for development and delivery arrangements to be agreed and finalised
- Contract – develop and agree the delivery contract
- Construction Delivery- manage all aspects of the construction stage of the project including cost, quality, time and risk
- Handover into operations – manage the handover process in collaboration with key stakeholder to ensure a zero defects target and transition to operations

## Phase 1 Priority locations - Next Steps

Take forward a place-based approach for remaining five priority locations.

These locations were agreed as priorities for delivery within Years 1 to 10 and local masterplans and options appraisals are to be developed, initially focussed on the schools listed in each location:

1. Alness: 3 Primary Schools
2. Brora: 1 Primary School
3. Dornoch: 1 Secondary and 1 Primary School
4. Golspie: 1 Secondary and 1 Primary School
5. Invergordon: 1 Secondary and 2 Primary Schools



# **Appendix 1**

## **Partner Engagement Schedule**

## Corporate Partner Engagement Schedule

Organisation	Individuals Contacted	Activity	Meeting Dates
HIE	Audrey McIver Eann Sinclair Juan Paulo Rodriguez	Initial Introduction of Objectives, Template Sent & Meeting Held (3/10) - Follow up requests made	3 <sup>rd</sup> October
NHSH	Jill Mitchell Michelle Johnston Paul McAleer Eric Green Richard MacDonald	Initial Introduction of Objectives, Template Sent & Meeting Held (26/8) - Initial Information Captured	26 <sup>th</sup> August
NatureScot	Stuart MacQuarrie Greg Cochrane Carole Wells	Initial Introduction of Objectives, Template Sent - Had Meeting Neil Milligan (SG Property & Construction) 2/10	2 <sup>nd</sup> & 3 <sup>rd</sup> October
Police Scotland	Jamie Wilson Derek Hiley Robbie O'Donnell Gillian Beattie	Initial Introduction of Objectives, Template Sent & Meeting Held (3/10) - Not Able to Attend. Follow up request made Meeting 15/10	15 <sup>th</sup> October
SAS	Lorraine McAffer Euan Esslemont Graham MacLeod	Initial Introduction of Objectives and Template Sent. Follow Up Required	Meeting Scheduled 12 <sup>th</sup> November
SFRS	Mike Collier Stuart Free Ijaz Bashir Alex Lane	Initial Introduction of Objectives, Template Sent & Meeting Held (1/10) - Initial Information Captured	1 <sup>st</sup> October

## Corporate Partner Engagement Schedule continued

Organisation	Individuals Contacted	Activity	Meeting Dates
Scottish Government - Policy	Ewen Scott	Met with SEPA	24 <sup>th</sup> October
Scottish Government – Property & Construction	Neil Milligan	Meeting with Malcolm MacLeod/ NatureScot	2 <sup>nd</sup> October
Scottish Forestry	Bastian Altrock John Risby	Initial contact made, information sent and request for meeting (following introduction from SEPA)	23 <sup>rd</sup> October
SEPA	Fiona MacTaggart	Initial contact made, information sent and request for meeting (following introduction from NatureScot)	24 <sup>th</sup> October
HIE/ Skills & Science – Newton Room Dingwall	Doug Rattray Derek Bond Debbie Miller	Initial Introduction of Objectives and Template Sent. Follow Up Required - meeting scheduled for 23/10	23 <sup>rd</sup> October
HLH	Steve Walsh Simon Swanson	Involved in Workshop 2 - Have sent further correspondence in request to meet	29 <sup>th</sup> & 30 <sup>th</sup> October
UHI	Doug Rattray Derek Bond Debbie Miller	Initial Introduction of Objectives and Template Sent. Follow Up Required - meeting scheduled for 23/10	23 <sup>rd</sup> October

# **Appendix 2**

# **Partner Engagement Feedback**

# The Highland Council – Snapshot

## Key Initiatives/ Drivers:

### Overview:

- **HOIP**
- **Regional Development Programme**
- **Place Based Investment Programmes**

## Key Initiatives & Timescales:

- **Community POD** - Replacement accommodation for Dingwall Primary and St Clement's as the key components alongside community facilities and co-located services. This will include a local plan for community, sports and leisure facilities for the Dingwall Academy Associated School Group (ASG) in line with the strategy agreed by the Education Committee in November 2023.
- Preferred option (by March 2025 ) for Primary School & St Clement's provision and co-location of community/ other facilities - **to be confirmed**
- **Office POD** - Office rationalisation, with the County Buildings retained as one of the key office buildings as previously agreed by the Redesign Board.
- Short list of Options based on retention of the County Buildings as Key Office Locations- **to be confirmed**
- **Depot POD** - A new or improved area depot, with opportunities for co-location to be explored with other potential partners.
- Long list of Options/ Confirmation Location to be identified as part of an Inner Moray Firth Area Strategic Review. Potential co-location (e.g. Emergency Services) - **to be confirmed**
- **Other PODs** - Others being considered e.g. Community, Sport & Leisure. HLH preparing a local plan/ options - **to be confirmed**

# HIE Partner – Snapshot

## Initial Captures/ Thoughts/ Headlines:

- Keen to pursue idea of Regional Property Partnership
- Recognised Need for Collaboration
- Identified potential opportunities to consider/ align with options considered
- Have Specific “Synergy” ideas for Community Service Provision
- Innovative ideas away from the “norm”
- Identified potential Spare Capacity (and/ or Requirements)
- Identified potential Shared Objectives
- Potential Funding Contribution/ Alignment
- Identified further suggested Partners to contact

## Key Related Initiatives/ Drivers:

### Overview

- Inclusive Growth Strategy - 2021 - 26
- Property Strategy

### Details:

- HIE's Inclusive Growth Strategy is part of the National Strategy for Economic Transformation (NSET), which calls for a new approach to deliver a green recovery and wellbeing economy for Scotland
- The strategy emphasizes harnessing the natural capital of the region to drive growth across various sectors, including energy, life sciences, creative industries, tourism, food and drink, and space

## Possible Alignment and Timescales:

### Community PODs

- Potential expansion/ development of Newton Room/ Storage for “Mobile” Newton Room
- Potential for Training Requirements

### Office PODs

- Facilitator for Matching Business Needs to available Spaces

### Depot PODs

- Facilitator for Matching Business Needs to available Spaces

### Others

## Other Info/ Knowledge Captures:

- Ensure invite to 18/11 Event in Inverness
- Keep engaged and involved to confirm/ discuss Private 7 Public Partner Requirements



# NHSH Partner – Snapshot

## Initial Captures/ Thoughts/ Headlines:

- Keen to pursue idea of Regional Property Partnership
- Recognised Need for Collaboration
- Identified potential opportunities to consider/ align with options considered
- Identified potential Shared Objectives

## Key Related Initiatives/ Drivers:

### Overview

- Together We Care Strategy 2022 -27
- Health & Care Hubs

### Details:

#### Mission and Vision

- Mission: Anchor with communities to support their health and wellbeing.
- Vision: Outstanding care delivered by an outstanding team.

#### Strategic Objectives

- 1.Our Population: Deliver the best possible health and care outcomes.
- 2.Our People: Be a great place to work.
- 3.In Partnership: Create value by working collaboratively to transform health and care delivery

4.NHS Highland has established Health & Care Hubs to provide integrated health and social care services across the Highland and Argyll and Bute Council areas. These hubs aim to improve access to care, enhance patient experience, and support community health and well-being.

## Possible Alignment and Timescales:

### Community PODs

- Currently investigating Health & Social Care Hubs – looking at existing building for efficiencies and streamlining of services, so potential opportunities for alignment.
- Potential Requirements for Training Facilities within a Campus Environment

### Office PODs

- Current Restriction on Capital Spend so Keen to Explore Potential Sharing of Facilities
- Currently undergoing Shared Facilities with THC in Wick (Caithness House) so principles in place.

### Depot PODs

### Others

## Other Info/ Knowledge Captures:

- Ensure invite to 18/11 Event in Inverness
- Current Restriction on Capital Spend so Keen to Explore Potential Sharing of Facilities
- Would be open to joint review of potential facilities to share



# NatureScot Partner – Snapshot

## Initial Captures/ Thoughts/ Headlines:

- Keen to pursue idea of Regional Property Partnership
- Recognised Need for Collaboration
- Identified potential opportunities to consider/ align with options considered
- Identified potential Spare Capacity (and/ or Requirements)
- Identified potential Shared Objectives
- Potential Funding Contribution/ Alignment
- Identified further suggested Partners to contact

## Possible Alignment and Timescales:

Community PODs

Office PODs

- Dingwall Office Under review so potential requirements for services

Depot PODs

Others

## Key Related Initiatives/ Drivers:

### **Overview;**

- Estate Strategy Review

### **Details:**

NatureScot has been actively working on various strategies to enhance their estate management and conservation efforts:

**Net Zero Plan:** This plan outlines NatureScot's commitment to achieving net zero emissions by 2035. It includes actions to cut emissions and promote sustainable practices across their estates

**Valuing Health and Well-being Benefits:** NatureScot has conducted research on the health and well-being benefits of the NHS outdoor estate in Scotland<sup>2</sup>. This report highlights the importance of natural capital and ecosystem services in promoting public health

**Procurement Strategy:** NatureScot's procurement strategy focuses on achieving organizational objectives and government commitments to efficient and effective procurement and contract management<sup>3</sup>. This strategy includes sustainable procurement practices and community benefits

## Other Info/ Knowledge Captures:

- Ensure invite to 18/11 Event in Inverness
- Main Contribution is Dingwall rather than Thurso
- Interest in other Towns/ Future Considerations
- Involved with Scottish Government Review
- Potential for “Environmental Hub” with Similar organisations e.g. SEPA, Scottish Forestry





# HLH Partner – Snapshot

## Initial Captures/ Thoughts/ Headlines:

- Keen to pursue idea of Regional Property Partnership
- Recognised Need for Collaboration
- Identified potential opportunities to consider/ align with options considered
- Have Specific “Synergy” ideas for Community Service Provision
- Innovative ideas away from the “norm”
- Identified potential Spare Capacity (and/ or Requirements)
- Identified potential Shared Objectives

## Key Related Initiatives/ Drivers:

### **Overview:**

- Business Plans 2024 - 27

### **Details:**

Focusing on several key areas to improve services and support the community:

- Health and Safety: Continuously improving standards of health and safety to ensure a safe environment for both staff and visitors
- Environmental Compliance: Committing to the Scottish Government’s zero carbon targets and maintaining high standards in environmental compliance
- Service Improvement: Using research and market analysis to develop and improve services to meet customer needs
- Staff Development: Engaging in staff development and training to enhance skills and service delivery
- Financial Sustainability: Improving financial sustainability to ensure the long-term viability of services and projects

These plans are part of High Life Highland's broader mission to support the community and enhance the quality of life in the region.

## Possible Alignment and Timescales:

### Community PODs

- Keen to invest in the existing leisure centre with an expansion for classes and a larger fitness strength and conditioning suite along with a refurbishment of the wet and dry side changing facilities and back-office accommodation for staff.
- Potential for town centre gym maybe Ross House
- Utilise the existing town hall with investment
- Potential (with sportscotland) to incorporate a Regional Disability/ Para Sport Facility
- Potential “satellite” MUGA/ Hall Facilities – Run from Leisure Centre
- Potential Multi-use Reception area to co-ordinate/ service above
- NB Would need to look at “community access” to above during school hours – don’t want this limited to a “add on” in out of hours.

### Office PODs

### Depot PODs

### Others

- A strategy for the use of parks and play areas is essential to providing the community with good spaces for all
- Possibility for HLH to run/ manage facilities at Community Hub and others?

## Other Info/ Knowledge Captures:

- Ensure invite to 18/11 Event in Inverness
- Ensure Continued Involvement/ Consultation



# Scottish Forestry Partner – Snapshot

## Initial Captures/ Thoughts/ Headlines:

- Keen to pursue idea of Regional Property Partnership
- Recognised Need for Collaboration
- Identified potential opportunities to consider/ align with options considered
- Identified potential Spare Capacity (and/ or Requirements)
- Identified potential Shared Objectives
- Identified further suggested Partners to contact

## Key Related Initiatives/ Drivers:

### Overview

Scotland's Forestry Strategy 2019-2029

### Details:

#### Key Elements of the Strategy:

- **Sustainable Forest Management:** Ensuring that forestry practices are sustainable and adhere to the principle of "the right tree, in the right place, for the right purpose."
- **Integration with Other Land Uses:** Promoting better integration of forestry with other land uses and businesses to maximize benefits.
- **Economic, Social, and Environmental Benefits:** Delivering a wide range of benefits, including economic contributions, improved biodiversity, and enhanced public health and well-being
- **community Involvement:** Encouraging community groups to own and lease forests and woodlands.
- **Monitoring and Reporting:** Using high-level indicators to track progress and report on the strategy's implementation.

The strategy is supported by an implementation plan (2022-2025) that outlines specific actions to be taken over the next three years to continue progressing towards the vision

## Possible Alignment and Timescales:

Community PODs

Office PODs

- Requirements will be need in Dingwall (Current Lease limited/ under review)

Depot PODs

Others

## Other Info/ Knowledge Captures:

- Ensure invite to 18/11 Event in Inverness
- Main Contribution is Dingwall rather than Thurso
- Involved with Scottish Government Review
- Potential for "Environmental Hub" with Similar organisations e.g. SEPA, NatureScot



# Police Scotland Partner – Snapshot

## Initial Captures/ Thoughts/ Headlines:

- Keen to pursue idea of Regional Property Partnership
- Recognised Need for Collaboration
- Identified potential opportunities to consider/ align with options considered
- Have Specific “Synergy” ideas for Community Service Provision
- Innovative ideas away from the “norm”
- Identified potential Spare Capacity (and/ or Requirements)
- Identified potential Shared Objectives
- Potential Funding Contribution/ Alignment
- Identified further suggested Partners to contact

## Key Related Initiatives/ Drivers:

### **Overview**

Highland Policing Programme - 2025 – 28  
Police Scotland Strategic Assessment - 2025+?

### **Details:**

Police Scotland's Highland Policing Programme is designed to address the unique challenges of policing the vast and diverse Highland region, which covers 12,000 square miles of lochs, glens, islands, and mountains. The programme focuses on several key areas:

**Local Policing Plans:** Each local policing division, including the Highlands, has a detailed plan outlining their objectives and priorities for 2023-2026. These plans aim to address local concerns, prevent crime, and ensure community safety.

**Community Engagement:** Police Scotland emphasizes the importance of community engagement and visibility. Officers work closely with local communities to build trust and ensure that residents feel safe and supported.

**Specialized Units:** The Highland division includes specialized units to tackle specific issues such as rural crime, wildlife crime, and domestic abuse.

**Highland Cops:** A BBC Scotland documentary series, "Highland Cops," provides an insightful look into the work of Police Scotland's Highlands and Islands division, showcasing the unique challenges and experiences of policing this vast area.

## Possible Alignment and Timescales:

### Community PODs

- Potential “reception desk” – front line enquiry facilities required

### Office PODs

### Depot PODs

- Potential Requirement. Need to explore Further

### Others

## Other Info/ Knowledge Captures:

- Ensure invite to 18/11 Event in Inverness
- Has Capital Funding so possibly for “partnership” with those who only have current Revenue Funding



# SAS Partner– Snapshot (Original Planned Meeting 12<sup>th</sup> November – Awaiting Rescheduled Date)

## Initial Captures/ Thoughts/ Headlines:

## Possible Alignment and Timescales:

Community PODs

Office PODs

Depot PODs

Others

## Key Related Initiatives/ Drivers:

Overview

Details:

## Other Info/ Knowledge Captures:



# SEPA Partner – Snapshot

## Initial Captures/ Thoughts/ Headlines:

- Keen to pursue idea of Regional Property Partnership
- Recognised Need for Collaboration
- Identified potential opportunities to consider/ align with options considered
- Have Specific “Synergy” ideas for Community Service Provision
- Innovative ideas away from the “norm”
- Identified potential Spare Capacity (and/ or Requirements)
- Identified potential Shared Objectives
- Identified further suggested Partners to contact

## Possible Alignment and Timescales:

Community PODs

Office PODs

- Potential Requirements in Dingwall

Depot PODs

- Potential requirements for “Response Vehicles”

Others

## Key Related Initiatives/ Drivers:

### **Overview**

Corporate Plan 2024 -27

### **Details:**

The plan is centered around five strategic priorities:

Net Zero: SEPA aims to help Scotland become a net zero country by 2045.

Climate Resilience: Reducing the impacts of floods and droughts.

Water Environment: Protecting and improving rivers, lochs, wetlands, and seas.

Resource Efficiency: Supporting Scotland's transition to a circular economy.

Business Environmental Performance: Ensuring high environmental performance from regulated businesses

## Other Info/ Knowledge Captures:

- Ensure invite to 18/11 Event in Inverness
- Involved with Scottish Government Review
- Potential for “Environmental Hub” with Similar organisations e.g. Scottish Forestry, NatureScot



# SFRS Partner – Snapshot

## Initial Captures/ Thoughts/ Headlines:

- Keen to pursue idea of Regional Property Partnership
- Recognised Need for Collaboration
- Identified potential opportunities to consider/ align with options considered
- Identified potential Shared Objectives
- Potential Funding Contribution/ Alignment
- Identified further suggested Partners to contact

## Key Related Initiatives/ Drivers:

### **Overview:**

- Community Resilience Hubs
- Services Strategic Review Program

### **Details:**

- The Scottish Fire and Rescue Service (SFRS) has established Community Resilience Hubs to enhance community safety and preparedness. These hubs serve as points of coordination for residents, providing information, advice, and guidance on emergency preparedness and response. They also work with key partners to offer direct support to residents.

## Possible Alignment and Timescales:

### Community PODs

### Office PODs

- Possibility of Sharing facilities on small scale if “non disruptive”/ aligned to operational needs e.g. couldn't host custody facilities for Police.

### Depot PODs

- Possibility to share with similar organisations e.g. SAS

### Others

- Potential Needs for Accommodation Requirements for Training Staff – link to UHI/ Student Accommodation?

## Other Info/ Knowledge Captures:

- Ensure invite to 18/11 Event in Inverness
- Would be open to joint review of potential facilities to share
- Dingwall Fire Station:
  - "Proposed extension [at Highland Council's cost] and Shared Services - only Heads of Terms to date."
  - Recent Work Complete to "Secure" Roof - £1.5M



# The Scottish Government Partner – Snapshot

## Initial Captures/ Thoughts/ Headlines:

- Keen to pursue idea of Regional Property Partnership
- Recognised Need for Collaboration
- Identified potential opportunities to consider/ align with options considered
- Have Specific “Synergy” ideas for Community Service Provision
- Innovative ideas away from the “norm”
- Identified potential Spare Capacity (and/ or Requirements)
- Identified potential Shared Objectives
- Potential Funding Contribution/ Alignment
- Identified further suggested Partners to contact

## Key Related Initiatives/ Drivers:

### Overview

### Details:

## Possible Alignment and Timescales:

Community PODs

Office PODs

Depot PODs

Others

## Other Info/ Knowledge Captures:

- Ensure invite to 18/11 Event in Inverness
- Current initiatives within Shared Services/ Facilities via Policy & Property/ Construction Teams



**The Scottish  
Government**  
Riaghaltas na h-Alba

# UHI Partner– Snapshot (Awaiting Introduction to Theological College in Dingwall)

## Initial Captures/ Thoughts/ Headlines:

- Keen to pursue idea of Regional Property Partnership
- Recognised Need for Collaboration
- Identified potential opportunities to consider/ align with options considered
- Have Specific “Synergy” ideas for Community Service Provision
- Innovative ideas away from the “norm”
- Identified potential Spare Capacity (and/ or Requirements)
- Identified potential Shared Objectives
- Identified further suggested Partners to contact

## Possible Alignment and Timescales:

Community PODs

Office PODs

Depot PODs

Others

## Key Related Initiatives/ Drivers:

### **Overview**

Strategic Plan 2030

### **Details:**

#### The key strategic drivers:

- **Teaching, Learning, and Student Support:** Providing high-quality education and support to students at all levels, from access to PhD.
- **Research and Innovation Impact:** Driving impactful research and innovation that benefits society and the economy.
- **Enterprise and Growth:** Supporting economic growth through partnerships with businesses and industry.
- **Environmental Sustainability:** Committing to sustainable practices and contributing to environmental conservation.
- **Operational Excellence:** Ensuring efficient and effective operations to support the university's mission and vision.

These strategic drivers are designed to help UHI achieve its goal of creating a vibrant, sustainable, and innovative learning environment.

## Other Info/ Knowledge Captures:

- Ensure invite to 18/11 Event in Inverness





# **Appendix 3**

## **Analysis of Individual Sites in Dingwall**



Depot



Community



Office



Mixed Use

## Opportunity 1 Former Depot Craig Road

Area: 0.9 hectares

Ownership: Highland Council

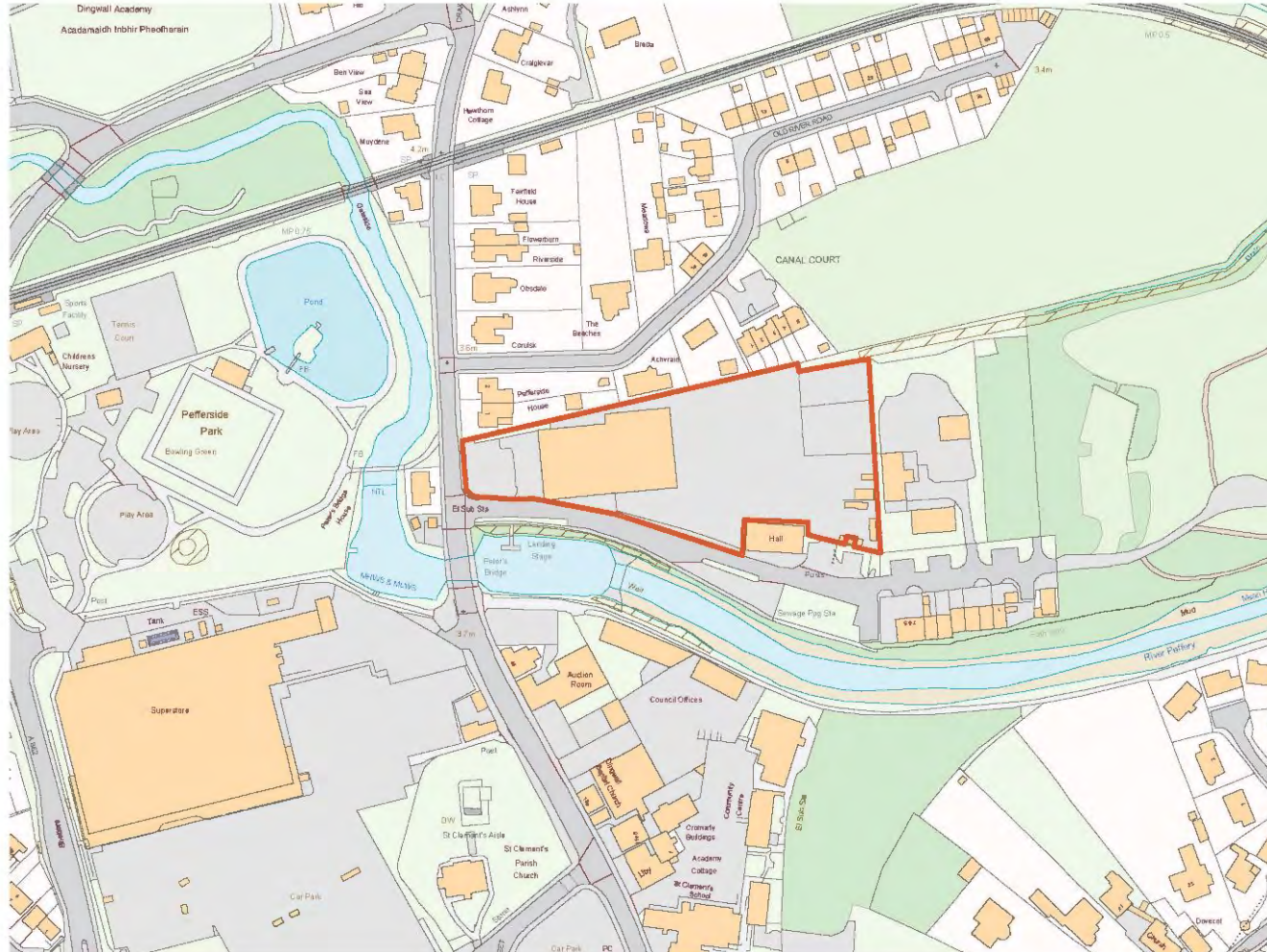
Local Development Plan: Part of DW05 Dingwall


Riverside North

Local Development Plan Uses: Business, Industry, Community

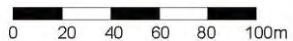
### Next Steps: Feasibility Study

- Flood Risk Assessment
- Contamination Assessment
- Recreational Access Management Plan to avoid any adverse effects on the integrity of the Cromarty Firth SPA/Ramsar
- Transport Assessment



