

The Highland Council

Resources Committee – 24 August 2016

Agenda Item	19(c)
Report No	RES/57/16

The Elsie Normington Foundation – The Haven Centre – Application to Capital Discretionary Budget, 2016/17 and review of Option to Purchase Land

Joint Report by Director of Finance and Director of Care and Learning

Summary

The Elsie Normington Foundation (ENF) is a Charitable organisation created to provide support for children and young adults with learning disabilities in the Highlands by providing a purpose built centre, along with respite facilities for their parents. This report:

1. sets out the current position of the project,
2. the support provided by the Council to date and;
3. Invites Members to agree to the Council providing a Letter of Comfort in respect of the potential provision of a grant from the Capital Discretionary Fund toward the building construction costs.

1. Background

- 1.1 The ENF was set up in 2013 to deliver the vision of providing additional respite and play facilities for children and families affected by disability in the Inverness area which would also benefit families across Highland. The working name for the proposed facility is the Haven Centre (the Centre). It would support the overall aim of the ENF.
- 1.2 The ENF will use the Centre to assist in the advancement of individuals' social and physical development along with citizenship and empowerment, while promoting equality and diversity through work ethics and play. The Centre would have the potential to provide social care and recreational facilities and services which will improve the lives of the individuals who use it.
- 1.3 The ENF will seek to deliver services or sub-contract services which encourage individuals with learning disabilities to reach their potential in life. This will ultimately advance their social care and physical development while the ENF seeks to uphold the respect of each person regardless of their level of disability or disadvantage.
- 1.4 The extension of the provision to include any relevant person across Highland is key. The Trustees of the ENF, led by Mrs Elsie Normington who has a strong track record in bringing innovative projects to sustainable fruition such as SNAP, seek to bring about opportunities for positive social change linked to individual development and family support. To achieve this, the ENF wishes to raise in excess £4.5m by fundraising and charitable donations to build the Centre.
- 1.5 The services being offered at the Centre are not being commissioned by Highland Council or NHS Highland.

1.6 Highland Council would not commission this service but that does not mean that the Centre would not be a service that is valued and used by local families. NHS Highland have been in discussion with local families about providing greater and more diverse opportunities for respite and it is likely that families would choose to use this new service as part of an Self Directed Support funded arrangement.

2. Support to Date

2.1 The Council considered the initial proposals at the meeting of the Finance, Housing and Resources Committee held on 28 August 2013. A key issue for the ENF has been the ability to locate a suitable site to construct the Centre. At that meeting, Members agreed:

- (i) To use the Landbank Fund facility to purchase the land at the former Culloden Care Home site for £250,000, subject to:
 - Site investigations
 - Planning permission for a minimum of 17 bungalows
- (ii) That the Highland Council enters into an option agreement with the Elsie Normington Foundation (ENF) to allow the ENF to be able to raise finance to develop the site for a specialised play and respite centre for disabled children on terms and conditions to be agreed by the Depute Chief Executive/Director of Housing and Property and the Head of Legal Services.

2.2 Following agreement on the purchase and the proposal to enter into an Option Agreement for the ENF to be offered the land required, the Council obtained outline planning permission for seventeen new homes on the site. The Council purchased the site on 6 February 2014 for £250,000.

2.3 The Option Agreement is in the final stages of being concluded, so the option period of 2 years has not yet commenced. The ENF have confirmed that Trustees are ready to sign the Option Agreement with the Council, with a two year time period to pay for the land and the proviso that planning consent is secured (as part of normal due process). The ENF have also confirmed that the timetable fits with their overall strategy and ENF would anticipate that the land would be purchased before the expiry of the option.

2.4 To date, £0.027m has been provided from City of Inverness Ward Discretionary Budgets to support the production of the Detailed Design of the building which will show how the intended uses will be accommodated and the flexibility of the building for other potential uses. A schedule showing the sums applied for and the final awards is attached at **Appendix 1**.

3. Project Update

3.1 Pending applications to Ward Discretionary Budgets were progressed on the supply of the attached Business Plan. The Business Plan (copy attached at **Appendix 2**) includes reference to a collaborative working approach with Direct Childcare and KEY Community Supports.

3.2 The ENF understand the significance of the Business Plan being in an acceptable form in respect of the level of financial support being considered for

the project.

- 3.3 The ENF have been working up their proposals in order to submit their own planning application. The outcome of their planning application will determine the area of land to be offered for sale to ENF under the Option Agreement to be concluded. If the ENF do not take up the option to purchase then it is intended that the Council will develop further Council Housing on this part of the site. The ENF have indicated that they require approximately 50% of the developable site. Council officers are currently working on a proposal to deliver eight council houses on the remainder of the site and aim to be on site in 2017/18 on this phase. If the ENF do not proceed the Council will deliver a 2nd phase of council housing (another eight units) once the option agreement lapses. There have also been delays in progressing the development of the site due to the site being used for temporary works for the Culloden & Smithton flood alleviation works and due to part of the site now also being required for Phase 4 of the flood alleviation works. This requires to be clarified before the Council can confirm the maximum number of Housing Units able to be considered for the site.
- 3.4 Importantly, the Option Agreement has not been concluded to date due to issues involving the Smithton and Culloden Flood Alleviation Scheme. Both the Council and the ENF are now in a position to conclude it. Therefore it is proposed that the option to purchase the site remains valid for a period of 2 years from the date it is concluded.

The ENF have also provided the following update:

1. A Funding Strategy is in place and the ENF are working towards raising the funds within the next 18 months.
2. The Business Plan reflects current policy and social care trends.
3. A partnership agreement with their two organisational partners - Direct Childcare and Key Community Supports has been established. Currently they are finalising longer term agreements around contractual arrangements.
4. An architect and professional team have been appointed.
5. Consultation is in progress with young people with learning disabilities, their carers and with community organisations.
6. Community fundraising and other fundraising efforts continue with much support across the city and beyond (total raised currently at £0.122m).

4. Service Provision

- 4.1 The ENF do not intend providing the childcare and respite facilities that will be offered at the Centre. They have been in discussion with partner agencies, who will be the service providers.
- 4.2 The Council has a responsibility to provide care and support for children with disabilities, and also to support child care provision. There have been no plans to commission further developments, such as proposed by the ENF,

albeit the availability of such services to Highland children and families are likely to be welcomed.

4.3 Respite care for young adults is supported by NHS Highland. Increasing numbers of families are making their own arrangements via direct payments from NHS Highland, and it is assumed that this is likely to be the model used for this service.

4.4 The Project fits with the Council's Programme through:

1. 'working together for the economy' as the Project will support the creation of quality jobs in the Highlands; and
2. support for an economically vibrant City of Inverness, which is a key theme of the Inverness City Vision.

4.5 The Housing Grants, Construction and Regeneration Act 1996, makes provision for the Council to consider contributing to expenditure incurred in connection with activities which contribute to the regeneration or development of an area. This includes providing or improving training, education facilities or health services for local people.

5. Proposal

5.1 Discussions have taken place involving the Director of Care and Learning, the Director of Finance and the Inverness City Area Manager as the ENF wish to also seek commitment from the Council in the sum of £0.250m. Officers do not consider that the project is in a position to apply for the amount sought until the Detailed Design Stage has been concluded and an updated Business Plan provided, specifically in relation to Project funding. In consequence, so as to allow the Project to continue to develop, the following is proposed:

1.Option to Purchase Land – in accordance with the existing decision, concludes the agreement to allow the ENF the option to purchase; and

2.Capital Discretionary Fund – Agree to delegate power to the Director of Finance to issue a 'Letter of Comfort' to the Trustees of the Elsie Normington Foundation, detailing;

- (i) the support given by the Council to date; and
- (ii) confirming that the Council would give consideration to an application for a maximum award of £0.250m from the Capital Discretionary Fund.

The above being subject to funds being available and to officers being satisfied, within 2 years of the date of the letter, that the Business Plan referred to within the report, had been sufficiently updated to show that the Project to build the Centre would be fully funded in the event that the application was successful.

5.2 The Council has provided similar support for the Highland Hospice in the sum of £0.200m towards the cost of a total refurbishment to their Palliative Care facility in the centre of Inverness, which provides support for the whole of the Highlands. The Centre will provide an improved service to people living in the Highlands, create employment (both in terms of construction and potentially

some increase), and ensure a fit for purpose facility is created in Inverness for the City and the Highlands.

6. Implications

- 6.1 Legal -. Independent legal advice was sought to ensure that in agreeing to meet the funding request the Council and the ENF did not contravene State aid rules. The advice has confirmed that it is possible for the Council to sell the land for the Centre and to structure its financial support for the project in such a way as to mitigate the risk of challenge. Any award of grant funding will be subject to a number of detailed conditions, both to minimise such a challenge and to protect the Council's interests. It is proposed to protect the grant by the usual conditions which include, provision for the return of the sum advanced in the event the Centre is not completed within a specified period. Grant payments would be made in stages on presentation to the Council of confirmation of sums spent on the delivery of the construction project. It is also proposed if possible, to secure the return of any sums advanced by the Council in the event that the premises are sold or let for any purpose other than that specified within this report within 5 years of practical completion of the Centre.
- 6.2 Resources - the uncommitted balance on the Capital Discretionary budget for 2016/17 is £674,601. The potential total maximum allocation of £0.250m would be subject to the budget position at the time of consideration. The cost to the Council would also include the cost of borrowing. Given the current position as outlined above, specifically para 5.1, the Committee is not being asked to commit funding from the Capital Discretionary Fund at this stage. This would be considered when the ENF is in a position to indicate that fundraising to support the capital cost of the building has been secured.
- 6.3 Climate Change and Disability Implications -The project will have positive climate change impacts as the buildings will be refurbished to modern standards in accordance with Building Regulations. Application of these regulations will also result in an improvement for those people with a disability.

7. Risks

- 7.1 The Council is not being asked to contribute to revenue costs. A key issue will be the viability of the Centre to develop the local market in Highland, and in particular a requirement (as outlined in the current business case) to support expenditure through grants and fundraising, accounting for 2/3 of the anticipated running costs. There is a risk that the Centre will not succeed in its fundraising and recurring grant applications, and will need revenue support to continue to operate. Officers have been very clear in all dealings with the ENF that there is no provision within Council budgets for providing revenue funding for any of the services to be provided by the Centre.
- 7.2 In the event that the ENF exercise the Option to Purchase the land then the Council will lose the ability to build up to eight Council Housing Units on the Site. This issue was also considered by the Finance, Housing and Resources Committee in 2013 and was accepted noting the agreement to grant the original Option to Purchase.
- 7.3 The Business Plan is in a format which officers accept is the best that can be

reasonably achieved pending the development of the final detailed design of the proposed building. The Business Plan is ambitious and there is significant risk around the income assumptions and the reliance on grant funding to support ongoing revenue expenditure. In addition, the Council is not in position to provide any commitment to fund any of the services set to be provided by the Centre. These risks are materially reduced by the Council's interests being protected by the measures referred to in paragraph 6 above.

Recommendations

Members are invited to:

1. Agree that the committee renews the Councils consent to an option agreement being concluded between the Council and the Elsie Normington Foundation (ENF), no later than 23 October 2016, to permit the ENF to be able to raise finance to develop the site referred to above, for a specialised play and respite centre for disabled children, subject to the condition that the agreement once concluded, be valid for a maximum period of two years, otherwise on additional terms and conditions to be agreed by the Director of Development and Infrastructure and the Head of Corporate Governance.
2. Agree to delegate power to the Director of Finance to issue a 'Letter of Comfort' to the Trustees of the Elsie Normington Foundation, detailing:
 - (i) the support given by the Council to date; and
 - (ii) confirming that the Council would give consideration to an application for a maximum award of £0.250m from the Capital Discretionary Fund.

The above being subject to funds being available and to officers being satisfied, within 2 years of the date of the letter, that the Business Plan referred to within the report, had been sufficiently updated to show that the Project to build the Centre would be fully funded in the event that the application was successful.

Designation: Director of Finance and Director of Care and Learning

Date: 12 August 2016

Authors: Derek Yule, Director of Finance; Bill Alexander, Director of Care and Learning; David Haas, Inverness City Area Manager

Background Papers: None. Relevant papers are attached

**Inverness Ward Discretionary Budget Applications for the
Elsie Normington Foundation Haven Project**

Ward	Decision	Amount
Aird and Loch Ness	Approved	£3,000
Inverness West	Approved	£3,500
Inverness Central	Approved	£3,500
Inverness Ness-side	Rejected	
Inverness Millburn	Approved	£7,000
Culloden and Ardersier	Approved	£5,000
Inverness South	Approved	£5,000
		£27,000



Elsie Normington
F O U N D A T I O N

A Business Plan for the Haven Centre

Updated 21st July 2016

Scottish Charitable Incorporated Organisation (SCIO) SC 04429

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Appendix 2	Matrix of Need, Highland Council
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1. Executive Summary

- ENF has ambitious plans to develop a dedicated multi-purpose facility in Inverness for children and young people up to the age of 30 with learning disabilities, including those with high support needs. The project, to be known as The Haven Centre, will comprise of 8 flats for young adults transitioning to independent living, three two-bedroom respite houses, a community cafe, outdoor/indoor play area with child care facilities, and a number of meeting spaces. Total costs for the project are currently estimated to be in the region of £4 million. This is due to be confirmed by 31st March 2016. This business plan sets out the business case, development opportunities and market need for this centre.
- ENF is a Scottish Charitable Incorporated Organisation with 12 directors who have the wide ranging skills and experience necessary to deliver a project of this size. Its core vision is to support children and young people in the Highlands who have learning difficulties to achieve their full potential.
- As stated above, the total development costs for the centre are in the region of £4million. The Council has already committed to building the 8 supported flats, at an estimated total cost of £800,000, leaving a net estimated cost of the remaining elements of the project of £3.2 million.
- ENF will be the developer and owner of a significant part of the identified site with service delivery undertaken by the two main project partners: KEY Community Supports which has a long term track record delivering housing support and respite to adults with learning disabilities across Scotland; Direct Childcare, which works across Highland and Moray providing high quality, affordable child care. As stated above, the Highland Council will deliver the eight supported flats on the remaining part of the site.
- In assessing the need for the Centre and its facilities, there was consultation with parents, community groups and public and private sector agencies (online and postal surveys combined with face-to-face interviews). The clear picture to emerge from this was of a significant demand for affordable, accessible services that are Highland-based. While there are other agencies providing support for people with special needs, these are primarily focused on adult clients with very little for children and young people. Those providers that do serve this client group all have waiting lists.
- The way care is delivered to people with learning disabilities has changed significantly over recent years. These changes include the move away from institutional care and the introduction of Self Directed Support. The Haven Project dovetails well with national programmes and policies, in particular 'Keys to Life' which is the principal strategy document of national and local government in relation to improving outcomes for people with learning disabilities and their families. This document includes the specific recommendation of supporting the case for independent living, which is a central feature of the project. The Centre will also contribute to a number of the

outcomes of For Highland's Children, including improving play facilities for children and young people with support needs.

- The project will create jobs, both during the construction phase (an estimated 40 jobs) and in actual service delivery (19 full time and 11 part time). In addition, the project is also expected to create a number of volunteering opportunities. Employment and training opportunities for young adults with learning disabilities will be developed on site in the community café and garden.
- A Funding Strategy for the project has been compiled and will be updated as new funding programmes become available. Funding for the capital element of the project will be a mix of trusts and grants, corporate and major donors, events and a public appeal. Funding for the Service Delivery elements of the project will be secured and delivered by our organisational partners, through contract agreements, trust funds and charging tariffs. Voluntary fundraising efforts and grant applications have already raised over £95k.
- It is expected that fundraising for all capital costs may take up to 2 years and building works thereafter an estimated 12 months although until the plans are confirmed it is impossible to put an accurate timescale on this.