 Former Depot Craig Road

SCALE 1:2000





## Community

### Opportunity 2 Dingwall Academy

Area: 0.6 hectares

Ownership: Highland Council

#### Comments on Site

- Currently part of PPP contract

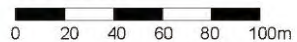
#### Next Steps: Feasibility Study

- Assess potential for: more access to existing school facilities for the community, outdoor space uses linked to education



 Dingwall Academy

SCALE 1:2000





Depot



Community



Office



Mixed Use

### Opportunity 3 Land at Old River Road

Area: 2.0 hectares

Ownership: Dingwall and Highland Marts

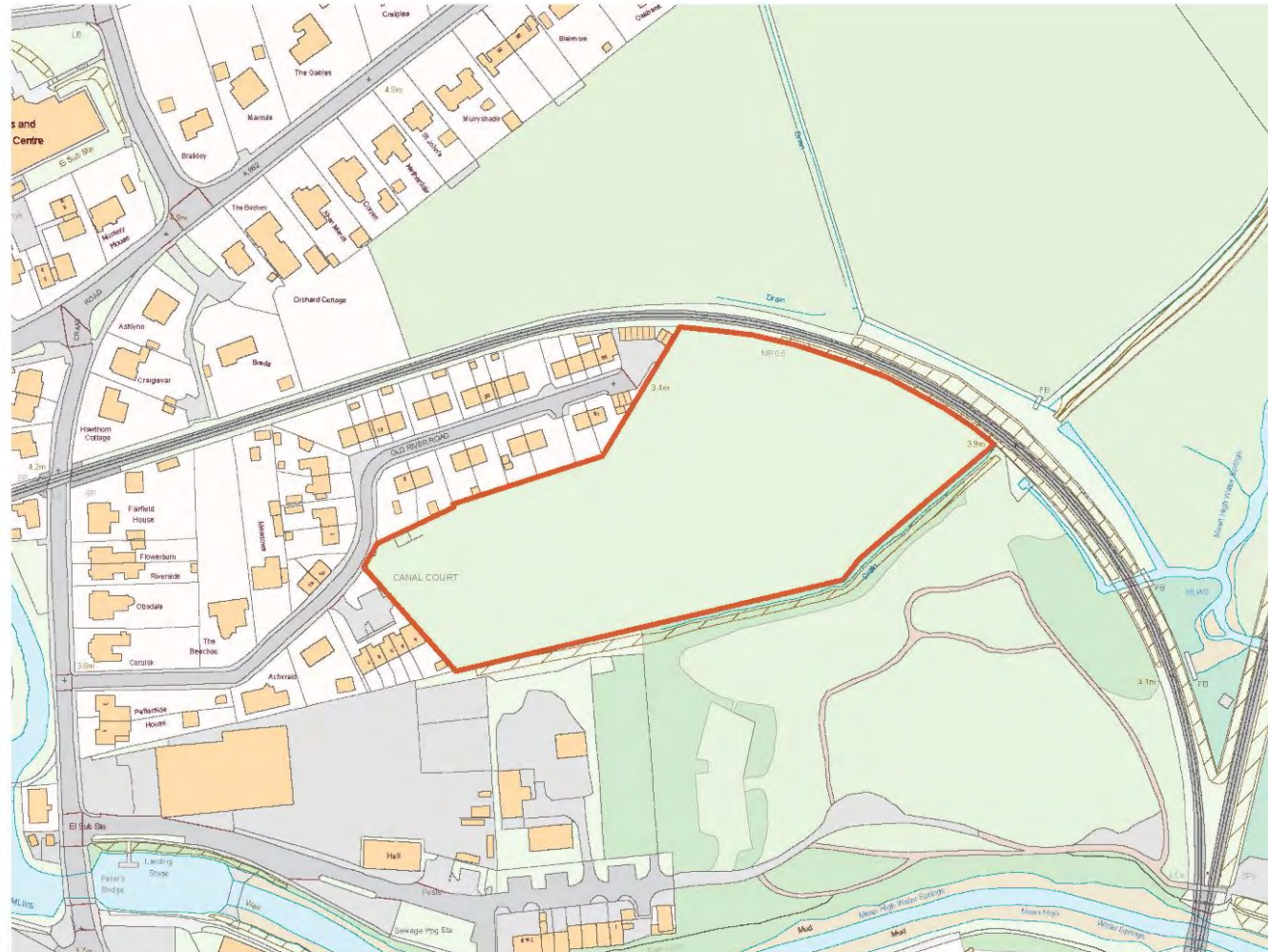
Local Development Plan: Part of DW05 Dingwall

Riverside North

Local Development Plan Uses: Business, Industry, Community

#### Next Steps: Feasibility Study

- Flood Risk Assessment
- Contamination Assessment
- Recreational Access Management Plan to avoid any adverse effects on the integrity of the Cromarty Firth SPA/Ramsar
- Transport Assessment



Land at Old River Road

SCALE 1:2000





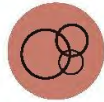
Community



Office



Residential



Mixed Use



**Opportunity 4**  
**Land Opposite Sherriff Court**





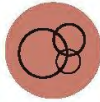
Community



Office



Residential



Mixed Use

## Opportunity 4 Land Opposite Sherriff Court

Area: 2.9 hectares

Ownership: Dingwall and Highland Marts

Local Development Plan: DW04 Land Opposite Sherriff Court

Local Development Plan Uses: Business, Tourism, Community, Housing

### Comments on Site

- Access from Ferry Road
- Well connected to Train Station / active travel, Ross Memorial Health Campus, High Street and sports facilities
- Views outwards to South and South East

### Next Steps: Feasibility Study

- Flood Risk Assessment
- Transport Assessment
- Assess potential for mixed use

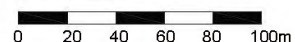


4 - Key Plan: Not to scale



Land Opposite Sherriff Court

SCALE 1:2000





Community



Residential



Mixed Use

## Opportunity 5 Land at Gallows Hill

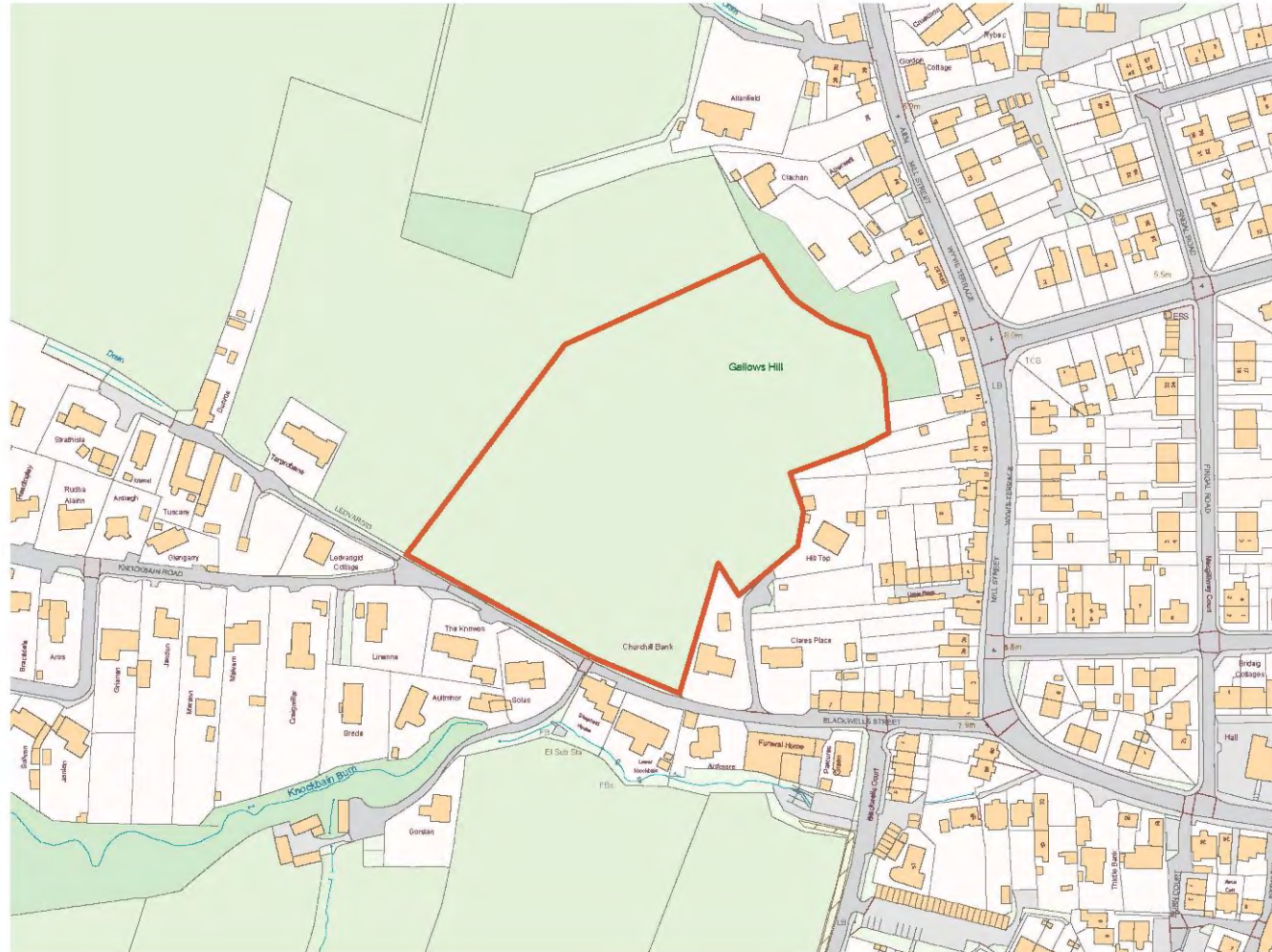
Area: 2.0 hectares

Ownership: Highland Council

### Comments on Site

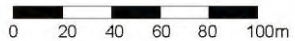
- Topography: Sloping site
- Access constraints: Narrow access from Blackwells Street

### Next Steps: Feasibility Study



 Land at Gallows Hill - 2.06Ha

SCALE 1:2000





Depot



Community



Office

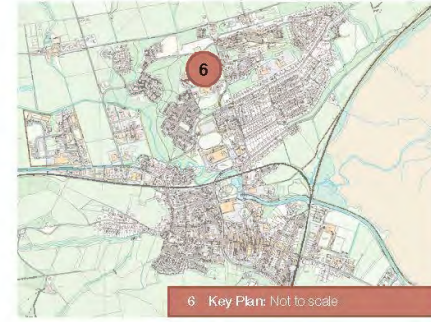


Residential



Mixed Use

## Opportunity 6 Site North of Ross Avenue







Depot



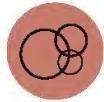
Community



Office



Residential



Mixed Use

## Opportunity 6 Site North of Ross Avenue

Area: 5.6 hectares

Local Development Plan: Part of DW02 Dingwall North - South of Tulloch Castle

Local Development Plan Uses: Housing

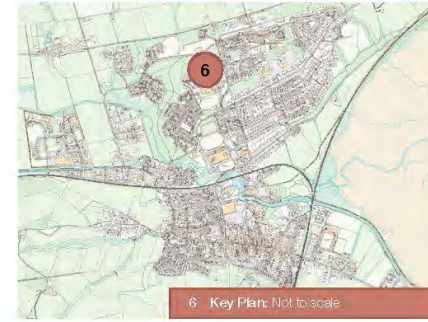
Local Development Plan Uses: Housing

### Comments on Site

- Existing woodland
- Gradient slopes downwards from North to South
- Zoned for housing in Development Plan
- Well connected to Primary School, existing and future residential areas


### Next Steps: Feasibility Study

- Assess potential for: mixed use, community partner delivery, active travel

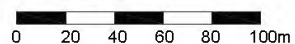


6 Key Plan: Not to scale



 Site North of Ross Avenue

SCALE 1:2000





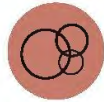
Community



Office



Residential



Mixed Use

**Opportunity 7  
St Clement's School Site  
(Plus Church Site)**





Community



Office



Residential



Mixed Use

## Opportunity 7 St Clement's School Site (Plus Church Site)

Area: 1.0 hectares

Ownership: Highland Council/Church

Local Development Plan: Part of DW06 Dingwall Riverside South

Riverside South

Local Development Uses: Business, Retail, Community

### Comments on Site

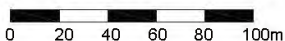
- Live School/Offices/Community facilities
- Well connected to High Street, Pefferside Park, landmarks and heritage buildings
- Adjacent to Conservation Area

### Next Steps: Feasibility Study

- Flood Risk Assessment
- Contamination Assessment
- Recreational Access Management Plan to avoid any adverse effects on the integrity of the Cromarty Firth SPA/Ramsar
- Transport Assessment
- Assess buildings fitness for purpose, heritage considerations
- Identify opportunities for: mixed use, residential

- St Clement's School Site (Plus Church Site)
- A - St Clement's School
- B - Dingwall Assistive Technology Support
- C - Dingwall Community Centre
- D - Old Academy Library Buildings
- E - Former Dingwall Baptist Church

SCALE 1:2000





Depot



Community



Mixed Use

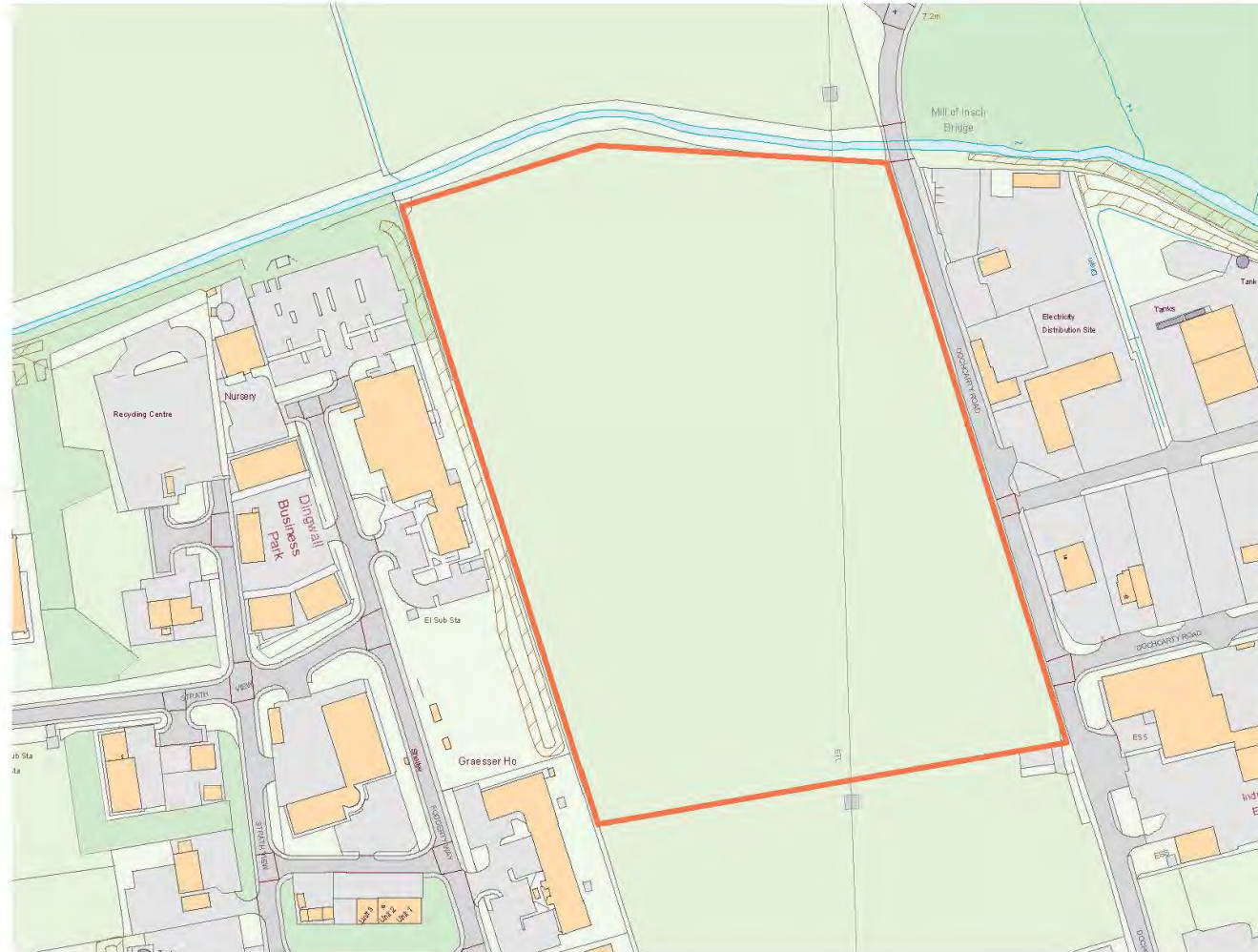
## Opportunity 8 Land off Dochcarty Road


Area: 5.8 hectares

Ownership: Dingwall and Highland Marts

### Next Steps: Feasibility Study

- Flood Risk Assessment



 Land off Dochcarty Road

SCALE 1:2000





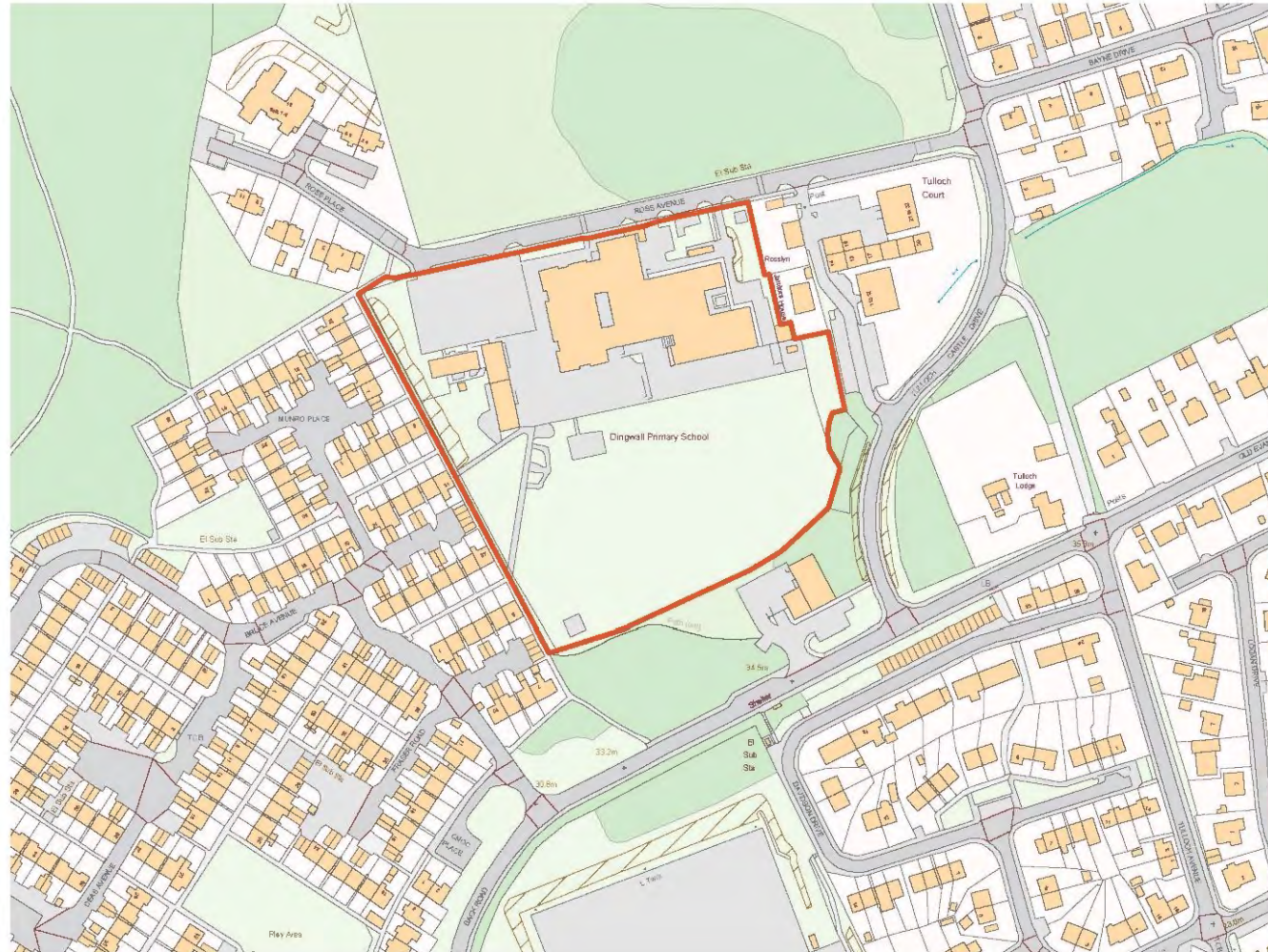
## Community


### Opportunity 9 Dingwall Primary School

Ownership: Highland Council

#### Next Steps: Feasibility Study

- Flood Risk Assessment



 Dingwall Primary School

SCALE 1:2000





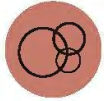
Community



Office



Residential



Mixed Use

## Opportunity 10 Example Vacant High Street Properties



10 Key Plan: Not to scale





Community



Office



Residential



Mixed Use

## Opportunity 10 Example Vacant High Street Properties



### Comments on Site

- Conservation area
- Pedestrian zone
- Connected to Dingwall Service Point and Registration Office
- Proximity to landmarks - Museum/Town Hall, Cromarty Obelisk, St Clement's Church, Commonwealth War Graves, St Clement's School

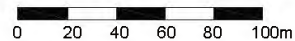
### Next Steps: Feasibility Study

- Flood Risk Assessment
- Identify opportunities to protect & enhance Conservation Area
- Assess potential for improved energy efficiency/refurbishment
- Assess potential for reconfiguration, repurposing/change of use/ residential use, community partner delivery

### Example Vacant High Street Properties:

- A - Former Edinburgh Woollen Mill
- B - Former Original Factory Shop
- C - Former M&Co.
- D - Former Constituency Office

SCALE 1:2000





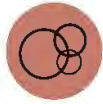
Depot



Community



Office



Mixed Use


## Opportunity 11 Dingwall Police Station

Area: 1,345 sqm

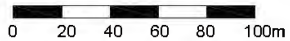
### Next Steps: Feasibility Study

- Flood Risk Assessment



 Dingwall Police Station

SCALE 1:2000







## Community

### Opportunity 12 Ross Memorial Health Campus

#### Comments on Site

- Well connected to Train Station / active travel, High Street and sports facilities

#### Next Steps: Feasibility Study

- Flood Risk Assessment
- Assess capacity of site, buildings fitness for purpose, heritage considerations
- Assess potential for collocation of existing services, community partner delivery