*Note The term *respite* is used inter-changeably with *short breaks*

2. Vision, Aims and Objectives

2.1 Vision

The vision for the Elsie Normington Foundation (ENF) is to support young people who have learning disabilities (LD) in the Highlands to achieve their full potential. The vision is directly linked to the Foundation's charitable aims. These are:

To advance citizenship or community development through:

1. The relief and promotion of those in need by reason of learning disability through the provision of housing, other facilities and services to young people with a learning disability, and their parents and carers.
2. The provision of recreational facilities and the organisation of recreational activities with the object of improving the life of young people with a learning disability, and their parents and carers
3. The advancement of education for young people with a learning disability through the provision of facilities and services, which will improve the nature of their lives.

2.2 Aims and Objectives

The aims of the ENF are to:

- promote citizenship in order to support people with learning disabilities
- consult with people who have learning disabilities and their parents/carers in order to develop a centre complex which will reflect what they need
- provide a place of support and safety which is age appropriate
- provide services which are culturally relevant
- offer inclusion within a protected environment
- engage with the local community to connect with this vision
- work in partnership with other partners as appropriate

2.3 Development of a specialist centre

The specific aim for the period covered by this plan is to build a respite and play centre to provide support to people locally and from further afield within Highland. The centre will address the needs of children and young people, up to the age of 30, with learning disabilities, including those with high support needs. Full details of this proposed centre are set out in Section 5

3. Background

ENF received charitable status in May 2013 and was set up by Elsie Normington who has a son with learning disabilities. Elsie set up the Foundation because she recognised the need for services and facilities for children and young people with Learning Disabilities. The launch of her book 'The Silent Doorbell', prompted many parents to express their own need for improved provision for local families. To date, ENF has raised £95,000 through voluntary community fundraising efforts and some trust funds.

This business plan has been compiled at the request of the ENF Board to make the business case for investing in a multi purpose centre for children and young adults with Learning Disabilities, to be called 'The Haven Centre'.

Children and young adults with learning disabilities are not defined by their impairments. They are people with human needs like everyone else - they just need more support.

Moving away from 'institutional care' has been a significant social change in the past sixty years. In more recent times this has been marked in particular by a move towards social inclusion policies as set out in strategies such as 'The Same As You', 'Keys to Life' and the 'Strengthening the Commitment' Report on learning disability nursing.

ENF seeks to bring inclusion and community to the lives of families and young people who are transitioning into adulthood. ENF is proposing a particular strand of care which promotes community, belonging, connectedness, inclusion and relationship with others who are in a similar category of ability. The services that will be available at the Haven Centre will engage users in a way that is both supportive and also offers a measure of independence that is appropriate to an individual's needs.

4. Business Details

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Website: www.enfoundation.co.uk

Legal Structure: Scottish Charitable Incorporated Organisation (SCIO) SC 04429

Number of directors: 12

5. The Haven Centre Proposal

ENF proposes to build a dedicated centre in Inverness, called The Haven Centre. ENF sees itself primarily as the enabler and co-ordinator of the project, with many of the elements being run by other organisations which are specialist in the services they provide. The provision of the Centre will create employment and volunteering opportunities, including for young adults with learning disabilities. The key elements of the Centre will be:

- Eight flats providing supported and transitional accommodation for young adults with learning difficulties – these will be built by The Highland Council on the site of the Centre
- A community café, to be run by ENF as a social enterprise
- Indoor and outdoor play areas – a specialist play centre for children and social activities for young adults with learning disabilities – this will be run by Direct Childcare
- Three respite flats – these will be available for hire either simply as accommodation (for a short break) or clients will be able to rent both the space and the necessary care via SDS payments. Key Community Supports will deliver the services and NHS Highland, Highland Council and SDS Clients could purchase the places.
- There will also be office space and meeting rooms which can be used for training, family support and local community organisations.

5.1 Project partners

The Highland Council will own approximately half of the site and build the eight flats for young adults with learning disabilities wishing to transition to independent living. ENF will be the developer and owner of the remaining part of the site and will build the respite houses, play centre and community café. Service delivery will be undertaken by the two main project partners:

KEY Community Supports is a long standing charitable Voluntary Organisation providing housing support, care at home support, short breaks and community support to adults with learning disabilities across Scotland for over 30 years and bring a huge amount of experience and knowledge to the partnership. They were a founding partner of the Scottish Consortium for Learning Disability and are social landlords and have a charity arm called TAG which enables people with learning disabilities to have a stronger voice.

Direct Childcare is a charitable Voluntary Organisation which works across Highland and Moray providing high quality, affordable childcare. They come with a long experience of delivering childcare and in recent years have been delivering specialist clubs and 1:1 services for children with additional needs. They will deliver after school care, holiday clubs, support for parents and contracts for Social Work.

5.2 Our vision for the proposed Centre

The Haven Centre will be:

A place to play

This element will be for children who have learning disabilities. The Centre will provide educational, social and fun play for children who have high additional support needs and the Foundation will encourage integration with local school children where possible. This would encourage equality and diversity within the area. The place to play will provide after school clubs, week-end clubs and summer play schemes and Direct Childcare will deliver these services.

A place for support

This facility will be for parents who have children with learning disabilities, a place where they can come along and meet other parents in similar circumstances. Not only would they receive practical support and counselling services, but they would also find a haven of comfort, acceptance and understanding in a safe, all-encompassing, environment.

A place of information

The Centre will also house an information service and intranet site where parents can find out about their entitlements and also more about their child's condition. It will encourage parents to communicate and socially network with each other. The Centre will also have its own website to promote the facilities offered, to the public across the Highlands and Islands and beyond in the case of the respite flats.

A place to grow up

It is proposed that the Centre will encourage social development at an appropriate level for young adults. Other organisational partners will be invited to contribute professional services to assist in the development of this project for teenagers and young adults.

A place to live

The Centre complex will also provide supported accommodation for young adults as they leave home and move into some form of longer-term independence in a secure and supported environment. The Centre will include eight supported flats for this purpose, developed by Highland Council.

A place for respite/short breaks

As part of the services needed, provision will be made for three respite flats to enable parents and carers to have overnight, week-end or short break accommodation in the city while their child is being cared for. These services are currently not available for the rural Highland community when visiting Inverness. This will provide parents with a well-deserved break from their arduous day-to-day caring regime along with a short holiday for their child.

A place to work

As part of the day-to-day running of the centre young adults will be provided with some supported employment opportunities. This will encourage and train young adults who are in transition from school into the adult world. Partnerships will be sought to deliver these services and connections with local businesses and organisations which will form

a key part in their development. Opportunities will be available in the coffee shop and community garden.

A place to meet

In order to integrate the facility into the local community there will be the creation of a community café and meeting spaces will be available for hire. This will be marketed as a café for the local community encouraging local residents and associations to participate in and utilise it as a local meeting place with friends and family. The Smithton / Culloden Ward has a population of 11,102 and both Community Council and Residents Association have validated this vision. This facility would be managed by ENF or another local voluntary organisation who delivers social enterprise opportunities and the project will be supported by volunteers and young adults. It would be run as a viable community business and profits would be utilised to assist the Centre’s activities. Young adults with learning disabilities will be able to socialise and make friends and develop some independent living skills.

A place to be developed

The ENF chair, the two partners and the appointed architect have looked at best practice in existing facilities, for example, The Yard in Edinburgh and Dundee Disabled Children’s Association base and have used this information to inform our proposals.

5.3 SWOT Analysis

A SWOT Analysis was undertaken and is presented below, setting out Board members’ views on the scope of the project and its objectives.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Good board composition with range of professional skills • Clearly articulated vision for the concept • Strong community support underpinned by evidence of need • Objective site options appraisal done by board • Site has capacity to meet full project requirements • Good level of support from the relevant statutory agencies, Highland Council and NHS Highland • Highland Council has purchased the preferred site with a 2 year option for ENF to buy • Clearly identified market demand for new facility • No other similar facility in Highland 	<ul style="list-style-type: none"> • Scale of project may require phasing • Lack of clarity in other providers’ eyes on exact target market(s) • Amount of capital funding available • Personal capacity of volunteers on the Board • Sufficient Project Management skills on the Board to deliver a multi million pound project

Opportunities	Threats
<ul style="list-style-type: none"> • Create an innovative respite facility and services for Inverness and the Highlands • Create an innovative means of raising the funds through matching gifts in kind from building companies • Create meaningful partnership working with related service providers e.g. Direct Childcare and Key Community Supports and the public sector Highland Council and NHS Highland • Meet the long overdue needs of parents and carers and their children • Recruit new volunteers to the Board as necessary, with relevant skills • Develop marketing, PR and public giving with more exposure leading to greater profile • Create a range of interrelated facilities which have synergy with each other • Provide both residential and flexible respite in Inverness and the Highlands • Provide additional opportunities for young adults to transition to independent living • Potential to develop partnerships with other facilities • Develop links with local schools, businesses and community organisations • Provide work experience and create supported employment for young adults with disabilities 	<ul style="list-style-type: none"> • General financial climate and competition for available funds both in terms of capital and revenue • Perception that this will divert/displace funds from existing providers in respite. • Over extending Board capabilities and getting into operational difficulties. • Need for more trustees who have business skills or networks within large businesses • Some users' needs might not be met

5.4 The Haven Centre: Site Option Appraisal

A number of sites were explored as potential locations for The Haven Centre. An options appraisal was undertaken and the final site agreed on is 45 Murray Road in Smithton (see appendix 5). The site was purchased by Highland Council in 2014 and the Foundation has first option to secure the funding to buy a proportion of the site, for a period of two years from March 2016

The Murray Road site is in the heart of the community, near the residential community, primary school, shops, convenient for the new UHI campus and also has good transport links on Murray Road. Positive links were made with the local residents association and community council, both groups welcoming the proposals to their community.

Provisional designs have been prepared and the concept of the Centre has been agreed by the board. Plans have been finalised and revised by Colin Armstrong Architects and his team, which will provide updated and more accurate costs for the ENF Project.

During the consultation period, many parents and families gave feedback about the concept design and what was important to them inside and outside the buildings. The equipment has also been considered by parents – especially for those young people who have severe, complex and profound needs, in order that their needs can be suitably addressed with the appropriate equipment.

Although the concept has been designed, the equipment detail will be considered further, when actually purchasing these items and further discussion and consultation will take place with the families during that phase.

Rev.	Description	Date
A	Layout presented here with PDC documents	14/2/2015
B	High level plan endorsed by Health Centre	2/10/2015



37 PARKING SPACES PROVIDED

- CAFE = 5 SPACES
- HAVEN CENTRE = 16 SPACES
- RESPIRE = 4 SPACES
- H.C. FLATS = 12 SPACES



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Client:
The Ebbis Northington Foundation
Project:
The Haven Centre
Culoden Court, Murray Road,
Smithton, Inverness