12 Key Plan: Not to scale



 **Ross Memorial Health Campus:**  
**A** - Ferry Road Health Centre  
**B** - Ross Memorial Hospital

SCALE 1:2000





Community



Office



Mixed Use



13 Key Plan: Not to scale

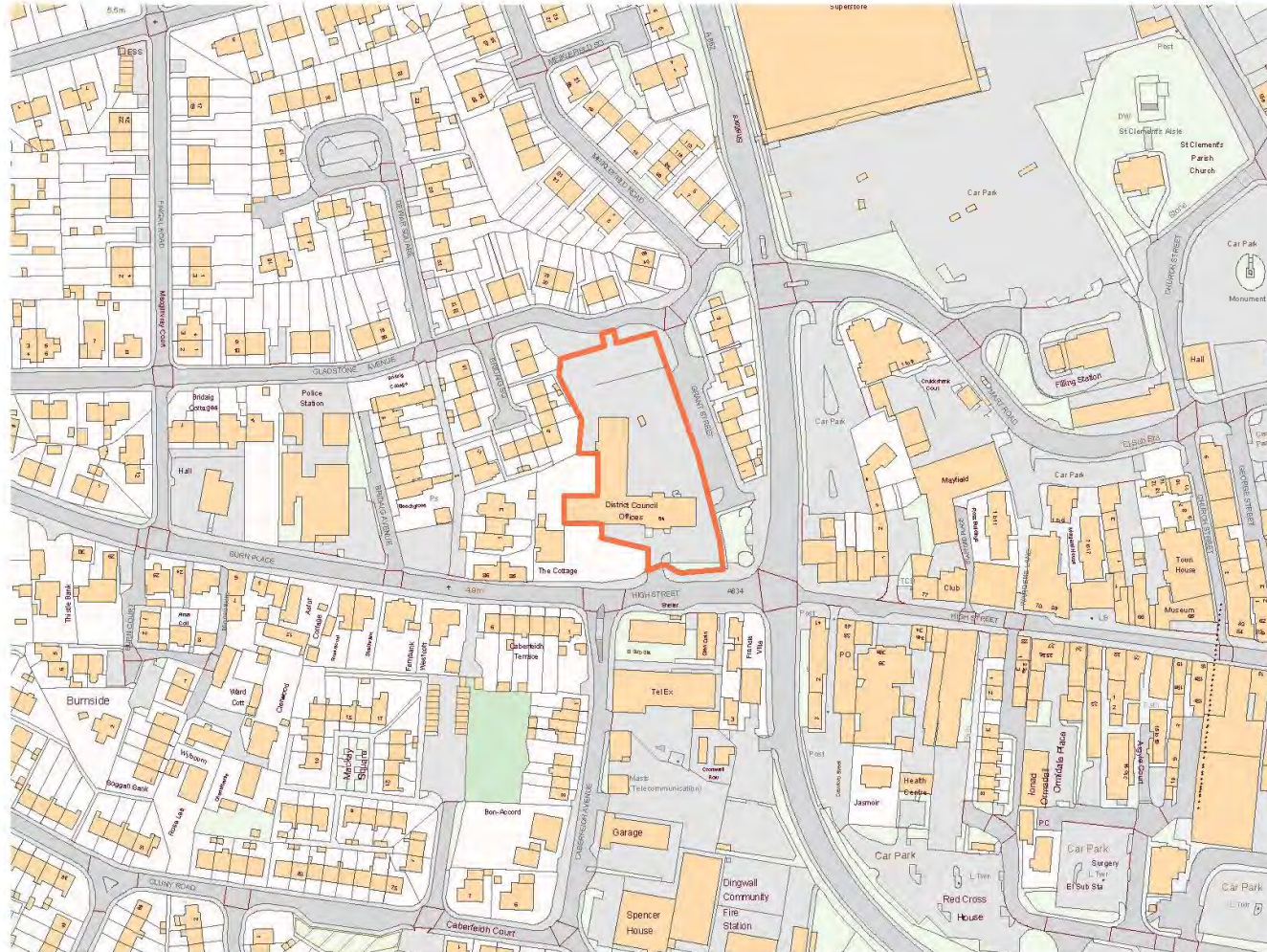
## Opportunity 13 Council Offices

### Comments on Site

- Existing Dingwall Service Point and Registration Office
- Some existing partner offices
- Well connected to High Street and partner facilities including Police station and Fire Station

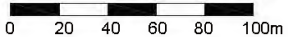
### Next Steps: Feasibility Study

- Flood Risk Assessment
- Identify opportunities for community partner delivery
- Assess potential for improved energy efficiency, updrading / refurbishment / repurposing



 Council Offices

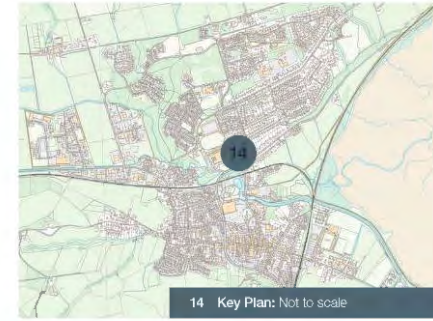
SCALE 1:2000





## Community

### Opportunity 14 Dingwall Leisure Centre



14 Key Plan: Not to scale





## Community

### Opportunity 14 Dingwall Leisure Centre

#### Comments on Site

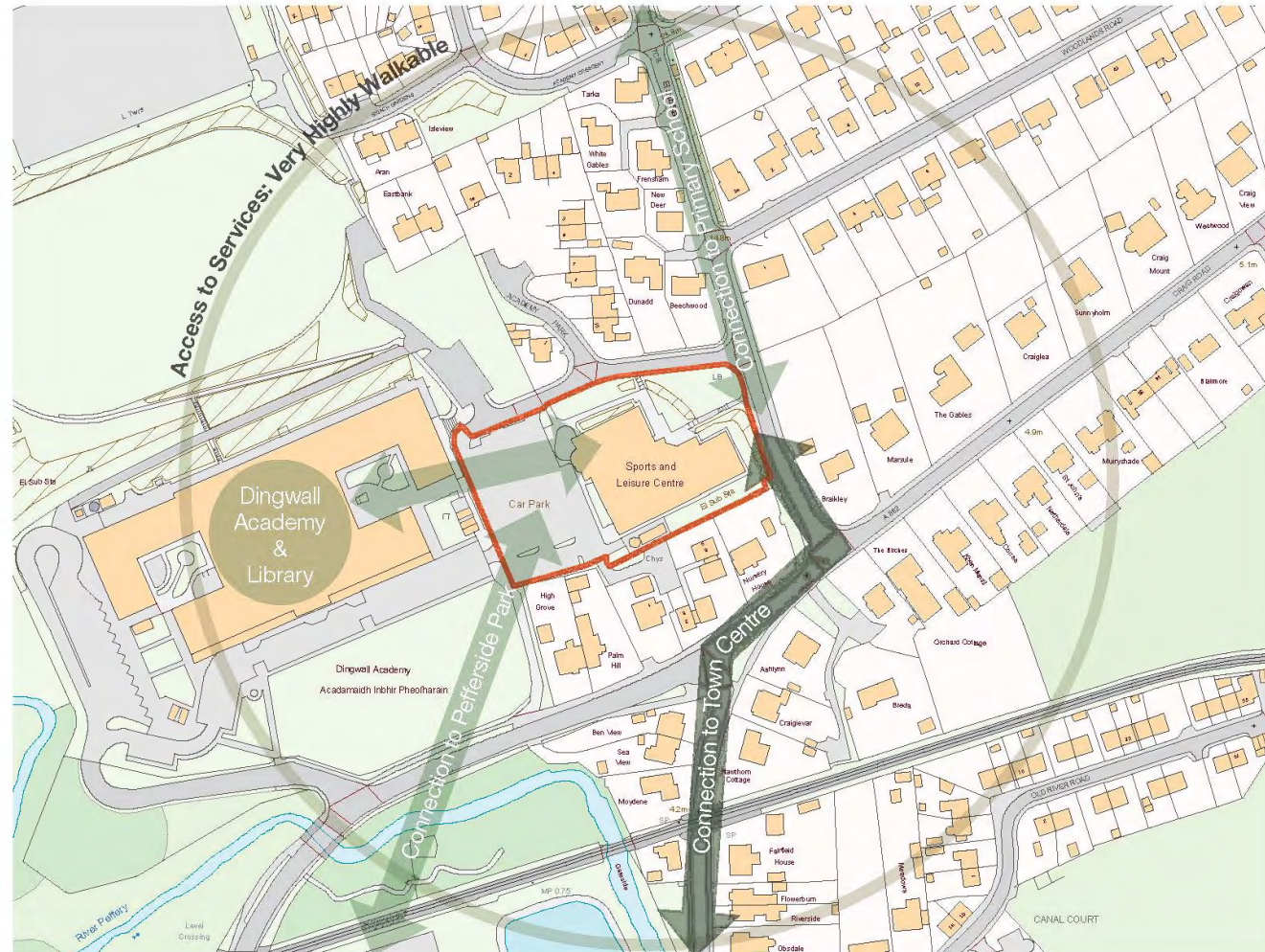
- Existing Leisure Centre providing leisure and cultural services
- Part of Lifelong Learning Cluster around Pefferside Park, well connected to Dingwall Academy, Dingwall Community Library and existing residential areas

#### Next Steps: Feasibility Study

- Engage with High Life Highland
- Flood Risk Assessment
- Identify opportunities for connections with other leisure / cultural / community facilities
- Assess potential for refurbishment / building upgrades / operational upgrades / improved energy efficiency / extension
- Identify opportunities for improvement to physical connections with Dingwall Academy / Dingwall Community Library

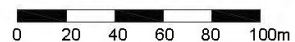


14 Key Plan: Not to scale



Dingwall Leisure Centre

SCALE 1:2000





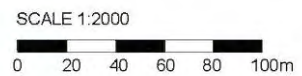
# Depot

## Opportunity 15 Greenhill Site

Next Steps: Feasibility Study



Site in mixed ownership, redline boundary to be confirmed





Depot



Community



Office



Mixed Use

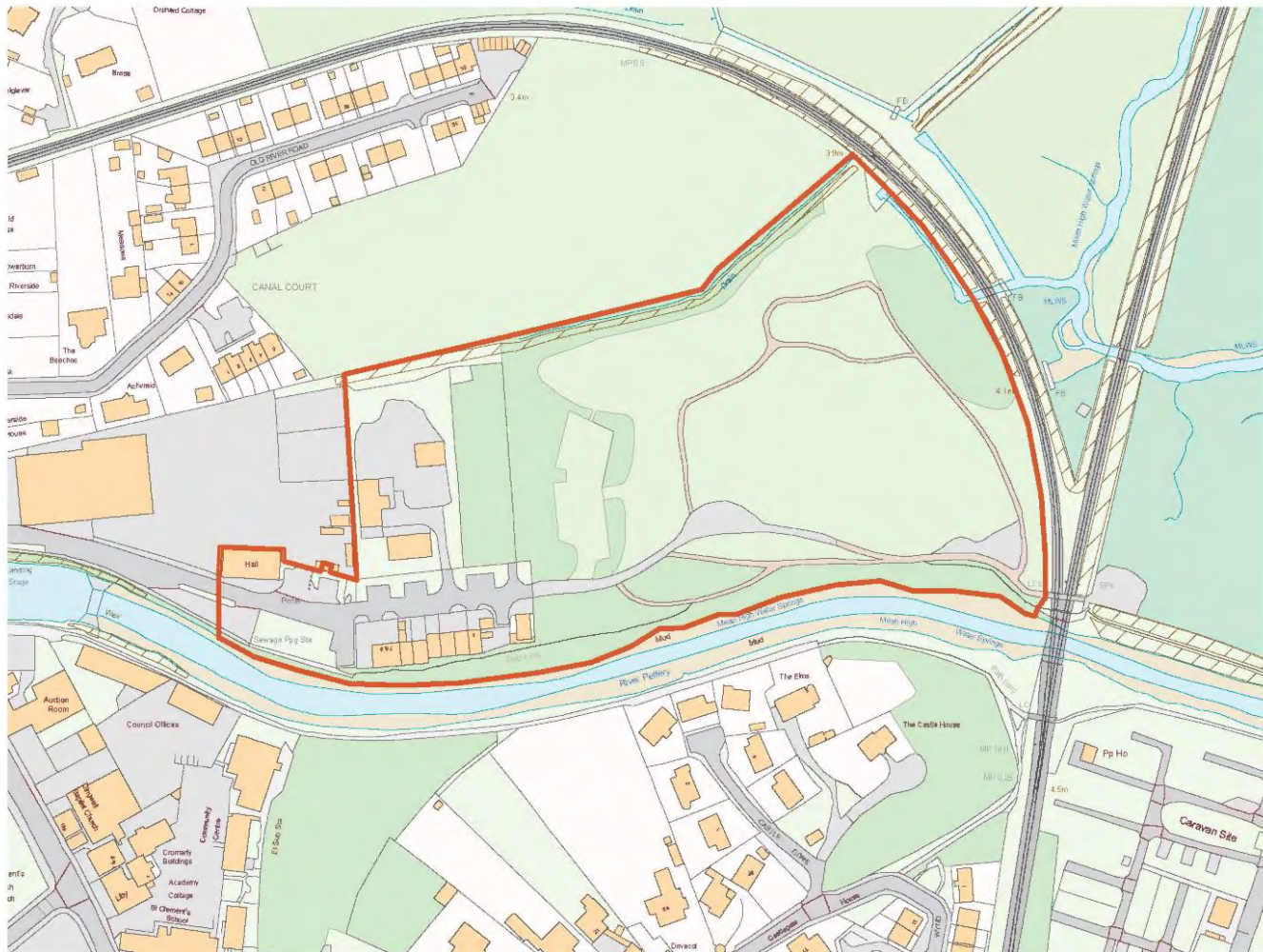
## Opportunity 16 Dingwall Riverside North

Local Development Plan: Part of DW05 Dingwall Riverside North

Local Development Plan Uses: Business, Industry, Community

### Next Steps: Feasibility Study

- Flood Risk Assessment



 Dingwall Riverside North

SCALE 1:2000





Depot



Community



Office



Residential



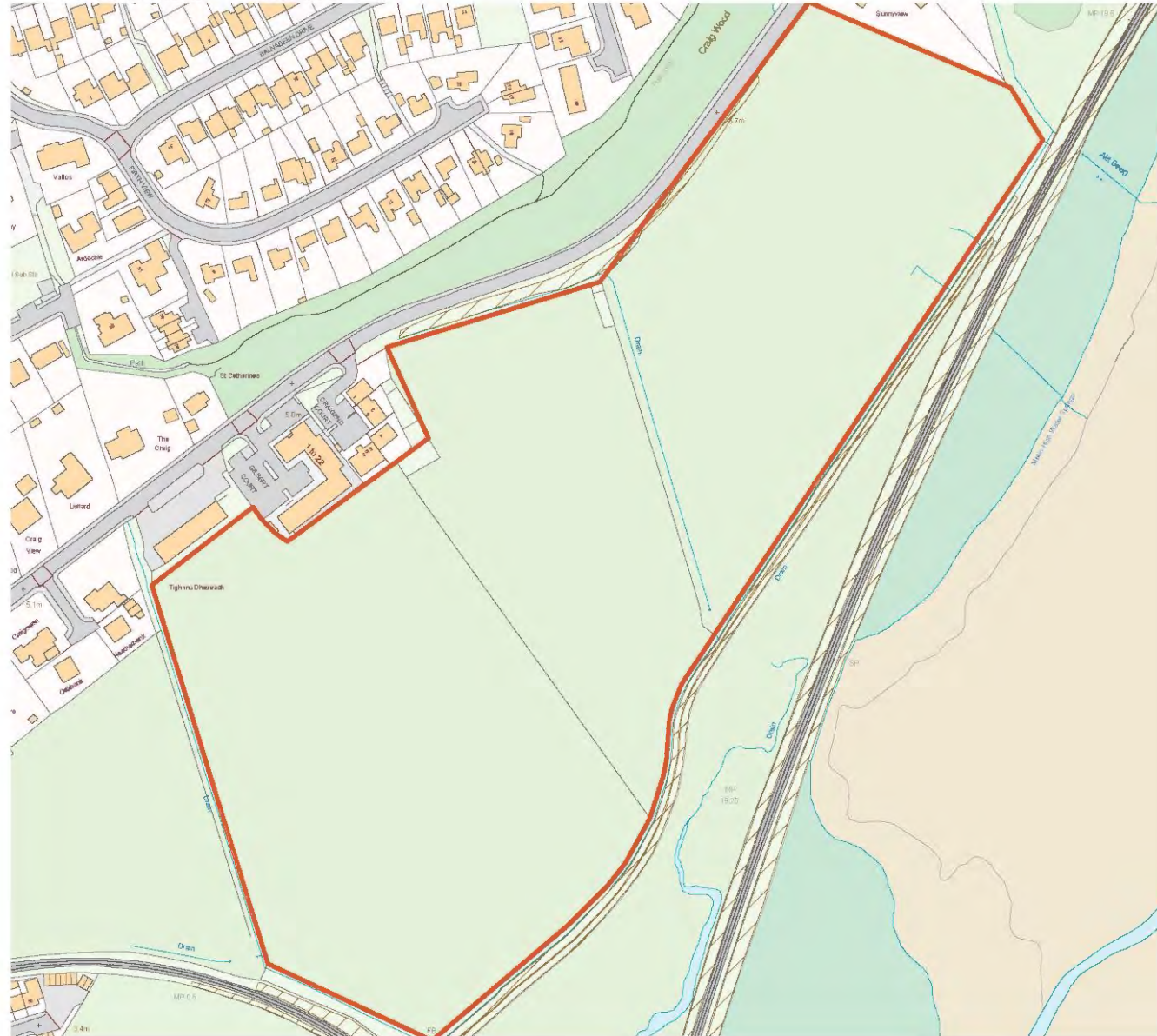
Mixed Use

## Opportunity 17 Craig Road

Area: 8.9 hectares  
Local Development Plan: DW07 Craig Road  
Local Development Plan Uses: Community

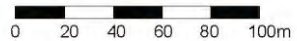
### Next Steps: Feasibility Study

- Flood Risk Assessment



□ Craig Road

SCALE 1:2000





Depot



Community



Residential



Mixed Use

## Opportunity 18 Dingwall North - Craig Road

Area: 6.4 hectares


Local Development Plan: DW01 Dingwall North -  
Craig Road

Local Development Plan Uses: Housing

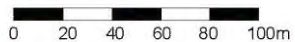
### Next Steps: Feasibility Study

- Flood Risk Assessment



 Dingwall North - Craig Road

SCALE 1:2000







Community



Residential



Mixed Use

## Opportunity 19 Dingwall North - St Andrews Road

Area: 7.3 hectares

Local Development Plan: DW04 Dingwall North - St Andrews Road

Local Development Plan Uses: Housing

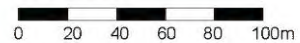
### Next Steps: Feasibility Study

- Flood Risk Assessment



Dingwall North - St Andrews Road

SCALE 1:2000





Depot



Community



Office



Residential



Mixed Use

## Opportunity 20 Dingwall North - South of Tulloch Castle

Area: 15.5 hectares

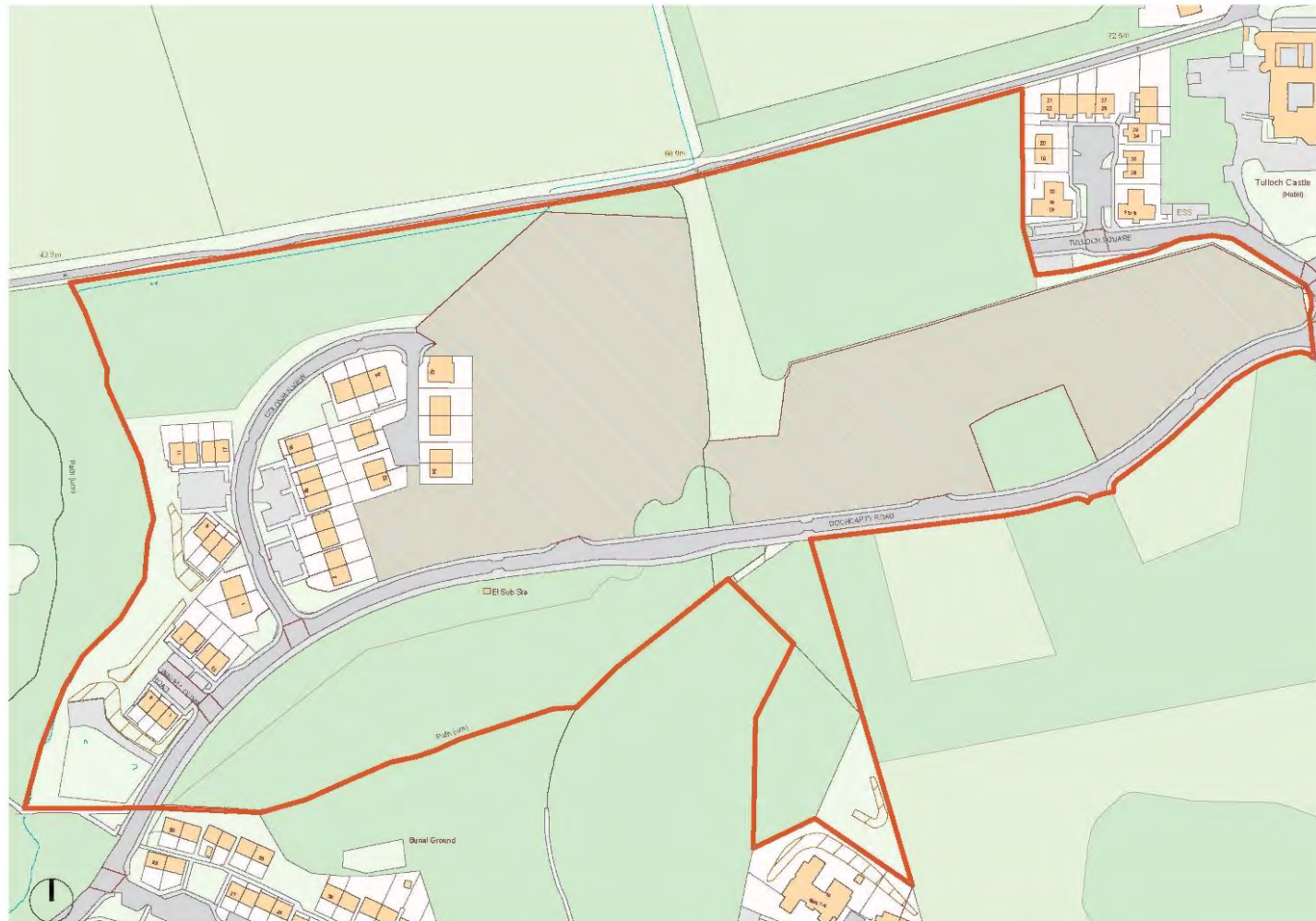
Local Development Plan: DW02 Dingwall North - South of Tulloch Castle

Local Development Plan Uses: Housing

Local Development Plan Uses: Housing

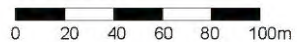
### Next Steps: Feasibility Study

- Flood Risk Assessment



Dingwall North - South of Tulloch Castle

SCALE 1:2000





Depot



Community



Office



Mixed Use

## Opportunity 21 Dingwall North - Docharty Brae

Local Development Plan: DW08 Dingwall North -  
Docharty Brae

Local Development Plan Uses: Community

### Next Steps: Feasibility Study

- Flood Risk Assessment



 Dingwall North - Docharty Brae

SCALE 1:2000





Depot



Office



Mixed Use

## Opportunity 22 Land to East of Dingwall Business Park

Local Development Plan: DW09 Land to East of Dingwall Business Park  
Local Development Plan Uses: Business

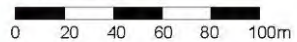
### Next Steps: Feasibility Study

- Flood Risk Assessment



 Land to East of Dingwall Business Park

SCALE 1:2000





Depot



Community



Office



Mixed Use

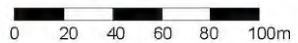
### Opportunity 23 Nature Scotland Dingwall Office