Project number: 1403
Dwg No.: (R)6/001
SITE DEVELOPMENT PLAN

Project status: Sketch
Date created: January 2016 15
Drawn by: DJC

Rev.	Scale	Sheet
B	1:300	A1





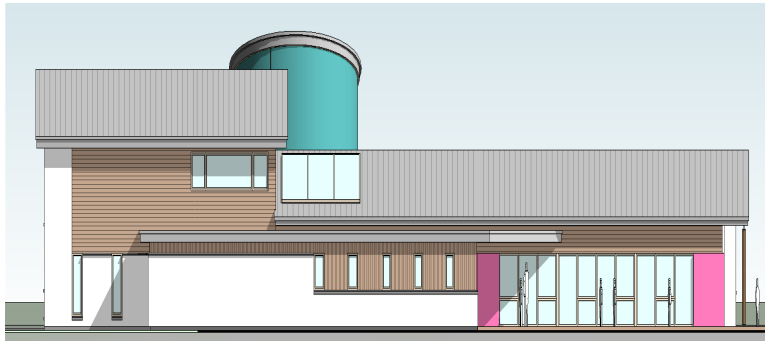
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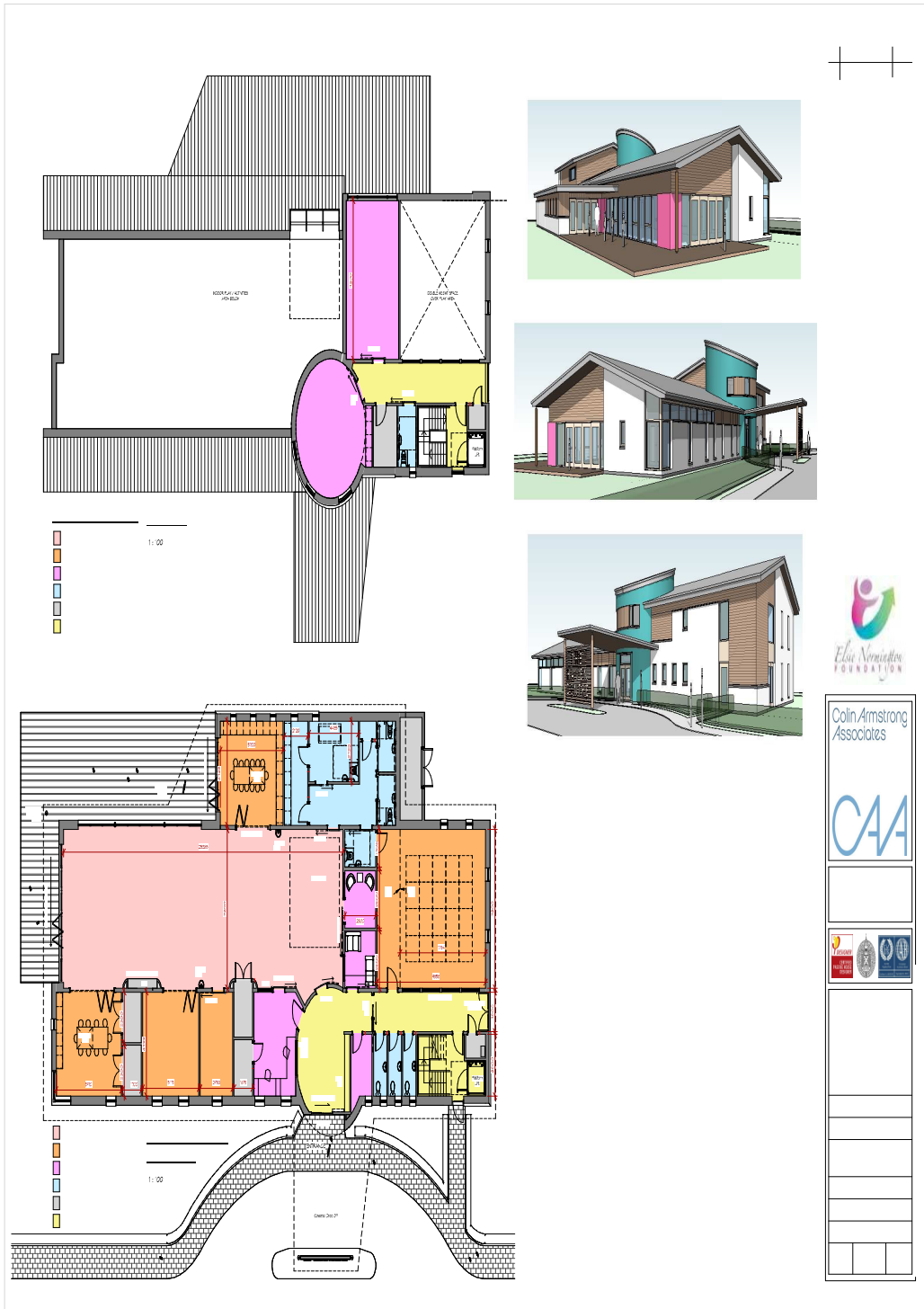
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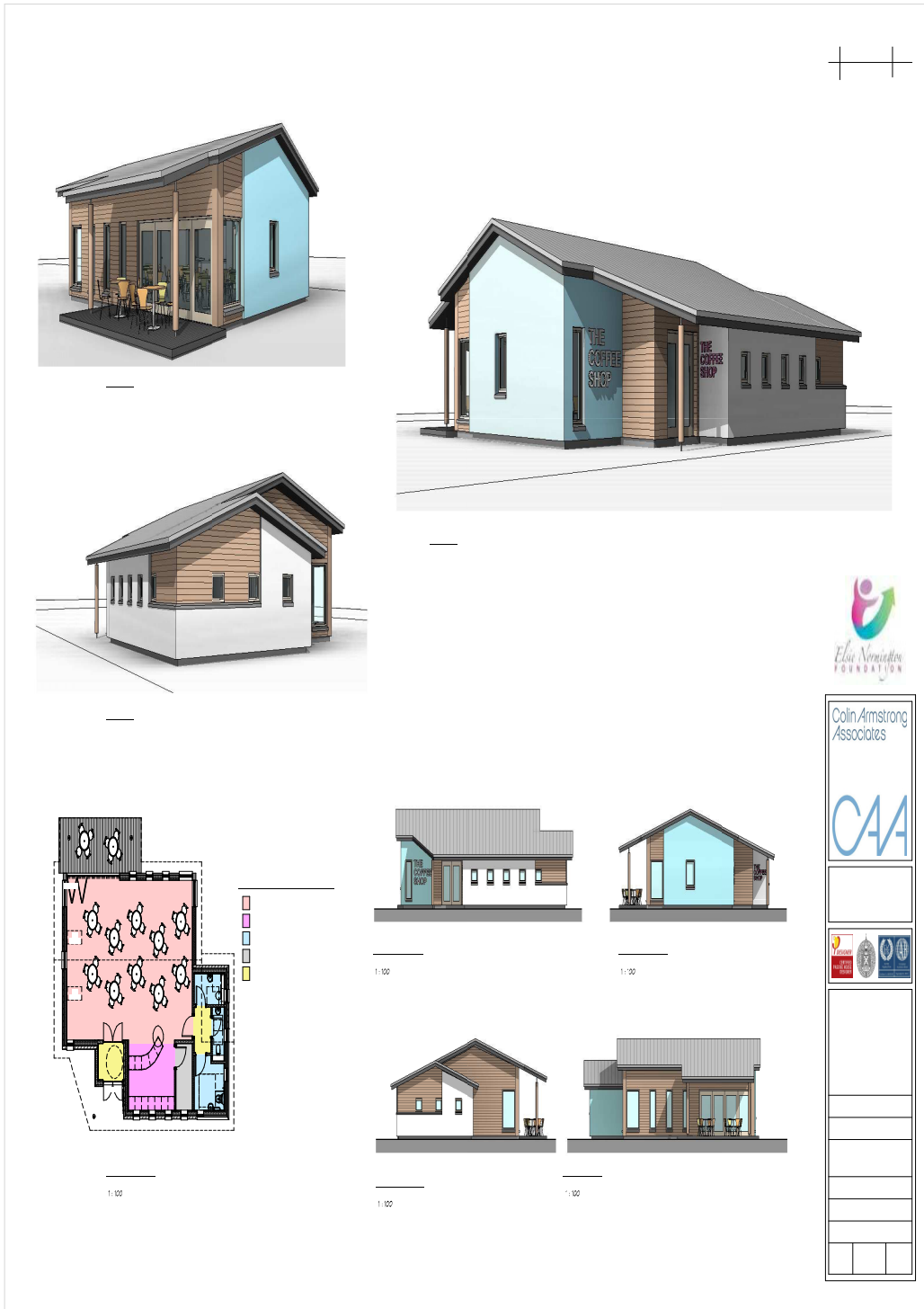


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Colin Armstrong Associates

LABORER OF THE YEAR 2014
OFFICE FOR PROGRESSIVE ARCHITECTURE





5.5 Risk Register

In accordance with project management guidelines, a Risk Register has been developed for the Haven Centre (see appendix 3). This will be monitored and updated as the project progresses.

6. The Board

Elsie Normington, ENF Chair Dip (H&SW)

Elsie set up SNAP during 1996 which has flourished since then by providing child disability play support services. She is an author on child disability and its impact on the family and has been an active lobbyist and provider of services for people with learning disabilities and brings long experience of community development.

Andrew Grzesinski Msc in Strategic Management

Andrew is the Group Managing Director of Macrae & Dick Ltd, one of the UK's leading Motor Groups. He is professionally qualified in strategic management and brings a wealth of business experience at a senior level.

Richard Syred B.Ed hons. M.A.

Richard is ex-Head Teacher of Inshes Primary School. He brings with him 36 years of experience in education, leadership and management of children with additional needs.

Anne McCreadie

Anne has 40 years involvement in the voluntary sector, participating on a range of Voluntary Sector committees and as Chair of Merkinch Community Centre. Anne has a grandson with Downs Syndrome.

Liz Syred, ENF Secretary; Graduate and Associate CIPD

Liz was a long term civil servant and worked for the Minister of Education. In recent years she has been a Freelance Trainer and Development Officer. She is a trustee of Inverness Women's Aid and works with Connecting Carers Project.

Sheila Proudfoot

Sheila was the HR Personnel Officer for Marks & Spencer for many years and she is currently the Chair of the committee for a local Nursing Home. She is also the Inverness Moderator for the Church of Scotland, has 25 years' experience in Children's Panel work and has a sister with a learning disability.

Graham Cooper AIB (Lon) ENF Treasurer

Graham is a retired bank manager and former funding assessor for Lloyds TSB with a strong interest in community based projects. Graham's business planning and financial experience adds to the range of skills on the board.

George Normington

George was the Supervisor at Citizens Advice Bureau where he dealt with large numbers of people giving advice on social welfare. He is also a parent of his adult son with learning disability.

Helen Bull, Certificate of Education (University of Leeds)

Helen is a senior teacher at Drummond School where she specialises in transition work with teenagers who are preparing to leave school. She and her husband Bob run a croft which provides supported placements for young adults with learning disabilities.

Alistair Dodds MA Economics; MBA (Distinction)

Alistair held senior management positions with the Highland Council over a period of 18 years in HR and Corporate Governance and was Chief Executive for over 6 years until August 2013. He is currently a Trustee of the National Galleries of Scotland and a Board member of Highlands and Islands Enterprise. Alistair was closely involved with a £24 million capital refurbishment and extension of Eden Court Theatre.

Rosie Jardine BEng (Hons) in Electronics and Electrical Engineering; Chartered Member of the Institution of Engineering and Technology; NEBOSH Diploma in Occupational Safety and Health

Rosie is a freelance consultant engineer and has exceptional expertise in Health & Safety health and safety management systems, quality management systems, safety related control systems and electrical engineering.

Advisors to the Board:

Councillor Kate Stephen

Kate is an advisor to the Board and is the local councillor for the Smithton & Culloden area of town. She brings a community perspective to the strategy and planning for this proposal.

Eilidh MacMillan

Eilidh is the Lead Social Worker in NHS Highland for the south and mid Highland areas. She is an advisor to the board and has a great deal of experience as a social worker.

Consultants and Professional Advisers to the Board:

Colin Armstrong Associates

Colin Armstrong Associates are an award-winning firm of architects located in the Highlands and Islands of Scotland. Based in Inverness, they offer a diverse range of architectural services to both the public and private sectors across Scotland. Their experience spans a broad spectrum of projects in the life sciences, healthcare, office, commercial, retail and industrial environments. The firm was appointed following an open tender process.

KMG Consultants Limited

KMG Consultants Limited provide a wide portfolio of fundraising services to the not-for-profit sector as well as working with companies on how best to channel their charity support for maximum impact and benefit. With over 20 years experience in fund raising techniques for local, national and international charities their consultants bring experience in securing revenue funding, capital appeals, event management and community engagement.

7 Assessment of Demand

7.1 National Context and Data

7.1.1 Support for People with Learning Disabilities

The most recent national policy documents suggest that about 16,000 school aged children and young people, and 26,000 adults in Scotland have learning disabilities and require support. Just over a third of all adults with learning disabilities live with a family carer, but just over half of adults aged under 34 lived with a family carer. (These statistics are based on information reported by local authorities and will vary from estimates collected on a different basis.)

In 2000, the Scottish Government published its ten year strategy aimed at reducing the inequalities felt by people with learning disabilities. “The same as you?” has had a marked effect on the perception of people with learning disabilities within their communities with a general feeling of greater acceptance and value than previously. That particular strategic document has now been updated to continue the efforts to support equal and fair treatment for all those with learning disabilities. “The Keys to Life” was published by the Scottish Government in June 2013 and sets out a wide range of strategic drivers, that will result in a shared, partnership approach to supporting individuals to lead healthier and happier lives.

“The Keys to Life” builds on a wide range of legislative frameworks that have been designed to support individuals at all stages of their lives. It is the principal strategy document of national and local government in Scotland in relation to improving the outcomes for people with learning disabilities, and their families and carers, in areas of their lives that mean most to them. It emphasises that good intentions have to translate into positive outcomes for people with learning disabilities.

It sets out ten strategic outcomes for the commissioning of public services, many of which could be met by investment in The Haven Centre including:

- People have choice and control in their daily lives and are supported to live as independently as they can;
- People have good things to do that help them achieve their full potential;
- Carers are supported;
- People are safe, respected and included in their communities;

The strategy describes the importance of supported living for some individuals and the importance of the support mechanisms placed around this aspect of independent living. We believe that our aim to encourage the Highland Council to develop and provide a number of supported living flats within the overall footprint of the Haven Centre will add to the existing offers of supported living elsewhere in the Highlands. In encouraging the development of this aspect of service we will aim to build on existing best practice highlighted elsewhere in Scotland, including the work of the Camphill communities, where supported living is developed in conjunction with learning and work-based activities. The nearest such community to the Highlands of Scotland is in Dunkeld which represents an additional almost 2 hours of travelling south of Inverness for anyone normally resident north of the city. Our aim is to provide this much needed and

respected model of living and learning in a more accessible area for individuals and their families and carers resident in the north of Scotland.

Opportunities will be developed through the services offered at the Centre for a range of employment and volunteering positions in aspects such as catering, gardening, administration, etc. This aspect of the integrated nature of our proposal is supported by the strategy in recommendations 41 and 42 which detail the extent to which public and third sector organisations should work together to develop the opportunities for people with learning disabilities to either work or volunteer within their organisations and in support of their communities.

7.1.2 Social Care (Self-Directed Support) (Scotland) Act 2013

The Social Care (Self-directed Support) (Scotland) Act 2013 places a duty on local authority social work departments to offer people who are eligible for social care a range of choices over how they receive their social care and support.

People can choose to have lots of control over their care and support or they can leave most of the decisions and work to the local authority - or they can have a mix. Self-directed Support allows people, carers and their families to make informed choices on what their support looks like and how it is delivered, making it possible to meet agreed personal outcomes. The play, employment, volunteering, care and respite services available at the Haven Centre will widen the choices available in Highland for children, young people and their families who choose to have more control over how to spend their allocated budget for care and support.

7.1.3 Education (Additional Support for Learning) (Scotland) Act 2004

A key element in the development of the Centre is the link between the care provided and the opportunities made available through support, learning and peer interaction. Local authorities have legal responsibilities in connection with the education of children with additional needs. This is outlined in detail in the above Act of 2004. The Act places duties on education authorities – and in certain circumstances health, social work and Skills Development Scotland – to work collaboratively to plan and make provision for children. The Act is structured around the concept of support being determined by the individual learning needs of the child or young person. The key duties on education authorities are to identify, make provision for, and review provision for the additional support needs of children and young people for whose education they are responsible.

We believe that the pedagogical model employed by the Camphill communities is one that we will be able to replicate within the Centre and thereby provide the local authority with an additional option in pursuance of their statutory duties outlined in the Act.

7.1.4 Caring Together, The Carers Strategy for Scotland 2010-2015

Within this overall strategic document in support of all those providing a paid and unpaid caring role within Scotland, the issue of short break, or respite care, is covered in some detail. Some of the key issues arising during the consultation prior to publication of the Strategy highlighted the need for “...access to personalised, flexible short breaks”.

The strategy recognises that people want access to a variety of types and lengths of break, including residential provision where this is necessary. Whilst acknowledging the financial challenges facing all those responsible for planning and delivering respite

provision, the strategy urges partners to provide solutions to meet different needs and circumstances and suggests that children with disabilities can benefit from participation in youth clubs, after-school clubs, sports clubs and holiday activity programmes. We believe that the proposed development of the Centre with a wide range of activities for children and young people as well as residential short break provision offers an excellent, cost-effective approach to delivering the aims of the Carers Strategy.

The consultation also highlighted the significance of rurality within the provision of respite care, in particular where long journeys are required to access the care provision and hence the reduction in the length of time offered (or indeed taken) to carers as a consequence. Due to the transport infrastructure and location of existing respite facilities, parents often have to come to and pass through Inverness before they can start their break. This latter element is felt more noticeably in the geographically largest local authority in the country than in many other areas of Scotland. It is for that reason that the proposal to develop the Centre will extend the opportunities for carers in the Highland Council area to be able to reduce travelling time in taking their family to a rural centre, whilst providing maximum opportunities to use their respite care time to access a wide range of services and leisure facilities as found in and around Inverness.

7.2 Local Context and Data

7.2.1 Highland Housing Needs

Significant progress has already been made in enabling people with community care needs to live successfully at home, independently. However Highland currently has an acute shortage of affordable housing to rent and increasing demand including from community care client groups. Despite the challenging financial climate for new housing provision as well as support services, Highland’s current housing strategy sets out the Council’s commitment to enabling independent living in the community through the provision of suitable housing and support. It notes that numbers of people with learning disabilities are increasing by around 1%. Around one fifth of adults with a learning disability currently live with a family carer which suggests a need for supported accommodation as well as respite care (see the figures reported by Highland through the national eSay statistics programme for 2013). The Council’s agreement to purchase part of the Murray Road site and build eight flats is recognition of this need.