Next Steps: Feasibility Study



 Nature Scotland Dingwall Office

SCALE 1:2000





Depot



Community



Office



Mixed Use

## Opportunity 24 Dingwall Ambulance Station

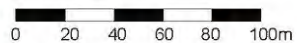
### Next Steps: Feasibility Study

- Flood Risk Assessment



 Dingwall Ambulance Station

SCALE 1:2000





Depot



Community



Office




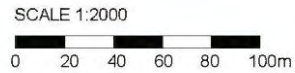
Mixed Use

### Opportunity 25 Office 4A/B, Office Fyrish House

- Next Steps: Feasibility Study**
- Flood Risk Assessment



 Office 4A/B, Office Fyrish House





Community



Office



Mixed Use

## Opportunity 26 Dingwall Town Hall

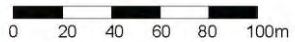
### Next Steps: Feasibility Study

- Flood Risk Assessment



 Dingwall Town Hall

SCALE 1:2000







Depot



Community



Office



Mixed Use

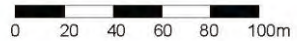
## Opportunity 27 Dingwall Fire Station

Next Steps: Feasibility Study



 Dingwall Fire Station

SCALE 1:2000





Depot



Community



Office



Mixed Use

## Opportunity 28 Dingwall Riverside South East

Local Development Plan: Part of DW06 Dingwall Riverside South

Local Development Plan Uses: Business, Retail, Community

### Next Steps: Feasibility Study

- Flood Risk Assessment



 Dingwall Riverside South East

SCALE 1:2000





Depot



Community



Office



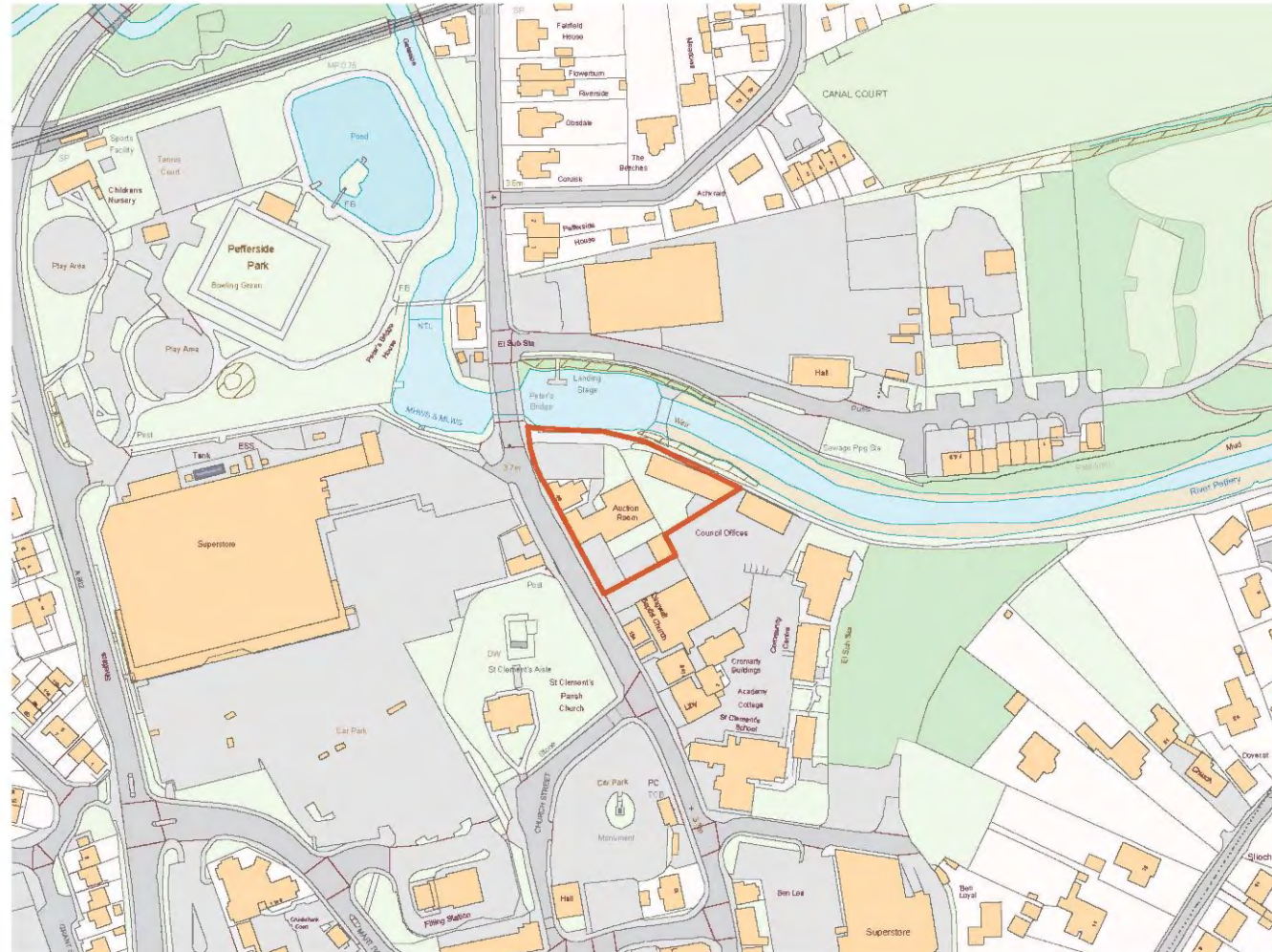
Mixed Use

## Opportunity 29 Dingwall Riverside South West

Local Development Plan: Part of DW06 Dingwall Riverside South  
Local Development Plan Uses: Business, Retail, Community

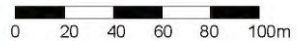
### Next Steps: Feasibility Study

- Flood Risk Assessment



 Dingwall Riverside South West

SCALE 1:2000





Community



Office



Mixed Use

## Opportunity 30 Offices Mayfield Buildings

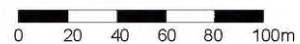
### Next Steps: Feasibility Study

- Flood Risk Assessment



 Offices Mayfield Buildings

SCALE 1:2000





Depot



Community



Office



Mixed Use

### Opportunity 31 Office Unit 3 - Dingwall Business Park

#### Next Steps: Feasibility Study

- Flood Risk Assessment



 Office Unit 3 - Dingwall Business Park

SCALE 1:2000





Depot



Community



Office

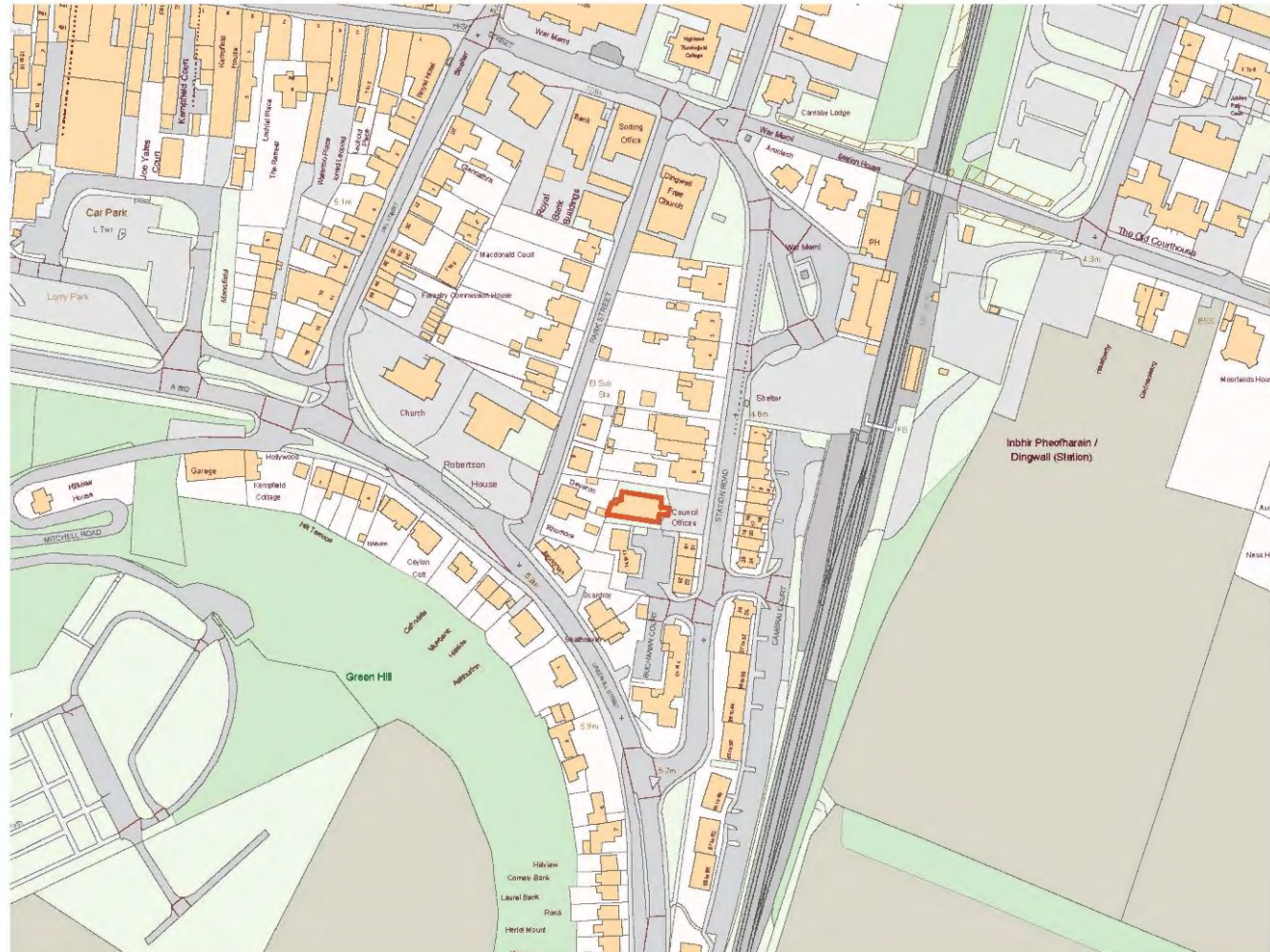


Mixed Use

## Opportunity 32 Dingwall Offenders Services Office

### Next Steps: Feasibility Study

- Flood Risk Assessment



 Dingwall Offenders Services Office

SCALE 1:2000





Depot



Community



Office



Mixed Use

### Opportunity 33 Unit 9 - Dingwall Industrial Estate

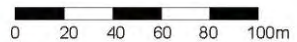
#### Next Steps: Feasibility Study

- Flood Risk Assessment



 Unit 9 - Dingwall Industrial Estate

SCALE 1:2000





Depot



Community



Office



Mixed Use

## Opportunity 34 Macleod House

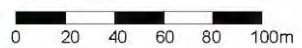
### Next Steps: Feasibility Study

- Flood Risk Assessment



□ Macleod House

SCALE 1:2000







Depot



Community



Office



Mixed Use

### Opportunity 35 Earl Thorfinn House

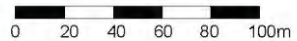
#### Next Steps: Feasibility Study

- Flood Risk Assessment



 Earl Thorfinn House

SCALE 1:2000



# **Appendix 4**

## **Detailed Place Narrative**

# Dingwall – Place Narrative

## Dingwall, the Place

Dingwall is a historic town with medieval origins, located at the head of the Cromarty Firth. It boasts stunning landscapes and a rich cultural heritage, including the ruins of Dingwall Castle. The town has Norse and Celtic influences and hosts vibrant cultural events like the Summer Music Festival and Highland Games. In 2026, Dingwall will celebrate 800 years as a Royal Burgh. The town offers various sports facilities, including Ross County Football Club, which plays in the Scottish Premier League. Dingwall is known for its active community organizations that enhance the town’s appeal and safety, contributing to its low crime rate and strong sense of community security.

## Dingwall Learning

Dingwall Primary serves around 500 pupils with 17 mainstream and 4 Gaelic medium classes, and supports special needs students, including deaf pupils. St Clements is a special needs school with about 50 pupils. Dingwall Academy, with over 1,000 pupils, includes a modern community library and serves 9 associated primary schools. The Highland Theological College, part of the University of the Highlands & Islands, is also located in Dingwall. Both Dingwall Primary and Academy have seen higher exclusion rates in the 2022/23 session. Additionally, a larger proportion of Dingwall’s adult population lacks qualifications compared to regional averages.

## Dingwall Economy, Environmental & Regional Connectivity

Dingwall is a key trade and commerce hub with a variety of products and services, especially from independent businesses. It offers a mix of professional and non-professional jobs, with significant part-time and self-employment. The town benefits from the Inverness and Cromarty Firth Green Freeport project, with land safeguarded for employment use. Dingwall has higher employment rates in manufacturing, construction, and retail compared to the region. The town is well-connected by road, rail, and bus services, making it accessible and benefiting from Inverness’s facilities without the downsides of rapid growth. Challenges include flooding, sporadic housing development, and ensuring towns don’t become dormitory communities. Revitalizing with community hubs and employment opportunities is essential.

**Dingwall faces several challenges, including a decline in tourism despite being on the North Coast 500 route, leading to a “ghost town” feel in the town centre. Retaining skilled talent is difficult due to outward migration of young people and limited economic diversity. Health improvement has stalled, with rising mental health issues and persistent deprivation. Connectivity and public estate issues also pose challenges, with a need for better local access to services and more community development. Future goals include creating a true community hub that reflects the town’s needs and encourages a sense of place through coordinated investment.**

## Dingwall Demographics

Need	Description
<b>Population</b>	Dingwall has a population of just under 6,000, with 27.8% aged 25 and under, 47.8% aged over 45. With about 47.9% male. Its demographic profile is similar to the Inner Moray Firth area. The population has grown slightly by just over 5% in recent years.
<b>Healthy Life Expectancy</b>	There are health inequalities in Dingwall and Ross shire, linked to neighbourhoods affluence. Less affluent areas have higher morbidity and mortality rates. The population is aging, with more adults over 65 and 80, leading to increased illness rates in the future.
<b>Health in the community</b>	During 2022/23, Ross Memorial Hospital in Dingwall had lower bed occupancy rates compared to other Highland hospitals and achieved a 100% record of seeing A&E patients within 4 hours. GP practices are located in Muir of Ord and Dingwall, with the latter serving 11,600 patients with 12 doctors as of July 2024.
<b>SIMD</b>	Dingwall experiences pockets of deprivation influenced by factors like income, employment, health, education, access to services, crime, and housing. The town has a higher-than-average number of older couples without children and shows extremes in educational attainment. One area in Dingwall is among the most deprived 15% in Scotland, indicating a need for targeted interventions to address these challenges
<b>Economically active groups</b>	The top three employment sectors in Inner Moray Firth are human health and social work (19.8%), wholesale and retail (14.8%), and accommodation and food services (11.1%). Glen Wyvis Distillery, a community benefit society, operates on a not-for-profit basis and donates to various cultural, educational, and entrepreneurial projects in the area.

# **Appendix 5**

## **Detailed Partner Asset Information**

# Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 1 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
HIE	Dingwall	Town Hall - Dingwall (Newton Room)	Dingwall Town Hall, High Street, Dingwall, IV15 9RY	Utilised Facility	shared with HLH		meeting room	?		Leased from HLH	
HIE	Dingwall	Office 4A/B	Druimchat View, Dingwall Business Park, IV15 9XL	Commercial Let to Business					Total Building Area 1028.00 (fully occupied)		
HIE	Dingwall	Unit 9	Fodderty Way, Dingwall Business Park, IV15 9XD	Commercial Let to Business					1591 area (m2) building vacant		
HIE	Dingwall	Earl Thorfinn Hse	Druimchat View, Dingwall Business Park, IV15 9XL	Commercial Let to Business				?	1055.6 area (m2) building vacant		
HLH	Dingwall	Community Centre?	Leanaig Rd, Conon Bridge, Dingwall IV7 8BE	Community Centre							
HLH	Dingwall	Leisure Centre	Tulloch Ave, Dingwall IV15 9LH	Leisure Centre - With Pool							
HLH	Dingwall	Library	Academy, Dingwall IV15 9LT	Library							
HLH	Dingwall	Dingwall Academy CC		Town Hall/Community Centre	Leisure		Ask RPO - Lisa MacDonald	Ask RPO - Lisa MacDonald - option to provide services from LC??			
HLH	Dingwall	Dingwall Leisure Centre		Leisure Centre - With Pool	Leisure		Leisure Centre facilities - With Pool	Ask RPO - Lisa MacDonald - option to provide Town Hall/CC services from LC??			
HLH	Dingwall	Dingwall Town Hall		Town Hall/Community Centre	Leisure		- Large upper hall used by various groups / classes / public events - Newton Rooms are utilised as a school - Louise Rose works from lower hall room - equipped for Youth work	- No available space - use of Large upper hall would impact on public use of Town hall - No opportunity for extension			
HLH	Dingwall	Highland Football Academy		Playing field or park with Changing	Leisure		- Football Academy used by footballers for training during the day / games in the evening (both children & professional footballers - Ross County) - 1 HLH staff member works from office - Storage facilities used by HLH Sports Team	- Existing property not suitable for usage for any additional usage - Capacity to extend property / use of any land for additional usage?? > Need to consider impact on footballers			
HLH	Dingwall	Jubilee Park Pitches (Dingwall)		Playing field or park	Leisure		Changing Rooms & shower block within grounds	Ask RPO - Nick Gamble if there is additional space within building / any option for additional usage / any opportunity to extend building to enable additional usage			

## Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 2 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
HLH	Dingwall	Jubilee Park Pitches (Dingwall)		Playing field or park	Leisure		Changing Rooms & shower block within grounds	Ask RPO - Nick Gamble if there is additional space within building / any option for additional usage / any opportunity to extend building to enable additional usage			
HLH	Dingwall	Leanaig Centre - Ben Wyvis Primary School		Dry Leisure Centre	Leisure		- Leisure Centre facilities - Other services? - ask RPO - Ian Goode	Ask RPO - Ian Goode			
HLH	Dingwall	Muir of Ord Library		Library	Libraries		- Library / Bookbug / Lego Club - Any other services?	Ask RPO - Fiona Presly			
HLH	Dingwall	Puffin Hydrotherapy Pool		Individual Indoor Swimming Pool	Leisure		Treatment / rehabilitation / comfort	Ask RPO - Lisa MacDonald			
HLH	Dingwall	Strathpeffer Pavilion		Visitor Attraction or centre	Leisure		- Large ground floor hall used for Events / Concerts - Bar area used for weddings - Nice 1st floor 'garden room' used for internal & external meetings - Office on 1st floor used by HLH staff	Operated by a Management Committee & approval required to use venue for additional purposes (e.g. CC)			
HLH?	Dingwall	Community Centre	Dingwall Community Centre Old Academy Buildings Tulloch Street Dingwall IV15 9JZ	Community Centre							
NatureScot	Dingwall	Dingwall Office	Fodderty Way, Dingwall Business Park, Dingwall, IV15 9XB		Owned by NatureScot. Space let to SEPA	Office		Single story building with two adjoined open plan office spaces with meeting rooms			Future of Dingwall office is under review

# Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 3 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
NHSH	Dingwall	Ferry Road Health Centre - Dingwall	Health Centre, Ferry Road, Dingwall, IV15 9QS	"Good Condition" - EG?							Info received from EG (29/9) - Awaiting further info.
NHSH	Dingwall	Other - Dingwall		Some shared offices with THC - initial resistance but now working well. Testimonials to "getting it right" with regards showing/ demonstrating how things can work well - EG							Info received from EG (29/9) - Awaiting further info.
Police Scotland	Dingwall	Masts?	Dingwall Police station, Bridgaig Dingwall	Telecommunication Mast							
Police Scotland	Dingwall	Dingwall Police Station	Dingwall Police station, Strathpeffer Road Dingwall IV15 9QF	Police Station					TotalBuildingAreaGIA m2 1,345.00 Tenure Owned		
SAS	Dingwall	Dingwall - Ambulance Station	Strathpeffer Road, Dingwall IV15 9QF	Ambulance Station					TotalSiteAream2 2022 TotalBuildingAreaGIA m2 204.00 Tenure Freehold		
Scottish Forestry	Dingwall	Highland and Islands Conservancy - Office	Highland and Islands Conservancy, Woodlands, Dingwall Business Park, Fodderty Way, Dingwall IV15 9XB	Leased Office Building	Sole Occupiers						Looking for new accommodation - current lease extended by 1 year. May be extended further for 4 years with 2 years break clause
SEPA	Dingwall	Dingwall Office	Graesser House, Business Park, Fodderty Way, Dingwall IV15 9XB	Leased Office Building				Standard Office Space		Currently looking for potential move	Need potential electric charging for fleet vehicles
SEPA	Dingwall	Dingwall Office	Shared with NatureScot	Sub Tenant	Share with NatureScot			Space for "Wash down" facilities		Currently looking for potential move	Need potential electric charging for fleet vehicles
SFRS	Dingwall	Dingwall Fire Station	Dingwall Caberfeidh Avenue Dingwall, IV15 9TD	Retained Fire Station					Recent Work Complete to "Secure" Roof - £1.5M	TotalSiteAream2 1,660.00 TotalBuildingAreaGIA m2 250.50 Tenure Freehold	Awaiting Further Info
SFRS	Dingwall	Dingwall Fire Station	Caberfeidh Avenue Dingwall IV15 9TD	Operational Fire Station	Additional Usage by Highland Council				1642 m2	Deed of Servitude for pedestrian and vehicular access over part of forecourt to adjoining proprietor	Proposed extension [at Highland Council's cost] and Shared Services - only Heads of Terms to date.

# Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 4 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
THC	Dingwall	Public Convenience	Athole Court Public Toilets, Ormidale Place, Dingwall, IV15 9SJ	Other Land and Buildings							
THC	Dingwall	Development Site - Housing	0.85ha at Braes of Conon, School Road, Conon Bridge, DINGWALL, IV7 8DN	Non-Operational							
THC	Dingwall	Land	Access Strip, Fraser Street, Conon Bridge, DINGWALL, IV7 8BW	Community Asset							
THC	Dingwall	Development Site - Housing	4.02 Acres Undeveloped Land, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	Bridge	Peffery Bridge and Footpath, Ferry Road, Dingwall, IV15 9QS	Community Asset							
THC	Dingwall	Community Centre	Dingwall Community Centre, Tulloch Street, Dingwall, IV15 9JY	Community Asset							
THC	Dingwall	Office	Dingwall Offenders Services Office, Station Road, Dingwall, IV15 9JX	Other Land and Buildings							
THC	Dingwall	Primary School	Dingwall Primary School, Ross Avenue, Dingwall, IV15 9UU	Schools							
THC	Dingwall	Pitch	Conon Bridge Sports Field, High Street, Conon Bridge, DINGWALL, IV7 8HF	Community Asset							
THC	Dingwall	Development Site - Housing	Former Conon Resource Centre, Sellar Place, Conon Bridge, DINGWALL, IV7 8BU	Non-Operational							
THC	Dingwall	Recycling Centre	Dingwall Business Park, Dingwall Recycling Centre (6C), Strathview, Dingwall, IV15 9XL	Other Land and Buildings							
THC	Dingwall	Car Park	Dingwall Grant Street Car Park, High Street, Dingwall, IV15 9RU	Other Land and Buildings							
THC	Dingwall	Office	Old Academy Buildings, Dingwall High Life Highland Office, Tulloch Street, Dingwall, IV15 9JZ	Other Land and Buildings							
THC	Dingwall	Recycling Centre	Dingwall Business Park/6/C, Dingwall Recycling Centre, Strath View, Dingwall, IV15 9XL	Other Land and Buildings							



# Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 5 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
THC	Dingwall	War Memorial	Dingwall War Memorial, Station Square, Dingwall, IV15 9HA	Community Asset							
THC	Dingwall	Secondary School	Dingwall Academy (PPP), Back Road, Dingwall, IV15 9LT	Schools							
THC	Dingwall	Office	84, Dingwall Council Offices, High Street, Dingwall, IV15 9HU	Other Land and Buildings							
THC	Dingwall	Bridge	Ferry Road Bridge, Ferry Road, Dingwall, IV15 9QS	Community Asset							
THC	Dingwall	Primary School	Ben Wyvis Primary School, Leanaig Road, Conon Bridge, DINGWALL, IV7 8BE	Schools							
THC	Dingwall	Play Area	Balnabeen Drive Play Area, Balnabeen Drive, Dingwall, IV15 9LY	Community Asset							
THC	Dingwall	House / Flat	48, Btm. Flat (Rural Leasing), High Street, Dingwall, IV15 9HL	Exclusions							
THC	Dingwall	Public Park	Jubilee Park, Jubilee Park Road, Dingwall, IV15 9QZ	Community Asset							
THC	Dingwall	Bowling Green	Conon Bowling Club, Sellar Place, Conon Bridge, DINGWALL, IV7 8BU	Community Asset							
THC	Dingwall	Vacant Property	Former Dingwall Divisional Education Office, Castle Street, Dingwall, IV15 9HU	Non-Operational							
THC	Dingwall	Office	Old County Building, Former Dingwall Mental Health Team, Ferry Road, Dingwall, IV15 9QR	Non-Operational							
THC	Dingwall	Play Area	Ellis Park Play Area, Ellis Park, Conon Bridge, DINGWALL, IV7 8HW	Community Asset							
THC	Dingwall	Site	Former Dingwall Academy Site, Back Road, Dingwall, IV15 9LT	Non-Operational							

# Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 6 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
THC	Dingwall	Nursery School	Former Gaelic Nursery Unit, Tulloch Street, Dingwall, IV15 9JZ	Non-Operational							
THC	Dingwall	Play Area	Fraser Road Play Area, Fraser Road, Dingwall, IV15 9RJ	Community Asset							
THC	Dingwall	Car Park	High Street Car Park, High Street, Conon Bridge, DINGWALL, IV7 8AZ	Other Land and Buildings							
THC	Dingwall	House / Flat	12, House, Logie Place, Conon Bridge, DINGWALL, IV7 8BP	Exclusions							
THC	Dingwall	House / Flat	1, House, Castle Wynd, Dingwall, IV15 9HE	Exclusions							
THC	Dingwall	Family Centre	Old Academy Cottage, Tulloch Street, Dingwall, IV15 9JZ	Other Land and Buildings							
THC	Dingwall	Recycling Point	Dingwall Lids Recycling Point, Dingwall, IV15 9JZ	Other Land and Buildings							
THC	Dingwall	Recycling Point	Dingwall Tesco Recycling Point, Tulloch Street, Dingwall, IV15 9JZ	Other Land and Buildings							
THC	Dingwall	Hall	69, Eagle House, High Street, Dingwall, IV15 9RY	Other Land and Buildings							
THC	Dingwall	Workshop	Garage, Workshop, Leanaig Road, Conon Bridge, DINGWALL, IV7	Exclusions							
THC	Dingwall	Industrial Unit	Dingwall Business Park, Industrial Unit 6B, Strathpeffer Road, Dingwall, IV15 9XL	Non-Operational							
THC	Dingwall	Caravan / Camp Site	Jubilee Caravan Park, Jubilee Park Road, Dingwall, IV15 9QZ	Community Asset							
THC	Dingwall	Playing Field	Jubilee Park Playing Field, Jubilee Park Road, Dingwall, IV15 9QZ	Community Asset							
THC	Dingwall	Car Park	Church Street Car Park, Church Street, Dingwall, IV15 9SB	Other Land and Buildings							
THC	Dingwall	Monument	Cromartie Monument (Car Park), Tulloch Street, Dingwall, IV15 9JY	Community Asset							

# Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 7 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
THC	Dingwall	Land	60, Land adjacent to, Mackenzie Place, Maryburgh, DINGWALL, IV7 8DY	Non-Operational							
THC	Dingwall	Workshop	Dingwall DLO Workshops & Offices, Tulloch Street, Dingwall, IV15 9JY	Other Land and Buildings							
THC	Dingwall	Leisure Centre	Dingwall Leisure Centre, Tulloch Avenue, Dingwall, IV15 9LH	Other Land and Buildings							
THC	Dingwall	Hall	Dingwall Players Hall, Tulloch Street, Dingwall, IV15 9J2	Other Land and Buildings							
THC	Dingwall	Hall	Dingwall Town Hall, High Street, Dingwall, IV15 9RY	Other Land and Buildings							
THC	Dingwall	Caravan / Camp Site	Jubilee Caravan Park, Jubilee Park Road, Dingwall, IV15 9QZ	Community Asset							
THC	Dingwall	Land	Land, Chestnut Road, Dingwall, IV15 9UQ	Non-Operational							
THC	Dingwall	Public Park	Ferry Road Park, Ferry Road, Dingwall, IV15 9QU	Community Asset							
THC	Dingwall	Play Area	Logie Place Play Area, Logie Place, Conon Bridge, DINGWALL, IV7 8BP	Community Asset							
THC	Dingwall	Burial Ground	Mitchell Hill Burial Ground, Mitchell Road, Dingwall, IV15 9TH	Community Asset							
THC	Dingwall	Play Area	Seaforth Gardens Play Area, Seaforth Gardens, Maryburgh, DINGWALL, IV7 8DR	Community Asset							
THC	Dingwall	Industrial Site	Dingwall Industrial Estate, Site 4C, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	Office	Portacabin, Dingwall Assistive Technology Support Service Portacabin, High Street, Dingwall, IV15 9HU	Other Land and Buildings							

# Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 8 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
THC	Dingwall	Industrial Unit	Strathpeffer Road Industrial Estate, Workshop Unit 1, Strathpeffer Road, Dingwall, IV15 9SP	Non-Operational							
THC	Dingwall	Industrial Unit	Strathpeffer Road Industrial Estate, Workshop Unit 2, Strathpeffer Road, Dingwall, IV15 9SP	Non-Operational							
THC	Dingwall	Industrial Unit	Riverside Field Industrial Estate, Workshop Unit 2, Craig Road, Dingwall, IV15 9TN	Non-Operational							
THC	Dingwall	Play Area	MacDonald Park Play Area, MacDonald Road, Dingwall, IV15 9NZ	Community Asset							
THC	Dingwall	Play Area	Maryburgh Play Area, Maryburgh, DINGWALL, IV7 8DP	Community Asset							
THC	Dingwall	Office	3 Mayfield, Office, High Street, Dingwall, IV15 9ST	Non-Operational							
THC	Dingwall	Storage Unit	Dingwall Industrial Estate, Storage Unit 9C, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	Wash-Bed	Riverside Field Industrial Estate, Wash-Bed, Craig Road, Dingwall, IV15 9LE	Other Land and Buildings							
THC	Dingwall	Burial Ground	Fodderty Burial Ground, Fodderty, DINGWALL, IV15 9UE	Community Asset							
THC	Dingwall	Industrial Site	Dingwall Industrial Estate, Site 2A, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	Industrial Site	Dingwall Industrial Estate, Site 5A, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	Industrial Site	Dingwall Business Park, Site 5D, Strath View, Dingwall, IV15 9XB	Non-Operational							
THC	Dingwall	Industrial Unit	Riverside Field Industrial Estate, Workshop Unit 1, Craig Road, Dingwall, IV15 9TN	Non-Operational							
THC	Dingwall	Public Park	Riverside Park, Dingwall, IV15 9TN	Community Asset							

# Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 9 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
THC	Dingwall	Industrial Unit	Dingwall Industrial Estate, Unit 7A, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	War Memorial	Maryburgh War Memorial, Maryburgh, DINGWALL, IV7 8DZ	Community Asset							
THC	Dingwall	Car Park	Mayfield Car Park, High Street, Dingwall, IV15 9ST	Other Land and Buildings							
THC	Dingwall	Industrial Site	Dingwall Industrial Estate, Site 3B, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	Development Land	Gallows Hill, Site for New Dingwall Primary, Dingwall, IV15 9NW	Non-Operational							
THC	Dingwall	House / Flat	40, House, Peffery Road, Dingwall, IV15 9PW	Exclusions							
THC	Dingwall	Residential Home - Elderly	Seaforth House (Maryburgh), Maryburgh, DINGWALL, IV7 8DW	Other Land and Buildings							
THC	Dingwall	Open Space	Land beside Donatis Café, Dingwall, IV15 9SN	Non-Operational							
THC	Dingwall	Office	Dingwall Business Park, Macleod House (Unit 3), 4 Fodderty Way, Dingwall, IV15 9XB	Other Land and Buildings							
THC	Dingwall	Bridge	Maggies Drive Bridge, Chestnut Road, Dingwall, IV15 9UQ	Community Asset							
THC	Dingwall	Vacant Property	Maryburgh Primary School (Vacant), Hood Street, Maryburgh, DINGWALL, IV7 8EB	Non-Operational							
THC	Dingwall	Industrial Unit	Riverside Field Industrial Estate, Workshop Unit 3, Craig Road, Dingwall, IV15 9TN	Non-Operational							
THC	Dingwall	Industrial Unit	Strathpeffer Road Industrial Estate, Workshop Unit 4, Strathpeffer Road, Dingwall, IV15 9SP	Non-Operational							

# Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 10 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
THC	Dingwall	Industrial Unit	Strathpeffer Road Industrial Estate, Workshop Unit 5, Strathpeffer Road, Dingwall, IV15 9SP	Non-Operational							
THC	Dingwall	Industrial Site	Dingwall Industrial Estate, Site 2B, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	Industrial Site	Dingwall Industrial Estate, Site 3A, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	Car Park	South Car Park (Rear of Shops), High Street, Dingwall, IV15 9RU	Other Land and Buildings							
THC	Dingwall	Burial Ground	St Clement Burial Ground, Church Street, Dingwall, IV15 9SB	Community Asset							
THC	Dingwall	Special School	St Clements Special School, Tulloch Street, Dingwall, IV15 9JZ	Schools							
THC	Dingwall	Storage Unit	Dingwall Industrial Estate, Storage Unit 9B, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	Yard	Riverside Field Industrial Estate, Storage Yard 9, Craig Road, Dingwall, IV15 9TN	Non-Operational							
THC	Dingwall	Public Park	Pepperside Park, Craig Road, Dingwall, IV15 9PW	Community Asset							
THC	Dingwall	Fishing / Shooting Rights	River Conon Salmon Fishings, Conon Bridge, DINGWALL, IV15 9TR	Community Asset							
THC	Dingwall	Pitch	Maryburgh Sports Field, Maryburgh, DINGWALL, IV7 8DP	Community Asset							
THC	Dingwall	Office	Mayfield Buildings, High Street, Dingwall, IV15 9RY	Non-Operational							
THC	Dingwall	Office	71, Ross House, High Street, Dingwall, IV15 9QN	Other Land and Buildings							
THC	Dingwall	Play Area	Rosshill Drive Play Area, Rosshill Drive, Maryburgh, DINGWALL, IV7 8EL	Community Asset							
THC	Dingwall	Industrial Unit	Riverside Field Industrial Estate, Workshop Unit 4, Craig Road, Dingwall, IV15 9TN	Non-Operational							

# Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 11 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
THC	Dingwall	Industrial Unit	Dingwall Business Park, Workshop Unit 5C, Dingwall, IV15 9XB	Non-Operational							
THC	Dingwall	Depot	Workshops & Streetlighting Depot, Craig Road, Dingwall, IV15 9LF	Other Land and Buildings							
THC	Dingwall	Industrial Site	Dingwall Industrial Estate, Site 5C, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	Storage Unit	Dingwall Industrial Estate, Storage Unit 9A, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	Store	5, Store, George Street, Dingwall, IV15 9SA	Non-Operational							
THC	Dingwall	War Memorial	Mitchellhill, War Memorial Hector MacDonald, Dingwall, IV15 9TH	Community Asset							
THC	Dingwall	Industrial Unit	Strathpeffer Road Industrial Estate, Workshop Unit 3, Strathpeffer Road, Dingwall, IV15 9SP	Non-Operational							
THC	Dingwall	Industrial Unit	Dingwall Business Park, Workshop Unit 5B, Dingwall, IV15 9XB	Non-Operational							
THC	Dingwall	Play Area	Wyvis Crescent Play Area, Wyvis Crescent, Conon Bridge, DINGWALL, IV7 8BZ	Community Asset							
THC	Dingwall	Industrial Unit	Dingwall Industrial Estate, Unit 4A, Docharty Road, Dingwall, IV15 9UG	Non-Operational							
THC	Dingwall	Car Park	Wardens Lane Car Park, High Street, Dingwall, IV15 9RY	Other Land and Buildings							
THC	Dingwall	Depot	Westend Roads Depot, Mill Street, Dingwall, IV15 9PZ	Non-Operational							
THC	Dingwall	Industrial Unit	Riverside Field Industrial Estate, Workshop Unit 6, Craig Road, Dingwall, IV15 9TN	Non-Operational							
THC	Dingwall	Play Area	Conon Bridge Football Park Play Area, Conon Bridge, DINGWALL, IV7 8HF	Community Asset							

# Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 12 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
THC	Dingwall	War Memorial	Conon Bridge War Memorial, Conon Bridge, DINGWALL, IV7 8AZ	Community Asset							
THC	Dingwall	Shop	Dingwall Former Post Office, High Street, Dingwall, IV15 9HA	Non-Operational							
THC	Dingwall	Museum / Art Gallery	Dingwall Museum, High Street, Dingwall, IV15 9RY	Other Land and Buildings							
THC	Dingwall	Hall	Dingwall Town Hall, High Street, Dingwall, IV15 9RY	Other Land and Buildings							
THC	Dingwall	Vacant Property	Former Public Toilets, Tulloch Street, Dingwall, IV15 9JY	Other Land and Buildings							
THC	Dingwall	Industrial Unit	Dingwall Business Park, Industrial Unit 6A, Strath View, Dingwall, IV15 9XL	Non-Operational							
THC	Dingwall	Land	Land, Neil Gunn Road, Dingwall, IV15 9EB	Non-Operational							
THC	Dingwall	Play Area	MacIntyre Place Play Area, MacIntyre Place, Dingwall, IV15 9NB	Community Asset							
THC	Dingwall	Residential Centre - Children	1, Oakwood Children's Unit, Docharty Brae, Dingwall, IV15 9TW	Other Land and Buildings							
THC	Dingwall	Industrial Unit	Dingwall Industrial Estate, Pest Control Workshop/Store- Unit 4B, Docharty Road, Dingwall, IV15 9UG	Other Land and Buildings							
THC	Dingwall	Industrial Estate	Riverside Field Industrial Estate, Dingwall, IV15 9LE	Non-Operational							
THC	Dingwall	Office	Robertson House, Greenhill Street, Dingwall, IV15 9JR	Other Land and Buildings							
THC	Dingwall	War Memorial	Seaforth War Memorial, Dingwall, IV15 9JD	Community Asset							
THC	Dingwall	Development Site - Housing	Undeveloped Land, Tulloch Castle Drive, Dingwall, IV15 9NB	Non-Operational							



## Detailed Partner Asset Information: Extract from “The Highland Council Partnership delivery of Our Future Highland (Asset Map) Ongoing Capture & Consolidation” – Slide 13 of 13

Partner	Location	Asset	Address	Description	Occupiers	User(s)	Services Delivered	Space Types	Additional Property Data/ Info e.g. condition, title, restrictions)	Other Data	Additional Comments
THC	Dingwall	Industrial Unit	Riverside Field Industrial Estate, Workshop Unit 5, Craig Road, Dingwall, IV15 9TN	Non-Operational							
THC	Dingwall	Industrial Unit	Unit 5A Dingwall Business Park, Strath View, Dingwall, IV15 9XD	Non-Operational							
THC	Dingwall	House / Flat	22 Fingal Road, Dingwall, IV15 9PL	Non-Operational							
THC	Dingwall	Family Centre	Proposed New Family Centre, Caberfeidh Avenue, Dingwall, IV15 9TD								
UHI	Dingwall	Theological College - Dingwall									
UHI	Dingwall	Newton Room - Dingwall (Town Hall)									
UHI	Dingwall	Highland Theological College	High St, Dingwall IV15 9HA								

# **Appendix 6**

## **Interim Outline Business Case**

# Dingwall Community Points of Delivery

## Interim Outline Business Case (IOBC)

12<sup>th</sup> November 2024

Photo Credit: Dingwall primary parent council



## Scope of Works-

Following engagement with Highland Council , HNSL has prepared an Interim Outline Business Case (IOBC) for Dingwall Community POD, based on HM Treasury Green Book & Building Better Business Case guidance.

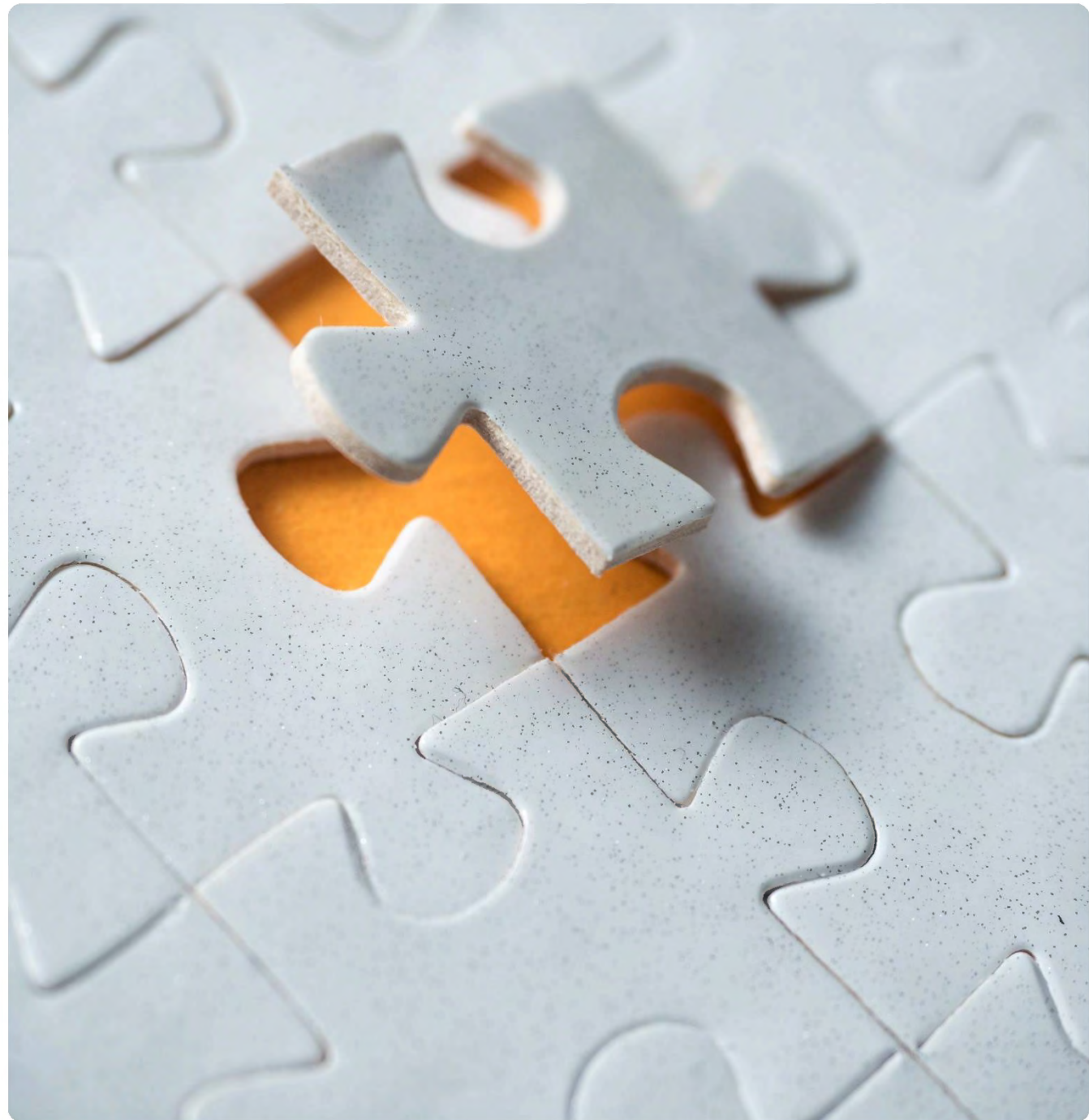
This included the agreement of project spending objectives and critical success factors, identifying a short-list of four potential intervention options, and a benefits assessment of the four short-listed options.

Further stages of development will be required after December 2024 to progress to a fully populated Outline Business Case and Subsequently Full Business Case

## Dingwall Community Point of Delivery IOBC



# Strategic Case



# Demographics

- Many of Dingwall's schools are operating at close to capacity. For example, Dingwall Primary School currently has a school role of 424, and a total capacity of 442 (96% capacity), giving only a headroom of only 18 school places.
- Recently announced plans for future housing developments could add further pressure to school roles, including:
  - a proposal to develop 117 new homes on Meiklefield Road
  - a proposal to develop 34 new houses on St Andrews Road

The Highland Local Development Plan identifies three further sites that could potentially be allocated for housing development (sites DW01, DW02 and DW04), with a combined indicative housing capacity of 166 units, which could potentially add further pressures to school capacity.

# Deprivation

Dingwall is home to a number of families who are experiencing social exclusion challenges, including one datazone area (covering properties close to Newton Road, area in red on the map) that ranks amongst Scotland's 20% most deprived communities.

Of the seven datazone areas in Dingwall:

- One appears in the 10% most deprived communities, and a 2<sup>nd</sup> in the 20% most deprived communities on the 'access to public services' measure
- One appears in the 20% most deprived communities on the 'education' measure
- One appears in the list of 20% most deprived communities on the 'income' measure

3% of Dingwall's 16-19 year old population do not participate in education, employment or training

Improved community education & health provision could play a role in addressing these issues by improving access



# Industry

Dingwall's economy is undergoing a rapid change.

The town forms a part of the Inverness & Cromarty Green Freeport, a green freeport offering financial tax incentives for businesses seeking to invest in new renewable energy project. These include the Cromarty Hydrogen Project: a proposal to develop a green hydrogen manufacturing facility near Alness; and Port of Ardersier, the UK's largest brownfield site, with potential to become a key lay-down facility for Scotland's offshore wind sector

Over the past five years, employment in the area's construction sector has risen by 8%; employment in accommodation & food services has risen by 7%, and employment in business administration & support services has risen by 30%.

At the same time as this change, there has been a significant decline in employment in a number of traditionally important sectors of the economy over the past five years, including in manufacturing (a 17% reduction in total jobs); public administration (11%) and retail (5%)

By enhancing the quality of the town's school education and lifelong learning offer, this project could help position the town's current and future workforce for the jobs of the future and improve its resilience to future economic changes.

By improving the attractiveness of Dingwall as a place to live and work, the project can also help to attract the movement of people into the local area necessary to make these projects a success.





# Existing Arrangements – Education Estate

- **St Clements School** provides for some of the most vulnerable children in Highland, some with life-limiting conditions, and the current school accommodation is unsatisfactory
- Two modular annexes have been added to meet increased number of pupils.
- Current car park setup is not fit for purpose and dangerous for pupils.
- Pupils disembark from all modes of transport in a car park which is accessible to the public
- The accommodation is currently rated “C – (Poor)” for both Condition and Suitability, mainly due to the state of the main building, having three separate buildings on the campus, and the limitations of some of the facilities, such as external areas.
- In 2014, following inspection, HMIE noted: “The buildings do not provide a satisfactory range or quality of facilities. Corridors and doors are narrow and challenge pupils with limited mobility. One classroom can only be accessed through the staffroom and there is a lack of space and specialist facilities.”
- **Dingwall Primary School** currently rated ‘C - Poor’
- School currently at capacity and requires a two classroom expansion
- Limited scope to expand at current site and insufficient parking both reported

# Existing Arrangements - Leisure Centre

A Building Condition Survey of the Leisure Centre was undertaken on 10<sup>th</sup> June 2024. This found that, while the building was in a 'generally good state of repair', some issues were observed, including:

- Failed double glazed units on the wall glazing and roof, creating issues around heat retention
- Tiles cracked and in need of replacement in the changing rooms and swimming pool area
- Heavy rust on the stairway leading to the pool slide
- Damage to the external wall fabric

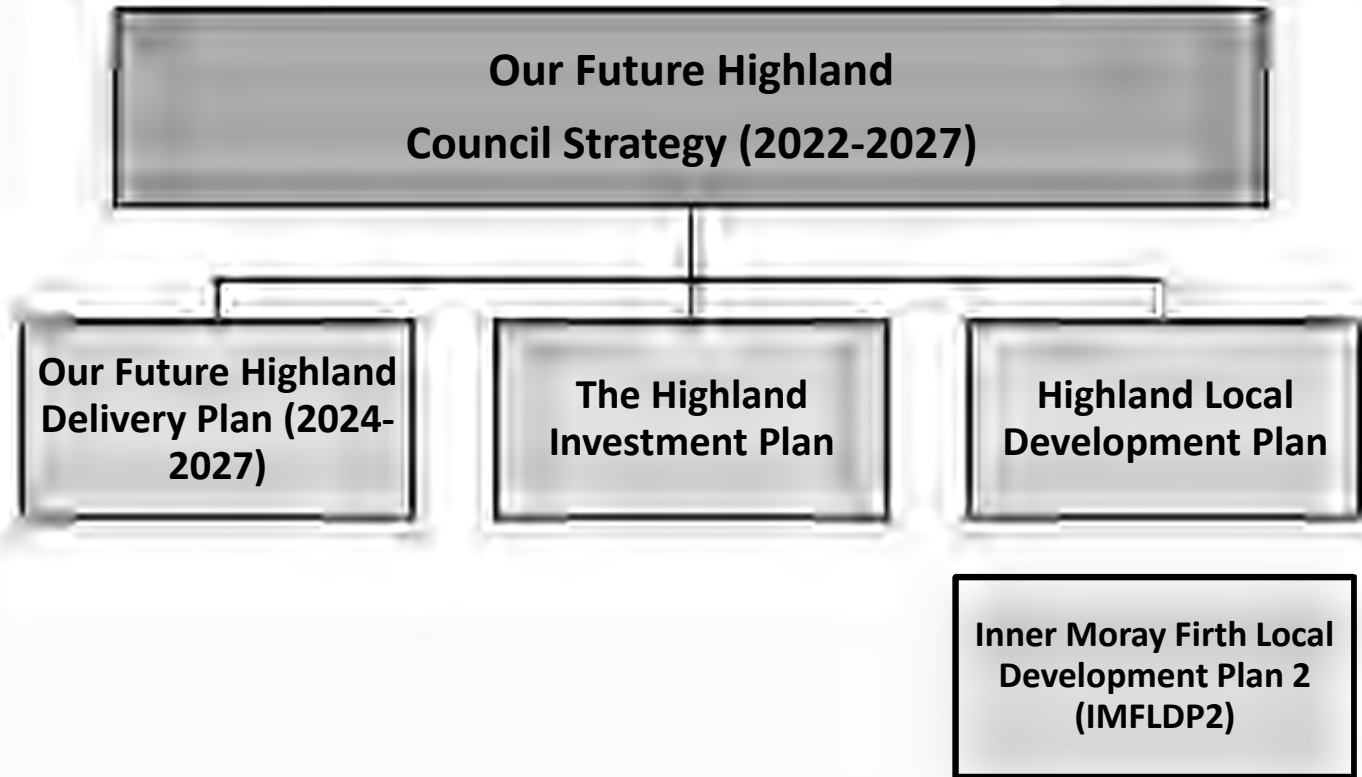
In addition to these issues, HLH noted that the changing area had a dated appearance and was not Disability Discrimination Act Compliant. It was also noted that HIH has ambitions to expand the building to accommodate a fitness suite, and that there is a market demand for, and potentially Sport Scotland and NHS Highland funding for, a Disability Sports Hub either at the Leisure Centre site or at the new St Clements site.

# Strategic Alignment

The Dingwall Community Point of Deliver (POD) will support Highland Council's *Our Future Highland* Strategy and Delivery Plan.

The approach to funding the POD will align to that set out in the Highland Investment Plan, and it will be developed in a way that is sensitive to the place-based priorities of the Highland Local Development Plan, the Inner Moray Firth Local Development Plan and the emerging Dingwall & Seaforth Area Place Plan

This section provides further detail on the project's alignment with each of these documents.