Highland Council frequency tables for eSAY2013

Family carer	Frequency
Person does not live with a family carer	408
Person lives with a family carer, relationship not known	12
Person lives with a family carer: parent	176
Person lives with a family carer: sibling	14
Person lives with a family carer: son/daughter	1
Person lives with a family carer: other relative	6
Person lives with a family carer: not related	3
Information not recorded	432
Total	1,052

Local authority: Highland

Adults who live with a family carer: 212

Lives with family carer as % of all adults: 19%

All adults: 1,052

'Family carer' includes the following types: Parent, Relationship not specified, Sibling, Other relative, Not related, Son/daughter

7.2.2 Needs of Children, Young People and Carers in Highland

There are difficulties with predicting levels of need amongst children and young people with additional support needs, e.g. due to differences in recording systems and possibility of multiple conditions. The Highland Council uses a categorisation of levels of support required for children with Learning Disabilities. Autism figures have been included in these figures. The matrix of need table used to assess levels of support is set out in Appendix 2. For Highlands Children Four notes that there are 1228 children in Level 3, of which 598 are in the South area and 454 children in Level 4, of which 280 are in the South area. There is a consensus that numbers of children and levels of need are rising and are likely to continue to do so. More children and young people with complex needs are expected to live in the community than previously and require much higher levels of care and support to do so.

The extent of unpaid caring in the Highland Council area is, unsurprisingly, also increasing:

- The number of people providing unpaid care of at least 1 hour a week has risen from 18,505 (8.9% of the population) to 20,993 (9% of the population). A rise of 13.45%.
- However the number of people saying they provide 1-19 hours of unpaid care a week has stayed the same – 12,284 in 2001; 12,282 in 2011. Thus the increase in the amount of unpaid care being provided is coming at the upper end:
- The number of people providing 50+ hours of unpaid care in 2001 was 4,136 (2% of the population) – in 2011 the figure had risen to 5,303 (2.3% of the population). This is a rise of 28.2%.
- The number of people providing 20-49 hours of care a week in 2001 was 2,089 (1% of the population) – in 2011 the figure had risen to 3,408 (1.5% of the population). This is a rise of 63.1%.
- Total number of people saying they provide 35+ hours of unpaid care a week (i.e. the equivalent of a person in FTE in many occupations) in the Highland Council area is nearly 7,000.

Thus the main increase in the amount of unpaid care is at the upper end, over 20 hours per week.

The Highland Council, NHS Highland and a range of partner agencies are working to improve outcomes for children and young people with additional support needs and their carers against this background of rising demand and in a challenging financial climate. A very substantial amount of work has been required to agree how provision of care and support, including residential respite, will be reconfigured to enable more families to access the full range of Self Directed Support options. For Highlands

Children 4, The Highland Carers Strategy and various other plans and reports identify a range of improvements, which could be facilitated by the Haven Centre. These include commitments to:

- Fully implement Self Directed Support and increase the choices available to families
- Develop more Third Sector provision to give people greater choice
- Increase access to respite care for families with children with complex needs
- Develop options in Highland for care and support of children and young people with complex needs to reduce need for out of authority placements, thus making resources go further
- Review the needs of children and young people with support needs for access to active play opportunities
- Improve opportunities for employment and volunteering

The Highland Carers Strategy set out a commitment to improve respite provision for adult carers of adults. A recent review of respite provision for adult carers has been carried out and confirms a lack of residential respite options for adults in Highland. It suggested a need for an 'Adult Orchard' type facility in Inverness which could cope with adults with complex needs.

7.3 Existing Provision

There are several specialist organisations and clubs in the Inverness and surrounding area, which provide services and leisure opportunities for children and young adults with learning disabilities.

Provider	Services provided
1 SNAP (Special Needs Action Project)	Provides play services for children and young adults but has a large waiting list <i>Staffed</i>
2 Direct Childcare	Provides a specialist Out of School clubs in various locations during the summer weeks of the school holidays <i>Staffed on 1:2 basis</i>
3 FALCON Club	Operates in Merkinch Community Centre (MCC) which has over 50 members providing one evening of leisure activities per week for over 16 year olds. <i>People require to bring their own support if needed</i>
4 Rainbow Singers	Operates on Tuesday mornings for adults with 50 places, operates waiting list (MCC) <i>People require to bring their own support if needed</i>
5 Superart	Operates on Tuesday afternoons (MCC) for adults with 20 places, operates a waiting list. <i>People require to bring their own support if needed</i>
6 Archery	Operates on Friday mornings for adults with 12 places. <i>People require to bring their own support if needed</i>
7 Prospects Group	Faith based group runs in Free Church 2 nd Friday of each month. <i>People require to bring their own support</i>
8 Cantraybridge	Rural college providing supported work placements and supported accommodation for twenty adults

9 L'Arche	Faith Community Living. Provides supported adult work placements in workshops and supported living in group homes. Has waiting list. <i>Staffed</i>
10 Nansen, Redcastle	Provides adult supported placements in learning independent living skills and supported living. Has a waiting list. <i>Staffed</i>
11 Key Housing	Provides adult supported living in sheltered accommodation. Groups have regular 'get togethers' for socialising. <i>Staffed</i>
12 Corbett Centre	Provides day care for adults with profound needs. Full.
13 The Orchard	Highland Council Respite Unit for high support children. Waiting list. <i>Staffed</i>
14 Cheshire House	Supported accommodation and adult day care. Full.
15 Health & Happiness	Provides adult support for making choices and connecting with community as appropriate. Forum.
16. Carr Gomm	Provides care in the community and people's homes for adults and children. <i>Staffed</i>
17. Highland Disability Sport	Provides sport and recreation for all disabilities – supporting teenagers and adults
18. SOAR	Provides a range of projects for children and young people with support needs in Ross-shire and Sutherland

The above list is not exhaustive; however it is clear from the list that most services are for adults and not for children or teenagers and most have waiting lists.

7.4 Views of Families and Service Providers

At a consultative event in June 2013, 30 Inverness carers of young adults lobbied NHS Highland and Highland Council regarding the provision of respite care. Some parent carers already operate Self Directed Support (SDS) but stated that they cannot spend their budget on what they want. All of those at the event indicated a pressing need for overnight respite accommodation. They specifically highlighted:

- a) There are no available respite places in a Respite Centre – which can be provided by NHS Highland or where parents can 'spot purchase' through using SDS
- b) There is no opportunity to rent the use of a respite room for overnights or week-ends through using SDS
- c) There is no facility in Inverness available for parents who live in rural communities in Highland and wish to come to the city with their disabled child.

Several other forms of consultation have been undertaken to assess the need for services. Parents of children with Learning Disabilities were invited to complete a survey, which was made available in hard copy (postal survey) and online using Survey Monkey. The full findings of this survey are detailed in Appendix 1.

In summary, the main findings were:

- 51% of respondents use respite facilities less than once a month
- 44% of respondents would use new respite facilities in Inverness on a weekly basis, if they were available.
- 58% of respondents said existing facilities do not meet their needs.

In addition a number of key agencies were interviewed face to face. These included the following:

1. Parents with children in Special (90 children) and Mainstream schools
2. SNAP Project – 70 families
3. Group of 30 carers of young adults in Inverness who are currently lobbying for a Respite Centre
4. Connecting Carers Project which represents 2,000 carers (a large portion being for children)
5. CHIP+ which represents 700 families
6. Social networking has also been used including online surveys
7. CALA – Care and Learning Alliance who provide care for all children up to 16 years across the whole of Highland
8. Childcare Partnership – which provides funding and subsidies for childcare and additional needs for groups across Highland
9. Local Stakeholders in Care Provision
10. Smithton & Culloden Community Council
11. Smithton Residents Association
12. Many letters of support have also been received from various people and projects

The discussions with service providers and stakeholders detailed above, has shown that although there are some limited existing facilities and services, these are inadequate for the level of demand and there is a need for additional provision. Considerable support has been shown by those consulted for the proposals for the Haven Centre.

8. Marketing

The ENF board decided that as they will not be directly operating the care services, the marketing of play and respite opportunities would be the individual service providers' responsibilities.

In terms of ENF activities any marketing will mainly be word of mouth and operating through the network of local service providers.

The objectives of marketing would be to:

- Maximise the hire of the building by individuals, parents and service providers
- Promote the usage of the centre complex as widely as possible not only for local people but for people out-with Inverness as a respite facility
- Encourage the widest possible use of all parts of the complex for community activities
- Offer a varied and thriving multi-purpose venue to the community
- Create the concept of a high quality respite, play and care facility.