**Highland Outcome Improvement Plan  
2017-2027**

**High Life Highland Business Plan  
(2022-2027)**

# Our Future Highland 2022-2027

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## Overview of the plan

Highland Council sets out key priorities for addressing various challenges, with a focus on sustainability, resilience, and improving the quality of life for its residents.

This is supported by a Delivery Plan which sets out how they plan to deliver on their objectives and a Performance Plan which sets out how they will measure performance against the objectives.

## Strategic Priorities and Objectives are:

**A Fair and Caring Highland:** Working together to improve quality of life and opportunities for Highland people.

**Resilient and Sustainable Communities:** Helping our communities to be prosperous, sustainable and resilient, making a positive difference to the lives of people.

**Accessible and Sustainable Highland Homes:** Build houses to support communities and economic growth.

**A Sustainable Highland Environment and Global Centre for Renewable Energy:** Accelerate our response to the climate and ecological emergency. Make the most of the financial and environmental opportunities arising from the huge renewable energy potential in the Highlands.

**A Resilient and Sustainable Council:** Work with partners to address service delivery challenges with a positive approach to change

## Alignment with Policy:

- The Performance Plan includes commitment 1.6 to “Promote fair access through co-located services across the Highlands”
- One of the key aims of the program is to make **better use of public assets** and improve service delivery despite constrained budgets. Co-locating schools with public services allows shared use of facilities, reducing operational costs, improving infrastructure use, and encouraging collaboration among different service providers. This aligns with the Council’s goals of efficiency, partnership, and value for money.
- The document stresses creating resilient, sustainable communities through **place-based solutions** that meet local needs. A campus that integrates educational facilities with other services (such as health or recreational services) strengthens community cohesion, increases efficiency in resource use, and fosters a holistic approach to public service delivery.

# Our Future Highland Delivery Plan 2024-2027

## Overview of the plan

The Delivery Plan for Highland Council, outlines how the council will deliver on the commitments set out in the Our Future Highland strategy. It emphasizes social and economic transformation, with a focus on improving the quality of life for Highland communities. The council seeks to leverage social, economic, and partnership opportunities to enhance community welfare.

It has multiple workstreams, programmes and projects, which are measured by a Performance Plan.

The operational delivery plan is also the means by which Highland Council will deliver on its three-year budget strategy (2024–2027)

## Portfolios

The Delivery Plan is organised into six portfolio themes:

- **Person-Centered Solutions:** Enhancing care services, focusing on community-based care, digital solutions, and strengthening social services.
- **Workforce for the Future:** Developing pathways for future workforce needs by aligning education, skills training, and business demands.
- **Reconfiguring Asset Base:** Optimizing property assets, establishing a single property service, and developing a strategic asset management plan.
- **Corporate Solutions:** Addressing operational efficiency and performance metrics.
- **Income Generation:** Exploring new revenue streams.
- **Net Zero, Energy Investment & Innovation:** Focusing on sustainability and energy initiatives to support the region's transition to net zero.

## Alignment with Policy:

- A project to consolidate public assets, including schools, onto a shared campus aligns closely with several key aspects of the plan. Specifically, it fits well under the Reconfiguring our Asset Base portfolio, which emphasizes optimizing property assets and delivering investment in critical infrastructure.
- By reducing the number of individual buildings and improving the energy efficiency of new shared facilities, the project would support the council's net-zero goals.
- The integration of services into shared locations would improve accessibility for communities, which aligns with the council's aim to provide services that are easily accessible to all residents.

# Highland Local Development Plan

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## Overview of the plan

Highland Local Development Plan (HLDP) outlines the strategy for land use and development in the Highland Council area over the next 20 years. The HLDP provides a framework for managing population growth, economic development, housing, and environmental protection in the Highlands. It replaces older local plans and guides development across the entire Highland area, except for areas within the Cairngorms National Park. Key goals include:

- Population Growth
- Housing
- Economic Development
- Infrastructure
- Environmental Protection
- Tourism

## Vision 2030

Vision for 2030: The plan envisions Highland as a leading European region with sustainable communities, economic growth, and a high quality of life. Key themes include:

- **Sustainable Communities:** Expanding housing and facilities to accommodate population growth.
- **Environmental Stewardship:** Managing renewable energy developments while protecting landscapes and biodiversity.
- **Economic Competitiveness:** Supporting key industries, transport infrastructure, and inward investment.

## Alignment with Policy:

- The HWLDP emphasizes the efficient use of land and infrastructure, directing development to areas where infrastructure is already in place or can be effectively enhanced. Co-locating schools and other government services would **ensure shared use of infrastructure**, reducing the need for multiple, separate facilities. This would contribute to sustainability and help minimize the environmental impact of construction and service delivery.
- The plan advocates for the growth of services and facilities to **support expanding populations**. A shared campus would allow for more efficient service delivery by consolidating educational, healthcare, and potentially other local government services in one accessible location.
- The HWLDP emphasizes the importance of high-quality design that fosters a sense of place and community. A well-designed shared campus would contribute to local place-making efforts.

# Inner Moray Firth Local Development Plan.

## Overview of the plan

Inner Moray Firth Local Development Plan 2: Adopted Plan" is the second iteration of the Inner Moray Firth Local Development Plan (IMFLDP2) and is the LDP that covers the settlement of Dingwall. Adopted by The Highland Council in July 2024, it outlines a strategic framework for the development of the Inner Moray Firth region for the next 10-20 years. The Plan's primary focus is to achieve sustainable growth in response to challenges such as post-pandemic economic recovery and the Climate and Ecological Emergency. It emphasizes balancing environmental sustainability and economic viability while fostering community development, employment, and improved connectivity.

## Vision and Outcomes

The four headline outcomes outlined in the plan are:

- **Environment:** Focuses on sustainable use and management of resources like water, land, and energy, ensuring environmental quality is safeguarded and improved. Development will be "carbon clever," aligning with climate action goals.
- **Employment:** Encourages growth in sectors like life sciences, renewable energy, and sustainable tourism, while supporting traditional industries. Jobs will be created close to where people live, reducing travel and enhancing local economies.
- **Growing Communities:** Communities will be attractive, inclusive, and safe, with access to essential services and amenities. There will be a focus on building homes that meet people's needs, especially in larger towns like Inverness.
- **Connectivity:** Walking, cycling, and efficient public transport will be prioritized for daily travel, with sustainable transport options connecting settlements. Enhanced digital connectivity will support remote working and reduce the need for commuting.

## Alignment with Policy:

- Co-locating schools and other public services on a shared campus promotes more efficient use of land, buildings, and infrastructure, aligning with the Plan's environmental goals of **sustainable land use and reducing carbon emissions**. By sharing resources like heating, water, and transportation, the project minimizes environmental impact.
- The co-location of schools and services on a shared campus fosters community cohesion by creating a central hub where families can access multiple services in one location. This aligns with the Plan's vision of creating **vibrant, inclusive, and well-served communities**, making the area more attractive to live in.
- A shared campus supports the Plan's goal of improving **sustainable transport and connectivity**. By having multiple public services, including schools, in one location, the campus reduces the need for multiple trips, supporting walking, cycling, and public transportation as primary travel methods.

# Highland Local Outcome Improvement Plan

## Overview of the plan

The Highland Outcome Improvement Plan (HOIP) 2024-2027, outlines the strategic goals of the Highland Community Planning Partnership. The Highland Community Planning Partnership (CPP) brings together public agencies, third sector organisations and other key community groups under one umbrella.

The plan aims to address inequalities and create thriving communities across the Highland region through collaboration between public bodies, communities, and third-sector partners.

Highland faces challenges like depopulation, aging population, and limited access to housing, childcare, and transport. The plan aims to tackle these issues and promote community wealth, health, and wellbeing

## Core Outcomes:

- **Poverty Reduction:** More people in Highland will live a life free from the experience of poverty.
- **Community Participation & Dialogue:** People in Highland will be more involved in decisions that affect their lives.
- **Infrastructure:** Fewer people in Highland experience transport and digital connectivity as a barrier to accessing opportunities.
- **Community Safety & Resilience:** People in Highland will benefit from living in stronger, safer and more resilient communities
- **Mental Health & Mental Wellbeing:** People in Highland will benefit from good mental health and wellbeing.

## Alignment with Policy:

- The project can help contribute to the plans Poverty Reduction outcome in multiple ways. By consolidating resources, the project can reduce operational costs and create efficiencies that allow for reinvestment in community services. A shared campus can provide better access to education, childcare, and other community resources, helping families who struggle financially by reducing barriers to education and support services.
- The project also aligns well with the Community Participation & Dialogue outcome. shared campus can serve as a community hub, fostering greater local participation. By bringing various public services under one roof, it can facilitate engagement and create spaces where residents actively participate in decisions
- The project also aligns well with the Infrastructure outcome. Centralizing services in one location reduces the need for people to travel long distances, particularly in rural areas.



# High Life Highland Business Plan

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## Overview of the plan

High Life Highland is a charitable company wholly owned by The Highland Council, operating alongside a Trading Company for non-charitable activities.

The organization delivers services across 12 areas including adult learning, archives, arts, leisure facilities, libraries, museums, outdoor activities, sport, and youth work and functions as the highland's primary organization for culture, learning, sport, leisure, and health services

The organization is responsible for operating leisure facilities in the council area including Dingwall Leisure Centre.

## Key Outcomes:

The business plan outlines 9 key outcomes:

1. Sustain a high standard of health and safety, and environmental performance
2. Implement the Service Delivery Contract with THC
3. Improving customer engagement and satisfaction
4. Improving staff engagement and satisfaction
5. Enhance the positive company image
6. Be a trusted and effective partner
7. Achieve sustainable growth across the organisation
8. Develop health and wellbeing across Highland communities
9. Develop and promote the High Life brand

## Alignment with Policy:

The project aligns directly with four outcomes

- Outcome 1 - "Sustain a high standard of health and safety": A renovation would help ensure facilities meet modern safety standards and environmental
- Outcome 3 - "Improving customer engagement and satisfaction": Renovated facilities typically lead to improved customer experience and satisfaction
- Outcome 7 - "Achieve sustainable growth": Facility improvements can:
  - Increase capacity for services
  - Improve energy efficiency (reducing operating costs)
  - Enable new revenue streams
  - Attract new customers
- Outcome 8 - "Develop health and wellbeing across Highland communities": Enhanced facilities support better health and wellbeing services

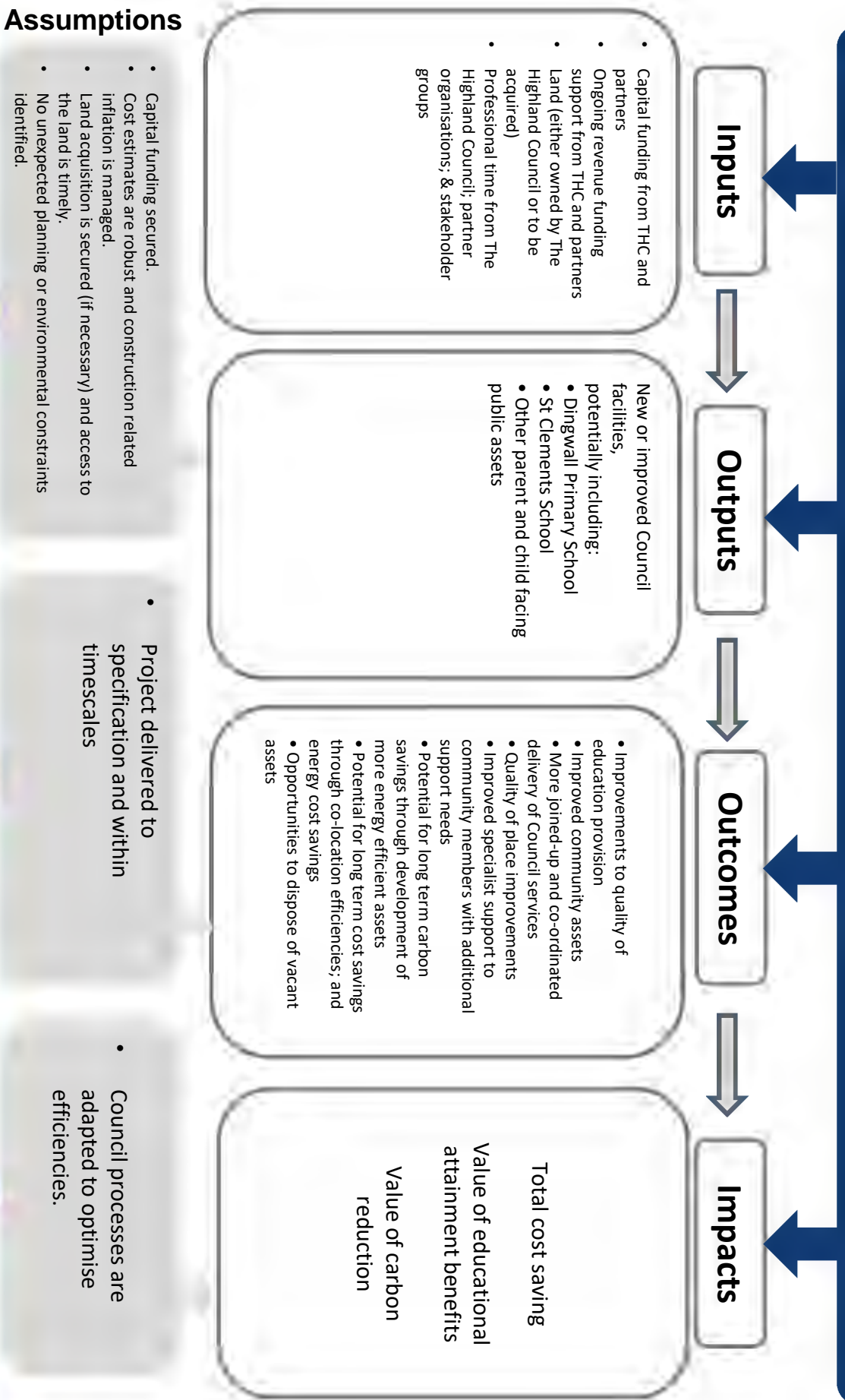
# Theory of Change

This model illustrates how this proposed intervention will generate outcomes and impacts that are reflective of the Council's strategic objectives.

These outcomes and impacts are estimated based upon assumptions holding, and other un-related supporting activities being undertaken.

**Context:** £2.1 billion 20-year investment plan recently agreed based on commitment to a 'community points of delivery' (PODs) approach

- Two primary schools (Dingwall Primary School & St Clements School) in poor condition
- Opportunities identified to upgrade or co-locate other parent and child facing services across the town as part of new POD approach

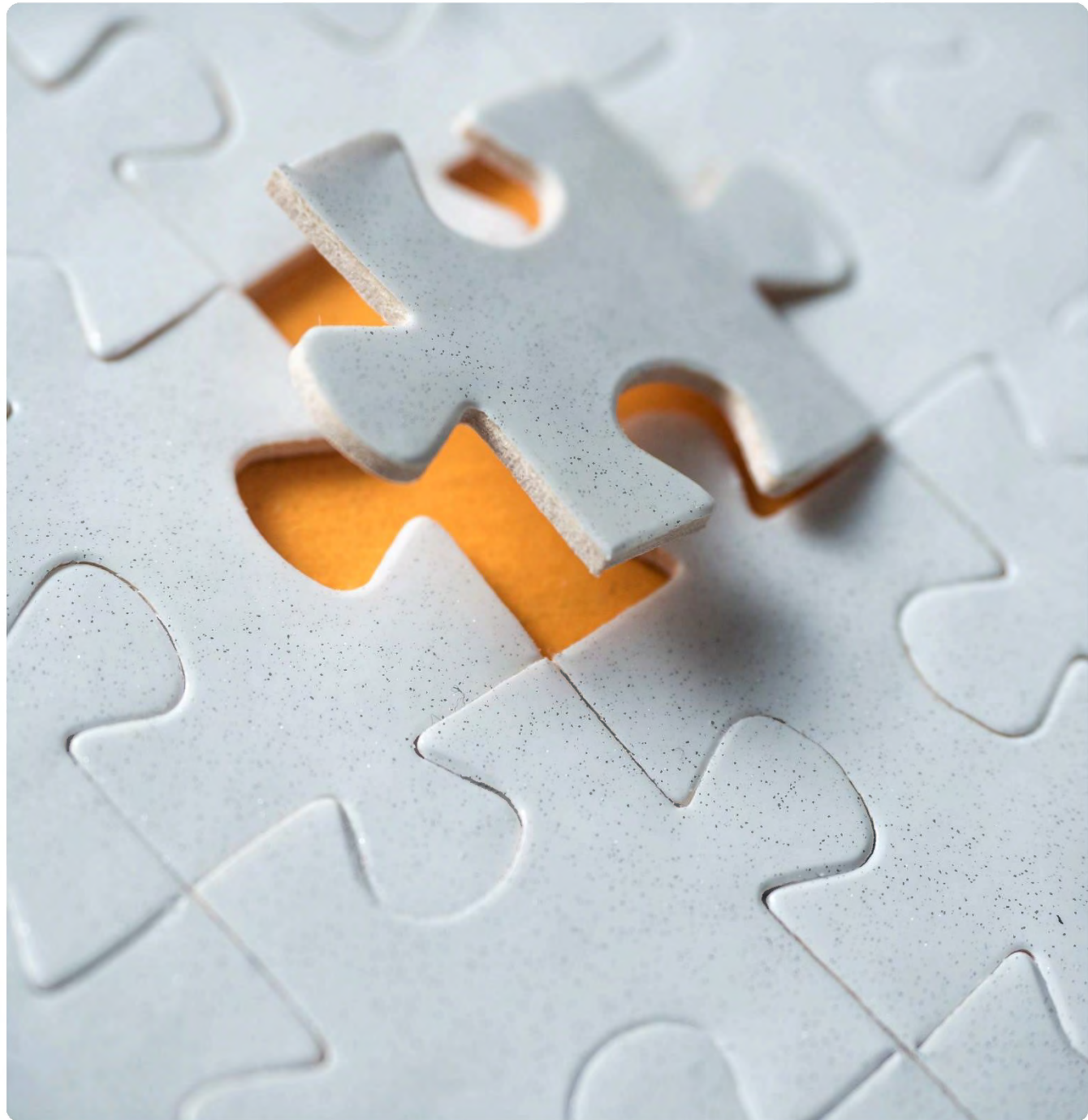


**Supporting activities:** Continued investment wider community support offering; parallel projects to develop Office POD, Depot POD and Sport & Leisure POD

# Spending Objectives and Critical Success Factors

Spending Objectives	<b>Making learning work for all</b>	<p>Maximise opportunities for lifelong learning within school across partners and community services that improve quality of life, educational attainment and access to opportunities for all Highland residents.</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 1. A Fair and Caring Highland</i></p>
	<b>Making services accessible</b>	<p>More joined up local service access supported by stronger joined up service partnerships, industry partnerships, community partnerships and improved transport and digital accessibility</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 2. Resilient and Sustainable Communities</i></p>
	<b>Making the place more attractive</b>	<p>Build diverse living opportunities, local attractions, training, development and enterprise opportunities to grow, retain and attract skilled workers and leverage tourism opportunities for local benefit</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 2. Resilient and Sustainable Communities</i></p>
	<b>Making a place for nurture</b>	<p>Support community wellbeing including improved access to leisure and health facilities including mental health and transition support for additional support needs across ages and stage for the whole community.</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 1. A Fair and Caring Highland</i></p>
	<b>Making it easy for communities to lead</b>	<p>More support, transparency and partnership working to help build community capacity and community wealth building to support more community led futures</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 1. A Fair and Caring Highland</i></p>
	<b>Making net zero transition easier</b>	<p>Creating more opportunities for energy efficient development, integrated heat and energy network, supply chain expertise and landscape resilience</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 4. A Sustainable Highland Environment and Global Centre for Renewable Energy:</i></p>
	<b>Making it sustainable</b>	<p>Maximising opportunities to change the way the Council works to support local need, reduce costs and increase opportunities to attract investment</p> <p><b>Strategic Alignment:</b> <i>Our Future Highland, Outcome 5. A Resilient and Sustainable Council</i></p>
Critical Success Factors	<b>Affordable</b>	The associated capital build costs and long-term operating costs of the proposal to the Council need to be within its available budget
	<b>Viable</b>	The project will need to be develop on a suitable site and to secure planning permission, and either the Council or its suppliers and partners will need to have the capacity to design, build, manage and operate it effectively

# Economic Case



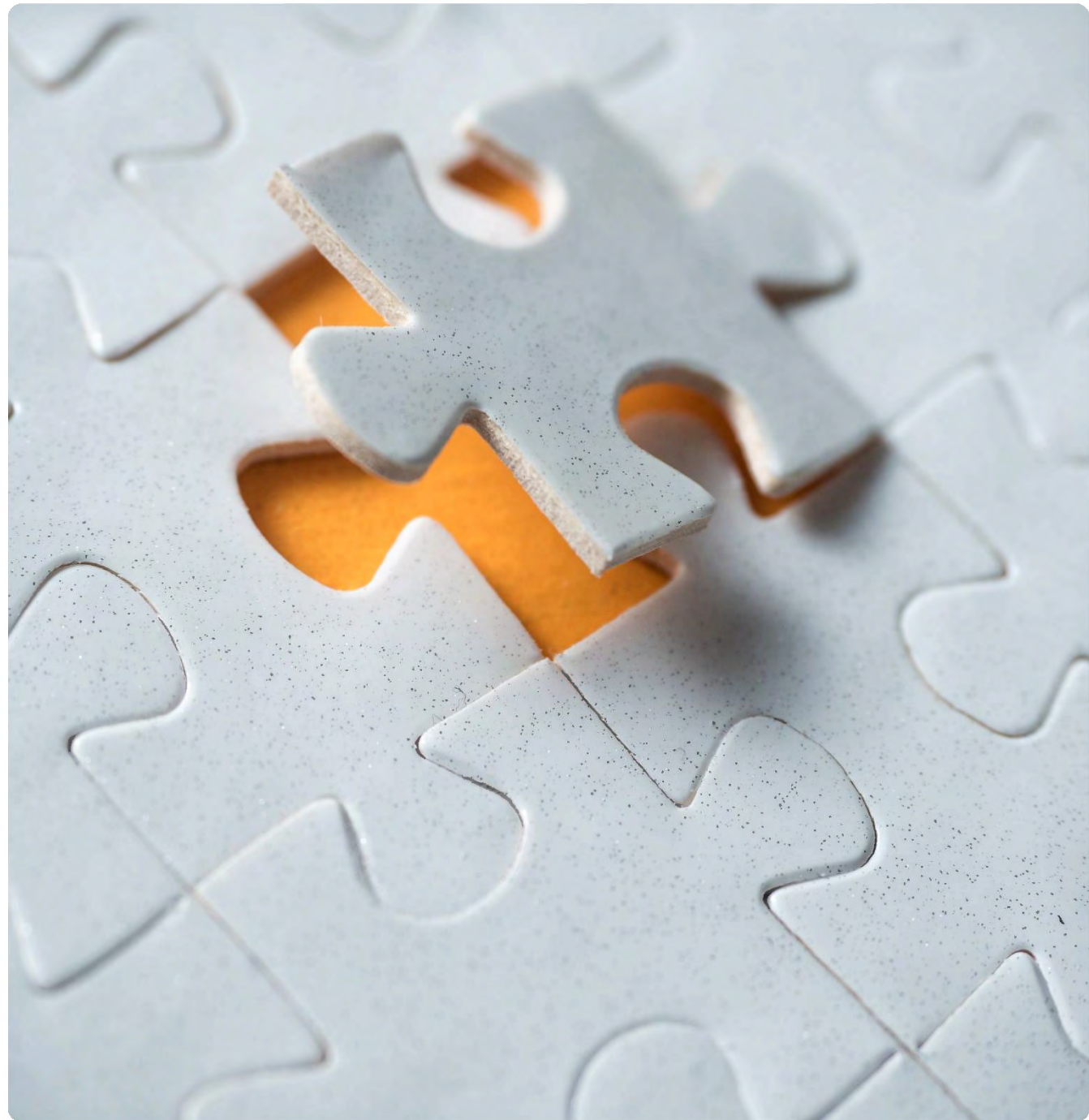
# Approach

- Hub North Scotland facilitated an Options Framework Workshop on 10<sup>th</sup> October involving representatives from The Highland Council (Finlay MacDonald, Robert Campbell, Scott Dalgarno, Iain Jackson, Dot Ferguson, Alison Clark, Frank Scott) and High Life Highland (Steve Walsh)
- Group reviewed project spending objectives and critical success factors, and considered options around service scope (what?); service solution (how?), service delivery (who?), service implementation (when?), location (where) and funding in turn
- Hub North Scotland developed an options shortlist based on outcomes of this workshop
- Options shortlist approved by Finlay MacDonald and Robert Campbell at meeting on 23<sup>rd</sup> October
- Full details of process provided in Appendix 6.1.

## Approach (Continued)

- Hub North Scotland provided commentary on likely monetisable impacts of project, including potential impacts on capital and revenue budgets
- Hub North Scotland undertook a qualitative (non-monetisable impact) assessment of performance of each option against each of the spending objectives based on the following scoring system:
  - 3 – Potential for transformative contribution to spending objective/CSF
  - 2 – Potential for significant contribution to spending objective/CSF
  - 1 – Minor positive contribution to spending objective/CSF
  - 0 – Unlikely to have any impact on spending objective/CSF
  - Neg. – Likely to have an adverse impact on spending objective/CSF
- Each Critical Success Factor assessed as ‘met’, ‘not met’ or ‘to be confirmed’.
- Analysis summarised and preferred way forward identified

# Option Shortlist



## Option 0 (Do Minimum)

- **Scope (What?):** Continue to run and maintain existing assets
- **Service Solution (How?):** Essential repair, maintenance and life cycle investment only
- **Service Delivery (Who?):** The Highland Council Estate Management team
- **Service Implementation (When?):** As and when need arises
- **Location (Where?):** Dingwall Academy to remain in current location as it is part of a PPP contract (includes public library)
- **Funding:** Through Council capital and revenue budgets



# Option 1 (Low Scale/Ambition Intervention)

- **Scope (What?):** Improvements to education facilities only
- **Service Solution (How?):** New Build(s)
- **Service Delivery (Who?):** The Highland Council
- **Service Implementation (When?):** Phased projects, details to be confirmed
- **Location (Where?):** Replacement Primary School at preferred option for new Community POD, i.e. the lower part of site reference DW02 (Dingwall North - South of Tulloch Castle) in the IMFLDP; two options under consideration for St Clement's, either
  - a) co-located on DW02 or
  - b) separately at site reference DW08 (Dingwall North - Dochcarty Brae).
- **Funding:** Based on Council Investment Plan model

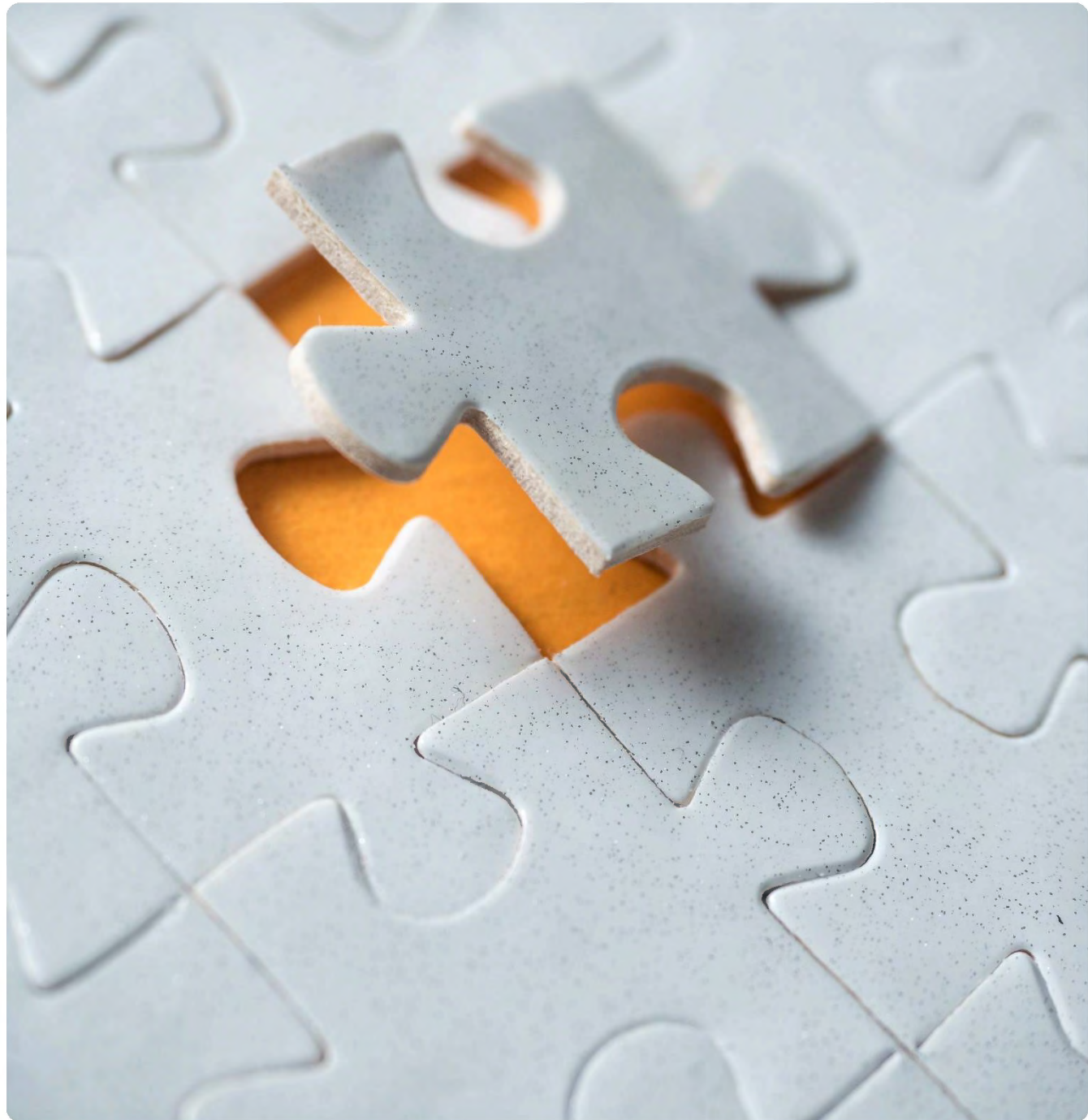
## Option 2 (Medium Scale/Ambition Intervention)

- **Scope (What?):** Improvements to education facilities, and community, sports and leisure facilities. Some enhancement of other Council facilities, such as Child Health teams.
- **Service Solution (How?):** Mixed (Education facilities to be re-built; leisure facility to remain at its current location)
- **Service Delivery (Who?):** The Highland Council to lead on procurement of new or improved facilities
- **Service Implementation (When?):** Phased delivery, details to be agreed
- **Location (Where?):** Replacement Primary School at preferred option for new Community POD, i.e. the lower part of site reference DW02 (Dingwall North - South of Tulloch Castle) in the IMFLDP; two options under consideration for St Clement's, either
  - a) co-located on DW02 or
  - b) separately at site reference DW08 (Dingwall North - Dochcarty Brae).
- **Funding:** Based on Council Investment Plan model

## Option 3 (High Scale/Ambition Intervention)

- **Scope (What?):** Improvements to education facilities; community leisure facility; flexible community space and Council and partner office facilities
- **Service Solution (How?):** Mixed (Education facilities, office facilities and flexible community space to be located in new build element; leisure facility to remain at current location)
- **Service Delivery (Who?):** The Highland Council to lead on procurement of new or improved facilities
- **Service Implementation (When?):** Phased delivery, details to be agreed
- **Location (Where?):** Replacement Primary School at preferred option for new Community POD, i.e. the lower part of site reference DW02 (Dingwall North - South of Tulloch Castle) in the IMFLDP; two options under consideration for St Clement's, either
  - a) co-located on DW02 or
  - b) separately at site reference DW08 (Dingwall North - Dochcarty Brae).
- **Funding:** Based on Council Investment Plan model

# Option Analysis



## Option 0 (Do Nothing)

### Monetisable costs and benefits

Type	Assessment (H/M/L)	Rationale
Capital Costs	Low	Lifecycle capital investment only
Capital Benefits	Zero	No capital benefit
Revenue Costs	High	Building maintenance costs will continue to rise as building conditions continue to deteriorate.
Revenue Benefits	Low	It is unlikely this option will unlock any new revenue sources for the Council

# Option 0 (Do Nothing)

## Non-Monetisable costs and benefits

Type	Assessment	Rationale
Making learning work for all	0	This option will do little to improve educational infrastructure and will leave two schools in low quality buildings
Making services accessible	0	This options will not bring any services closer together
Making the place more attractive	0	This option does not deliver any new buildings or improve any existing buildings
Making a place for nurture	0	This option does not improve access to leisure, health, mental health or support services
Making net zero transition easier	1	This option does not improve energy efficiency or reduce emissions.
Making it sustainable	0	This option does not consolidate any public assets and does not make public services more sustainable
<b>Total score – Performance against spending objectives</b>	<b>1</b>	<b>This option scores poorly as it does not deliver against any of the spending objectives.</b>
Affordability assessment	Pass	There is no capital build cost and the council currently funds operating costs through its current budget.
Viability assessment	Pass	This doesn't involve acquisition of new land so is deliverable.

# Option 1 (Low Scale/Ambition Intervention)

## Monetisable costs and benefits

Type	Assessment (H/M/L)	Rationale
Capital Costs	Medium	Upfront capital construction cost of the new school campus/campuses
Capital Benefits	Medium	Surplus land freed up at existing sites could be used for other purposes, sold or be part of a land swap arrangement.
Revenue Costs	Low	New building/buildings are likely to be more energy efficient in the long run and so will reduce revenue costs compared with business as usual.
Revenue Benefits	Low	It's unlikely there will be any increase in revenues under this option.

# Option 1 (Low Scale/Ambition Intervention)

## Non-Monetisable costs and benefits

Type	Assessment	Rationale
Making learning work for all	3	New build school campus/campuses will be a significant improvement to education infrastructure
Making services accessible	1	Doesn't centralise any public services other than the two schools.
Making the place more attractive	3	The new purpose built campus/campuses will be a significant improvement aesthetically over older existing buildings.
Making a place for nurture	1	Doesn't improve access to leisure, community based or partner services.
Making net zero transition easier	2	New building/buildings will save on energy consumption but the most sustainable option would be to reuse existing buildings where possible.
Making it sustainable	1	New building/buildings will improve viability of two schools long term but does not improve sustainability of public services otherwise.
<b>Total score</b>	<b>11</b>	<b>This option scores well on some spending objectives due to new school campus/campuses but scores low on others due to lack of investment in other services</b>
Affordability assessment	Pass	Affordable within current council budget.
Viability assessment	Pass	Suitable sites exists and council or its partners have the capacity to design, build, manage and operate it effectively.



## Option 2 (Medium Scale/Ambition Intervention)

### Monetisable costs and benefits

Type	Assessment (H/M/L)	Rationale
Capital Costs	Medium	Upfront capital construction cost of the new school campus/campuses and refurbishment of the leisure centre
Capital Benefits	Medium	Surplus land freed up at existing sites could be used for other purposes, sold or be part of a land swap arrangement.
Revenue Costs	Medium	New building/buildings are likely to be more energy efficient in the long run and so will reduce revenue costs compared with business as usual.
Revenue Benefits	Medium	Improved facilities at the leisure centre could drive new demand which would increase revenues.

## Option 2 (Medium Scale/Ambition Intervention)

### Non-Monetisable costs and benefits

Type	Assessment	Rationale
Making learning work for all	3	New build school campus/campuses will be a significant improvement to education infrastructure
Making services accessible	1	Doesn't centralise any public services other than the two schools
Making the place more attractive	3	The new purpose built campus/campuses will be a significant improvement aesthetically over older existing buildings.
Making a place for nurture	2	Improved quality of leisure facilities but doesn't improve access to community based and partner services
Making net zero transition easier	2	New building/buildings will save on energy consumption but the most sustainable option would be to reuse existing buildings where possible
Making it sustainable	2	New school building/buildings will improve viability of two schools and the leisure centre long term but does not improve sustainability of public services otherwise.
<b>Total score</b>	<b>13</b>	<b>This option scores well on some spending objectives due to new school campus but scores low on others due to lack of investment in other services</b>
Affordability assessment	TBC	Affordable within current council budget
Viability assessment	TBC	Suitable sites exist and council or its partners have the capacity to design, build, manage and operate it effectively.

# Option 3 (High Scale/Ambition Intervention)

## Monetisable costs and benefits

Type	Assessment (H/M/L)	Rationale
Capital Costs	High	Purchase of new, upfront capital construction cost of the new school campus/campuses and refurbishment of the leisure centre.
Capital Benefits	High	Surplus land freed up at existing sites could be used for other purposes, sold or be part of a land swap arrangement.
Revenue Costs	High	New building/buildings are likely to be more energy efficient in the long run. Centralisation of services likely to lead to significant energy and maintenance cost savings across entire estate.
Revenue Benefits	Medium	Improved facilities at the leisure centre could drive new demand which would increase revenues.

# Option 3 (High Scale/Ambition Intervention)

## Non-Monetisable costs and benefits

Type	Assessment	Rationale
Making learning work for all	3	New build school campus/campuses will be a significant improvement to education infrastructure
Making services accessible	3	This option will centralise educational, community based and partner services on one site improving accessibility for many in Dingwall
Making the place more attractive	3	The new purpose built campus/campuses will be a significant improvement aesthetically over older existing buildings
Making a place for nurture	3	This option will significantly improve access to and quality of leisure, health, mental health or support services
Making net zero transition easier	2	New building/buildings will save on energy consumptions but the most sustainable option would be to reuse existing buildings where possible
Making it sustainable	3	New school building/buildings will ensure viability of two schools. Reduced operating and building maintenance costs at new site(s) will secure public services going forward.
<b>Total score</b>	<b>17</b>	<b>Option delivers well against all spending objectives.</b>
Affordability assessment	TBC	Affordable within current council budget
Viability assessment	TBC	Suitable sites exist and council or its partners have the capacity to design, build, manage and operate it effectively.

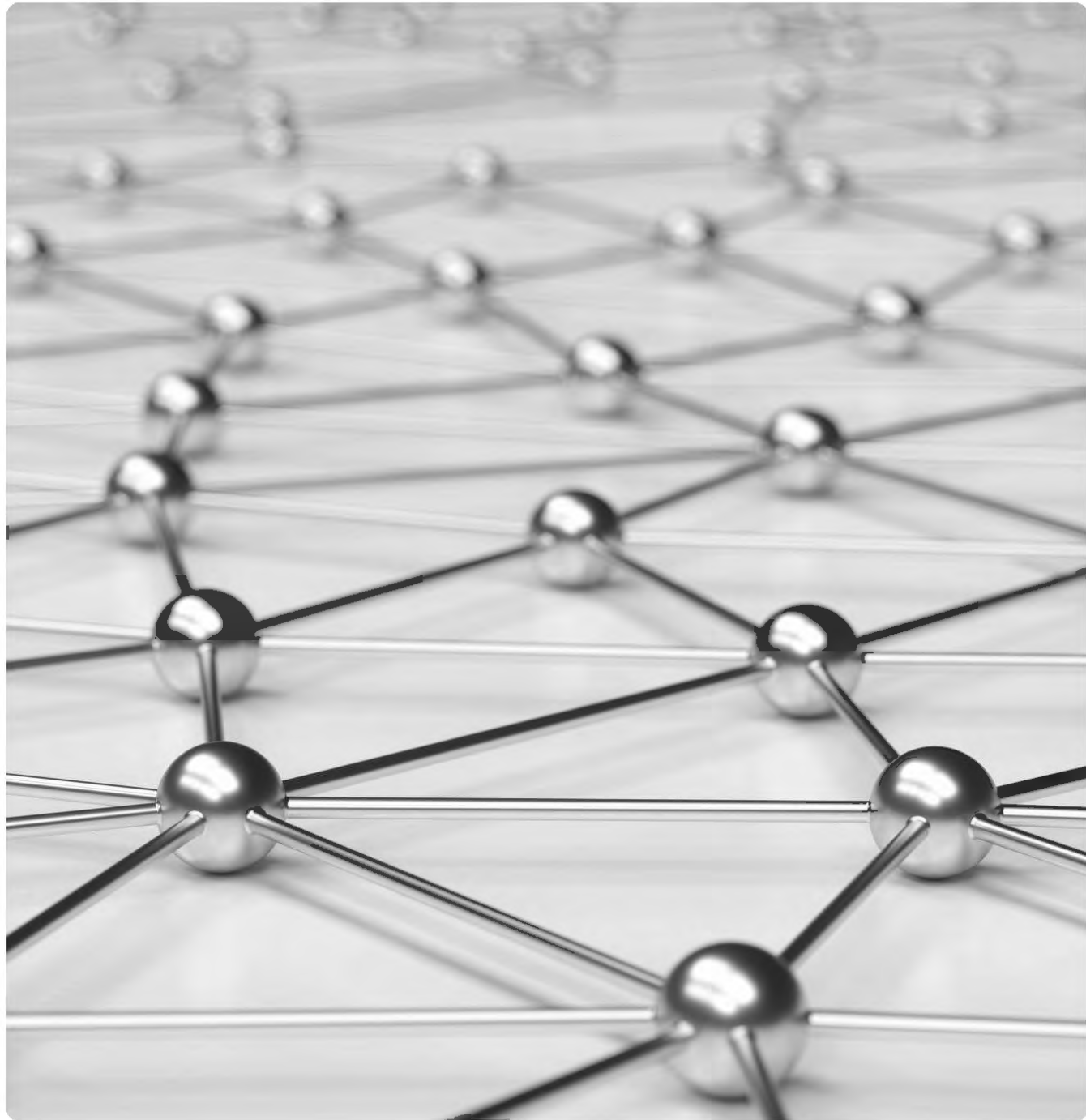
# Economic Appraisal Summary

Type	Option 0 Do Nothing	Option 1a/b Low Scale/ Ambition	Option 2a/b Medium Scale/ Ambition	Option 3a/b High Scale/ Ambition
Impact on capital budget	low cost, low benefit	Medium cost, medium benefit	Medium cost, medium benefit	High cost, high benefit
Impact on revenue budget	High cost, no benefit	Low cost saving, low benefit	Medium cost saving, medium benefit	High cost saving, medium benefit
Qualitative benefit score	1	11	13	17
Viability assessment	Pass	TBC	TBC	TBC
Affordability assessment	Pass	TBC	TBC	TBC

**Option 3 offers the greatest level of project benefits**

Further information on project costs still needed to identify the solution that offers greatest value for money

# Commercial, Financial and Management Cases



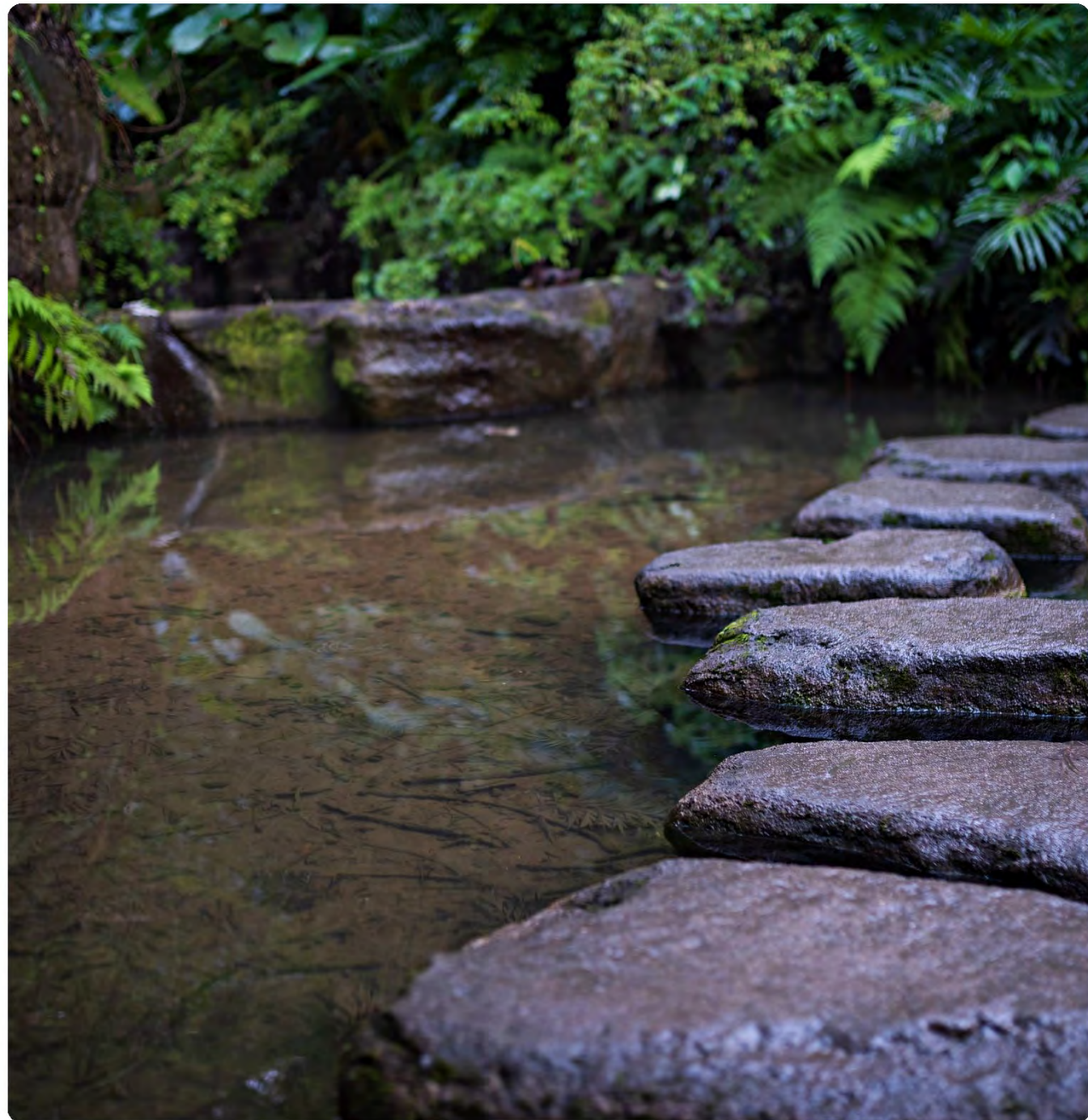
# Financial, Commercial & Management Cases

We recommend that further work be undertaken to more fully understand the financial and commercial case for investment ahead of the finalisation of the Outline Business Case in early 2025.

This should include:

- **Clarifying project costs:** including those associated with the capital build stage of the project and its on-going management and maintenance
- **Phasing & discounting:** understanding the phasing of this planned expenditure, in order to support future budgeting and discounted cashflow analysis
- **Funding sources review:** Understanding how funding will be sourced, including opportunities for partner contributions or private funding
- **Risk and mitigation:** identifying any risks that could affect the success of the project, who will be responsible for each risk, and what actions can be taken to mitigate these.
- **Procurement strategy:** identifying how the project could be procured; undertaking soft market testing of supplier capacity, and exploring opportunities to secure economies of scale by partnering with other public bodies on procurement
- **Procurement specification:** identifying the project's service streams and required outputs and the timetable for procurement
- **Payment mechanisms:** examining how payment mechanisms will work at each phase of the project, including how to best incentivise partners to deliver value for money
- **Examining affordability:** including financial modelling of expenditures and receipts and the preparation of budget statements, cashflow statements and funding statements
- **Project Management Arrangements:** the identification of a project lead and project delivery team, and the development of a project plan, aligned to PRINCE2 principles
- **Change Management Arrangements:** preparing a framework to set out how changes to the project will be managed
- **Benefit Realisation Arrangements:** setting out a process for monitoring the extent to which the project's anticipated benefits have been realised

# Next Steps





# Dingwall Community POD – Next Steps

- Outline Business Case (by March):
  - Capital costs to be developed
  - Concept designs to be completed
  - Details of on-going anticipated operating costs and how these would be met
  - Details of procurement, management and governance arrangements
  - Risk register
- Full Business Case (by December)
  - Final design to be agreed
  - Procurement of construction work to be completed
  - Final development costs to be agreed
  - Estimated ongoing operating costs to be confirmed
  - Risk management and risk transfer arrangement to be agreed
  - Project management arrangements to be agreed and finalised

# Dingwall Depot PODs – Next Steps

The following sites have been identified as suitable for incorporating into a future Depot PODs:

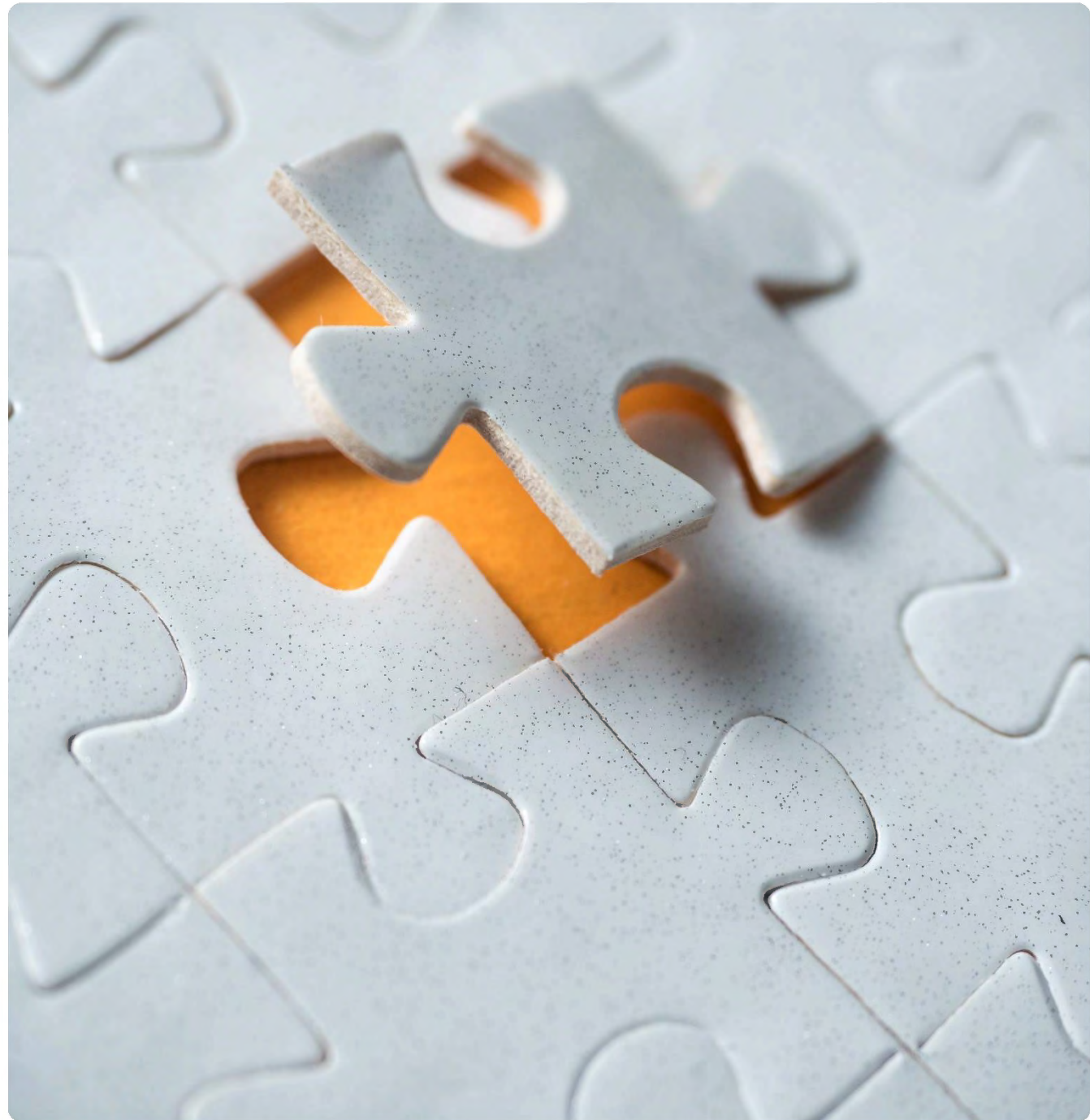
- Community Services Road and Streetlighting Depot (Craig Road)
- Wash-bed (Craig Road)
- Record Store/Mixed Service Store (Unit 4B, Dochcarty Road)
- DLO Workshops & Offices (Tulloch Street)

Detailed option assessments workshops to be scheduled for both PODs in early 2025, based on HM Treasury Building Better Business Cases Options Framework Approach

Work to develop outline business cases for the Depot POD to progress over 2025.

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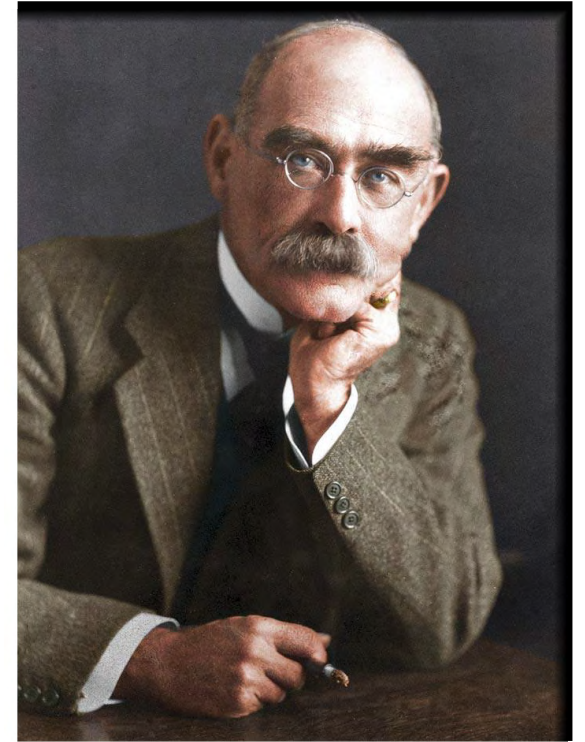
# Appendix 6.1: Outcomes of Options Framework Workshop



## The Options Framework Approach

*“I keep six honest serving-men  
(They taught me all I knew);  
Their names are What and Why and When  
And How and Where and Who”*

**Rudyard Kipling**, *The Elephant's Child*



# The Options Framework Approach

**Spending Objectives (Why?)**

**Critical Success Factors**

Dingwall Community Point of Delivery IOBC

	<b>Business as Usual</b>	<b>Do Minimum</b>	<b>Intermediate 1</b>	<b>Intermediate 2</b>	<b>Do Maximum</b>
Service Scope (What?)	1.0	1.1	1.2	1.3	1.4
Service Solution (How?)	2.0	2.1	2.2	2.3	2.4
Service Delivery (Who?)	3.0	3.1	3.2	3.3	3.4
Implementation (When?)	4.0	4.1	4.2	4.3	4.4
Location (Where?)	5.0	5.1	5.2	5.3	5.4
Funding	6.0	6.1	6.2	6.3	6.4

**SWOT Analysis**

**Shortlist**

# Scope (What?) Options

<b>Business As Usual</b>	<p>No investment in asset improvement  <b>Pros:</b> No capital outlay required  <b>Cons:</b> Problems with town's education estate will remain and get worse over time</p>	Carry forward as counterfactual
<b>Do Minimum</b>	<p>Education Estate (Replacement of Dingwall Primary School and St Clement's School) only  <b>Pros:</b> Alternative simple solution, could again be delivered more quickly than other options  <b>Cons:</b> failure to address other non-education estate challenges in the town</p>	Carry Forward
<b>Intermediate 1</b>	<p>Education Estate + Refurbishment of existing facilities (Leisure Centre, Community Based Facilities, Social Work Facility)  <b>Pros:</b> Supports wider improvements to town estate  <b>Cons:</b> higher cost</p>	Carry Forward
<b>Intermediate 2</b>	<p>Education Estate + Partner &amp; Social Services Facilities + Community Based Facilities + Refurbishment of existing Leisure Centre  <b>Pros:</b> Supports wider improvements to town estate  <b>Cons:</b> higher cost</p>	Preferred Way Forward
<b>Do Maximum</b>	<p>Shared Campus for Education Estate, Leisure Centre, Community Based Facilities and Partner &amp; Social Services Facilities  <b>Pros:</b> Supports significant wider improvements to town estate  <b>Cons:</b> Significantly higher cost</p>	Carry Forward

# Service Solution (How?) Options

Business As Usual	<p>No new investment  <b>Pros:</b> No capital outlay required  <b>Cons:</b> Problems with town's education estate will remain and get worse over time</p>	Carry forward as counterfactual
Do Minimum	<p>Retrofit existing facilities  <b>Pros:</b> no new land assets required, potential embedded carbon saving  <b>Cons:</b> likely to prove difficult given poor asset conditions, service continuity challenges, does not enable disposable of town centre assets, potentially higher long term operational carbon emissions &amp; energy costs than other options</p>	Reject
Intermediate 1	<p>Mixed Approach: New Education Estate refurbish remaining facilities at existing locations  <b>Pros:</b> Addresses challenges with existing estate  <b>Cons:</b> Fails to generate synergy benefits of co-location</p>	Carry forward
Do Maximum	<p>Co-located Community Point of Delivery (two options for St Clement's school)  <b>Pros:</b> Addresses challenges with existing estate and generates synergy benefits of co-locations  <b>Cons:</b> Requires considerable quantum of land</p>	Preferred way forward

# Service Delivery (Who?) Options

<b>Business As Usual</b>	<p><b>No new investment</b>  <b>Pros: No capital outlay required</b>  <b>Cons: Problems with town's education estate will remain and get worse over time</b></p>	Carry forward as counterfactual
<b>Intermediate 1</b>	<p><b>Education Department develop and manage whole site with sub-letting arrangements</b>  <b>Pros: Creates single overall point of control, offers education department long term flexibility over site use</b>  <b>Cons: Limits future flexibility for other service operators</b></p>	Carry Forward
<b>Intermediate 2</b>	<p><b>Each department develops and manages their own buildings individually</b>  <b>Pros: Increases each department's flexibility around future site use</b>  <b>Cons: Potential challenges around co-ordination of service delivery.</b></p>	Carry forward
<b>Do Maximum</b>	<p><b>Partnership based management</b>  <b>Pros: Efficient benefits of joined up working</b>  <b>Cons: Requirement of additional layer of governance</b></p>	Carry Forward



# Service Implementation (When?) Options

Business As Usual	<b>No new investment</b> <b>Pros:</b> No capital outlay required <b>Cons:</b> Problems with town's education estate will remain and get worse over time	Carry forward as counterfactual
Intermediate 1	<b>Phased delivery</b> <b>Pros:</b> more rapid impact <b>Cons:</b> greater up-front capital cost	Carry forward
Intermediate 2	<b>Simultaneous delivery</b> <b>Pros:</b> Lower up-front capital costs <b>Cons:</b> less rapid impact	Preferred Way Forward

# Location (Where?) Options

<b>Business As Usual</b>	<p><b>No new investment</b>  <b>Pros: No capital outlay required</b>  <b>Cons: Problems with town's education estate will remain and get worse over time</b></p>	Carry forward as counterfactual
<b>Intermediate 1</b>	<p><b>St Clement's Site</b>  <b>Pros: No new land acquisition required</b>  <b>Cons: Current building rated poor for condition and suitability, total site area is insufficient to provide the facilities needed for a school of that size, need for service continuity means it can't be demolished until new facilities are built</b></p>	Reject
<b>Intermediate 2</b>	<p><b>Dingwall Primary School Site</b>  <b>Pros: No new land acquisition required</b>  <b>Cons: Current building rated poor for condition and suitability, new build on playing fields not an option due to flood risk, need for service continuity means it can't be demolished until new facilities are built</b></p>	Reject
<b>Intermediate 3</b>	<p><b>Dingwall North - Land South of Tulloch Castle (DW02)</b>  <b>Pros: Large site with enough space to co-locate education campus and other services</b>  <b>Cons: Site not currently in council ownership</b></p>	Carry forward
<b>Intermediate 4</b>	<p><b>Dochcarty Brae Site (DW08)</b>  <b>Pros: Feasibility work already undertaken (reducing cost and accelerating delivery), appropriate fringe of town location, close to sites allocated in the LDP</b>  <b>Cons: Issues with level change and trees</b></p>	Carry forward
<b>Do Maximum</b>	<p><b>Council to acquire new land</b>  <b>Pros: Potential to identify a larger site with fewer level change and tree coverage issues</b>  <b>Cons: Time and cost of acquisition, may be more peripheral</b></p>	Reject

# Funding Options

<b>Business As Usual</b>	<p>No new investment</p> <p><b>Pros:</b> No capital outlay required</p> <p><b>Cons:</b> Problems with town's education estate will remain and get worse over time</p>	Carry forward as counterfactual
<b>Do Minimum</b>	<p>Council investment, no additional fund-raising</p> <p><b>Pros:</b> More Council control</p> <p><b>Cons:</b> Limited scope to invest</p>	Carry forward
<b>Intermediate 1</b>	<p>Council investment, including additional tax levies</p> <p><b>Pros:</b> More Council control, would fund more ambitious solution</p> <p><b>Cons:</b> Potential for local community challenge</p>	Preferred way forward
<b>Do Maximum</b>	<p>Public-Private Partnership</p> <p><b>Pros:</b> Reduced up front capital cost</p> <p><b>Cons:</b> Reduced Council control, long-term liabilities</p>	Carry forward

# Option Shortlist - Summary

	Option 0: Business as Usual	Option 1	Option 2	Option 3
Service Scope (What?)	Business as usual	Do minimum	Intermediate 1	Intermediate 2
Service Solution (How?)	Business as usual	Intermediate 1	Intermediate 1	Intermediate 1
Service Delivery (Who?)	Business as usual	Intermediate 1	Intermediate 2	Intermediate 2
Service Implementation (When?)	Business as usual	Intermediate 1	Intermediate 1	Intermediate 1
Location (Where?)	Business as usual	Intermediate 3/4	Intermediate 3/4	Intermediate 3/4
Funding	Business as usual	Do minimum	Do minimum	Intermediate 1

# **Appendix 7**

## **hub North Scotland Commission**

## Appendix 7

### hub North Scotland Commission

Following discussion with The Highland Council, a detailed Schedule of Services was prepared at the outset of the project – refer document “The Highland Council -Partner Resources - Schedule of Services-28th June-Update 18.9.24-Final (Issued)” a link to this document can be provided if required. The following four slides summarise the agreed activities and outputs:

#### Launch Activities

- Project Protocols
- Business Case

#### Stage 1

- Options Review and Challenge
- Vision

#### Stage 2



- Partner Engagement

#### Stage 3-4





- Options Review and Challenge - Long List Process
- Options Review and Challenge – Short List Process

The 5<sup>th</sup> slide in this appendix illustrates the Detailed Programme. Updates of this document were prepared and shared on a weekly basis to ensure that all activities were undertaken within the agreed timescales. The full document reference is “Highland Council - Partner Resources - Detailed Programme 241107” a link to this document can be provided if required.

## Launch Activities

Title	Activity	Output	Status
	Identify and engage resources to deliver the strategic reviews	<p>Resource Proposal.</p> <p>Understanding of in-house capacity to enable scope of partner resource capacity to be determined including specialists as required.</p> <p>Indicative programme based on capacity for concurrent strategic reviews in Thurso and Dingwall.</p>	
	Alignment of pilot Strategic reviews	<p>Explore common approaches to ensure where possible consistency of Partner &amp; Community Engagement and an aligned approach across the pilot localities of Thurso and Dingwall.</p> <p>Collate understanding of current status in these localities and further planned engagement and consultations to inform the strategic review.</p>	
<b>Project Controls</b>	Set up Commission Controls	<p>Project Execution Plan</p> <ul style="list-style-type: none"> <li>Reporting Schedule</li> <li>Deliverables Schedule</li> <li>Risk Management</li> <li>Cost Controls</li> <li>Reporting content and format</li> </ul>	
	Carry out Gap Analysis	<p>Analysis to inform information required and Deliverable Schedules.</p> <p>Review available information and advise on information gaps and approach to closing these.</p>	
	Governance - Establish Collective Leadership	Agree Collective Leadership approach, governance and lead representatives.	
	Define boundaries for the Strategic Reviews including relevant localities	Agree geographic scope including all relevant communities.	
<b>Business Case</b>	Develop Business Case	Output report information tailored to suit the needs of the Council governance and decision making based on the five-case model.	

## Stage 1



Title	Activity	Output	Status
	<p>Define data requirements: Asset details, Asset Performance, Service Transformation Plan, Finance Actual &amp; Targets Review and analysis of existing data</p> <p>Data findings: opportunities and risks</p>	<p>Existing asset information from Highland Council</p> <p>If not already included, then collate asset-based map information from Partners</p> <p>Understanding the condition, capacity and occupancy of public sector buildings. Understanding property space characteristics and needs for each Partner</p> <p>Identify assets and spaces likely to be declared surplus through determination of space requirements</p>	
<h3>Options Review and Challenge</h3>	<p>Mapping Exercise of Opportunities to explore POD's</p>	<p>Synthesis of existing relevant locality information including: -</p> <p>Local Outcome Improvement Plan</p> <ul style="list-style-type: none"> <li>• Corporate Plans</li> <li>• Locality and Place Plans</li> <li>• Health and Social Care</li> </ul> <p>Local and Regional Economic Investment Plans</p> <ul style="list-style-type: none"> <li>• Local Development Plans</li> <li>• Population and health data</li> </ul>	
	<p>Confirm with the Asset Reconfiguration Board as the governance lead for this portfolio</p> <p>Confirm with agreed Partners including public sector third sector and community groups</p>	<p>The vision has been developed with input and engagement from Communities and is aligned to the Highland Outcome Improvement Plan. It has objectives and measurement parameters which are captured in the Highland Performance Plan</p> <p>Confirm how information is linked and connected across the six council portfolios which will be relevant in the Strategic Reviews</p>	
<h3>Vision</h3>	<p>Confirm Communications Strategy and Plan</p>	<p>Agreed vision and messaging to describe the benefits for all engagements with services, partners and communities (all stakeholders)</p> <p>An agreed vision is a key reference point through all part of the Place journey and link to the Scottish Futures Trust Outcomes Framework</p>	



## Stage 2

Title	Activity	Output	Status
<b>Partner Engagement</b>	Pre-engagement: Planning with Highland Council to confirm parameters of engagement	Develop Key stakeholder lists and contacts for organisations and for each location	
	Pre-engagement: Mapping exercise to identify and contact partners for participation	Identify planned consultation and engagement as an opportunity to avoid duplication and engagement fatigue	
	Engagement: Workshop 1 – develop and confirm understanding of needs	Interviews with key stakeholders, including agreed approach to any community engagement or research	
	Engagement: Workshop 2 – Test and confirm the information describing needs and opportunity	Workshop Output:	
	Engagement: Workshop 3 – Capture feedback and responses from stakeholders to capture draft place information	Develop place narrative for each locality Develop Map of opportunity for each locality Develop Place Programme for each locality leading to long list of options	

## Stage 3 and 4

Title	Activity	Output	Status
<b>Options Review and Challenge - Long List Process</b>	Exploring potential options, opportunities risk, and benefit	<p>Long list of options with input from specialist resource to define initial benefits and impacts</p> <p>Note that these will be high level long list options with high level cost and impact</p> <p>Map of opportunity to inform options.</p> <p>Critical success factors aligned to vision and objectives</p> <p>Long list – from the map of opportunity developed with partner input</p> <ol style="list-style-type: none"> <li>1. Master planning and visualisation of options</li> <li>2. Establish Evaluation Mechanism for Long-List Development and Short-Listing process</li> <li>3. Evaluation with THC (local team), discounting non-viable options or options which do not align with THC Corporate Objectives</li> <li>4. Joint Evaluation with Partners to Refine Long-list</li> <li>5. Reporting of Long-list Options (impact analysis)- Establish and Agree what output is required for reporting</li> </ol>	
<b>Options Review and Challenge -Short-list process</b>	Exploring preferred options, opportunities, risk and benefit	<ol style="list-style-type: none"> <li>1. Establish Evaluation Mechanism for Short-Listing process</li> <li>2. Joint Evaluation with Asset Reconfiguration Board prior to interim testing with Elected Members</li> <li>3. Reporting of Short-list Options</li> </ol>	

Detailed Programme of hNSL Activities

Item	Activity	Key Inputs	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	
			02/09/24	09/09/24	16/09/24	23/09/24	30/09/24	07/10/24	14/10/24	21/10/24	28/10/24	04/11/24	11/11/24	18/11/24	25/11/24	02/12/24	09/12/24	16/12/24	
<b>0. KEY MILESTONES</b>																			
	<b>Committee Reporting</b>																		
0.1	Completion of draft Report for Elected Members	THC+ HNSL																	
0.2	Review and comments on draft report	THC+ HNSL																	
0.3	Highland Council Elected Members Committee	THC																	
0.4	HNSL responding to queries to Report conclusion	HNSL																	
	<b>Community Engagement - (Including Area Place Plans)</b>	THC																	
0.5	THC Community Engagement - not part of HNSL scope - included for information	THC																	
	<b>Service Engagement</b>	THC																	
0.6	Engagement of THC services - not part of HNSL scope - included for information	THC																	
	<b>Planning Engagement (as part of Planning requirements including Local Place Plans)</b>	THC																	
	Engagement for ongoing Planning process including Area	THC																	
0.7	Internal Governance Reviews with HC Corporate Team - Finlay, Malcolm	THC+ HNSL																	
0.8	HNSL Progress reporting- Weekly progress review with SRO	THC+ HNSL																	
<b>1. VISION</b>																			
	<b>Workshops with HC team members - Internal Partners</b>																		
	Workshop Purpose - see Note 3 below																		
1.1	Development of Vision (Dingwall) includes Place Narrative - tested with THC Internal Partners -	Ross																	
1.2	Development of Vision (Thurso) includes Place Narrative - tested with HC Internal Partners Wor	Ross																	
1.3	Development / Confirmation of Drivers - see Note 1 below	THC																	
1.4	Confirmation of Assessment Criteria (linked to Business Case) - see section 4	(Stantec), HNSL, THC																	
1.5	Agreement of Place Narrative	THC+ HNSL																	
	Take account of the following when creating the vision: - see Note 2 below																		
<b>2. OPTION REVIEW AND CHALLENGE</b>																			
2.1	Physical Walkround (Dingwall + Thurso) - completed in July / August 24	Ross + 360																	
2.2	Long List of Options (Dingwall)																		
a	Map of Opportunities	HNSL (360)																	
b	What we are Considering	HNSL (Stantec/360)																	
c	What we haven't considered and Why	HNSL (Stantec/360)																	
d	Scoring of Above	HNSL (stantec) + THC																	
2.2	Long List of Options (Thurso)																		
a	Map of Opportunities	HNSL (360)																	
b	What we are Considering	HNSL (Stantec/360)																	
c	What we haven't considered and Why	HNSL (Stantec/360)																	
d	Scoring of Above	HNSL (stantec) + THC																	
2.3	Short List of Options (Only Dingwall)(TBC v Council June report)																		
a	Test Options	HNSL (stantec) + THC																	
b	What are we considering	HNSL (stantec) + THC																	
c	What we haven't considered and Why	HNSL (stantec) + THC																	
d	Scoring of Above	HNSL (stantec) + THC																	
2.4	Preferred Options (Dingwall + Thurso - tbc) - activity post-W2 and confirmed at W3																		
a	Community POD	HNSL (stantec) + THC																	
b	Office POD	HNSL (stantec) + THC																	
c	Depot POD	HNSL (stantec) + THC																	
d	Other (s)	HC to advise																	
2.5	Draft Final Proposal - THC need to provide final comment + approval	HNSL + THC																	
<b>3. ENGAGEMENT</b>																			
3.1	Internal Partners - engagement for HNSL scope - links to Workshops	HNSL																	
3.2	Corporate Partners	HNSL																	
	Requests issued to end week 3																		
	Detailed Conversations in week 3 to 5																		
	Conclusions week 4 to 6																		
3.3	Community Engagement - not HNSL activity apart from providing the summary narrative	THC - Alison Clark																	
	Planning with Highland Council to confirm parameters of engagement	THC - Scott Dalgarno																	
	Pre-engagement: Mapping exercise to identify and contact partners for participation	THC + HNSL																	
3.4	Coordination of External Partner responses + output	HNSL																	
<b>4. BUSINESS CASE</b>																			
4.1	Agree format for THC reporting to committee	Finlay and Graham																	
4.2	Undertake 'gaps' analysis of committee report format and developing draft proposal	Graham																	
4.3	Development of 5 case model through to report conclusion (Dingwall only) - See Note 5 below	Stantec																	
4.3.1	Strategic Case																		
4.3.2	Economic Case																		
4.3.3	Financial Case																		
4.3.4	Commercial Case																		
4.3.5	Management Case																		
	See Note 4 below for link to Stantec Outline Document																		
4.4	Information Alignment + Interim Reviews with THC	Graham + Finlay																	
4.5	Updated Briefing Meeting with Stantec	Graham																	

HNSL prepared notes for THC Elected Member Update for Friday 4th October - Assumed no further input req'd from hNSL as report now in public realm.

Coordination of inputs for December Committee Report - This is now being done by FM/RC based on question set prepared by hNSL. This was jointly reviewed and agreed at Workshop on 06/11/24

Workshop 2 - 10/10/24 - Action Notes issued 11/10/24 - Action by THC required. Superseded by workshop on 06/11/24

Workshop 3 became the project review which took place on 06/11/24 recognising follow ups. This includes RK meeting with Alison and Scott Dalgarno

Validation exercise - FI/GM met Malcolm MacLeod (HC) - 23/10/24 - minor points noted and actioned. Reflected in Workshop on

Updated Map of Opportunities reviewed in workshop 06/11/24. To

Stantec interim outline Business Case reviewed (in part) during workshop 06/11/24. Follow up meeting on 11/11/24