9. Employment

There will be two phases of employment created as a result of ENF bringing their vision to fruition: the construction phase, and the operational phase. During the capital phase of the development it is estimated that around 40 jobs will be created for the duration of the construction. This is based on an average of 13 jobs per £m project cost, on a project anticipated to cost £3.2m¹.

In the operational phase of the Centre, there will be the following jobs and volunteering positions created:

Jobs created in service delivery for the Haven Centre			
Facility	Full Time	Part time	Volunteers
Play Centre	8	11	10
Coffee Shop	1	-	20
Respite Flats	10	-	2

¹ Forbes, D, El-Haram, M, Horner, M and Lilley, S (2012) [Forecasting the number of jobs created through construction](#). In: Smith, S.D (Ed.), *Proceedings 28th Annual ARCOM Conference*, 3-5 September 2012, Edinburgh, UK. Association of Researchers in Construction Management, 317–26.

10 Finance:

10.1 How will the new Centre's Development and Capital costs be funded?

The Haven Centre is a significant capital project not just for Inverness but for the whole of Highland region. Whilst we are awaiting a detailed survey from a quantity surveyor, the assumed maximum capital and development costs are estimated to be in the region of £3.2 million. A capital appeal will need to be run in order to raise this level of income.

A traditional method usually recommended for a capital appeal involves a Quiet or Private Phase followed by a Public Phase. It would be planned to secure at least a third of the total capital income required in the Quiet Phase - primarily from trusts, major individual donors, and corporates - before the Public Phase of the Appeal involving community fundraising, direct mail and events begins. However the Public Phase has in essence already begun for ENF so there needs to be some merging and overlap on the traditional phases. As a new organisation trying to build a profile and reputation there are advantages to this for ENF as it demonstrates to potential large trusts and donors community support for the project.

ENF recognises that whilst its Directors have impressive credentials as individuals, the charity itself does not have an established track record in delivery of projects. Securing substantial capital income from trusts, individuals and corporates may be more of a challenge than would otherwise be the case. The general financial climate and recent major appeals in the area for other organisations are also potentially problematic. On the other hand, the success of capital appeals in Highland for projects such as Eden Court, the Highland Hospice and the Archie Foundation demonstrate the generosity of the Highland community and a willingness to invest charitable funds in the area.

To secure £3.2 million, will require a significant investment of time effort and resources, including establishing an Appeal Chair, Appeal Committee and fundraising team. The Appeal Chair and the Appeal Committee must be people of influence who ideally are also able to make large donations. Putting the right person in the right place at the right time to make the right ask for the right amount is the aim. These people must be willing and able to ask others for financial support. Individual Board members of ENF are already discreetly approaching individuals with a view to securing their participation.

The determination of the ENF Board to succeed has already been demonstrated through the successful organisation of a number of community and volunteer fundraising events. These have included:

- BIG SPRING SING at Eden Court Theatre
- An audience with author, Ian Rankin at Kingsmills Hotel
- M& Co Fashion Show; book launches, quiz nights, concerts and coffee mornings

Small successes have also been achieved with grant applications including sums received from: Awards for All, Crerar Trust and Pebble Trust

A significant amount of additional work will need to be carried out in order to firm up plans for how to raise capital income from potential sources of substantial grants and donations, put the resources highlighted above in place, and determine who the top targets are. Appendix 4 sets out an initial list of organisations to be targeted.

10.2 Operational Costs:

Operational costs from our two main service delivery partners, Key Community Supports and Direct Childcare are detailed below and are a projected five year revenue forecast. Both organisations have a long track record in delivering services within the Third Sector.

DIRECT CHILDCARE will run the Play Centre facility.

The Play Centre - Projected Income & Expenditure						
	2018-19	2019-20	2020-21	2021-22	2022-23	
Income						
Room lets	3000	4000	5000	7500	9000	
Membership fees	12000	14000	19000	22000	24000	£20 per family per session. 50 families in year 1
Soft play income	3000	4000	4500	5000	5000	
Afterschool club income	30000	32000	34000	36000	38000	£15 per session. 5 sessions a week. 40 weeks per year. 10 children in year 1
Pre-school sessions	3600	4000	4000	4500	4500	£5 per session. 2 sessions per week. 40 weeks per year. 9 children in year 1
Holiday Club funding/grant	40000	30000	20000	10000	10000	Currently received from Childcare Partnership. Increasingly met by SDS/ISF funds over next 5 years
Holiday club income	10000	20000	30000	40000	50000	SDS/ISF income
Other income/grants	160620	160620	160500	170000	165000	Lottery, Children in Need, Robertson Trust etc.
Donations			5000	5000	7500	
TOTAL INCOME	262220	268620	282000	300000	313000	

Expenditure						
Staffing - contracted	167,834	167834	170000	190000	200000	1 FT Manager, 2 x FT Senior Childcare workers, 5 x FT Assistant Childcare Workers
Staffing - relief	12,000	13000	14000	14000	15000	Casual Staff as and when required
Training	10000	10000	10000	10000	10000	
Cleaning	6240	6240	7000	7000	8000	12 hours per week @ £10 per hour. 52 weeks per year
Insurance	10000	10000	11000	11000	12000	building and fleet
Professional fees	1700	1700	2000	2000	2500	Care Inspectorate Registration, Accountant etc
Vehicle running costs	4000	5000	5000	6000	7000	Fuel and repairs/maintenance, tax
Lease/Rent	30000	30000	30000	30000	30000	
Utilities	10000	10000	10500	10500	11000	
Maintenance/Service/Repairs	2500	2500	3000	3500	4000	Cover maintenance contracts on specialist equipment, repairs, building maintenance
Replacement of resources	5000	7500	10000	10000	10000	
Running costs	3000	3000	3500	4000	4000	Cleaning materials, snack, consumables
TOTAL EXPENDITURE	262,274	266,774	276,000	298,000	313,000	

Note: Some existing contracts will be transferred to the new centre, while other new services will be developed. Further discussions will take place between ENF and Direct Childcare in relation to the appropriate rent level, utilities costs, replacement of resources and the income from the meeting room. This could increase income / reduce costs by up to £27,000 per annum.

KEY COMMUNITY SUPPORTS will deliver the short break service in the Respite Flats. There will be three flats, one larger and fully adapted for physical disabilities and two flats for non-disabled requirements.

These operational costs will be funded by the following means:

1. People using their SDS (Self directed support) budgets
2. NHS Highland could purchase services on the individuals behalf (SDS Option 3)
3. People using their own private funds

KEY Community Supports Five Year Revenue Projection for the Short Breaks Service					
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Support Costs Per Year (20,000 hours)	£360,759	£366,170	£371,663	£377,238	£382,896
Hotel/ Accommodation Costs Additional to Support Costs (for all three flats combined)	£19,606	£19,901	£20,199	£20,502	£20,810
Sleepover Cost Per Year (cost each, if required) <i>large increase from 18/19 to 19/20 is impact of living wage</i>	£24,780	£34,437	£34,479	£34,996	£35,521
Hourly rate/sleepover rate	£18.04/£33.95	£18.31/£47.17	£18.58/£47.23	£18.86/£47.94	£19.14/£48.66
Total cost per year	£405,145	£420,508	£426,341	£432,736	£439,227

Key Community Supports - Detail of Short Breaks Service

It is estimated that there are at least between 40 and 50 potential service users.

The service will be open 365 days a year, ideally at full capacity, but it is likely that there will be some voids especially in the first year.

In relation to the number of staff, there will be approximately 9 full time equivalent support workers plus access to the Inverness and Nairn relief register and 1 team leader. All of the staff will be employed to work in the Inverness and Nairn service and while they will routinely work in the short breaks service they can be deployed elsewhere, especially if the service is not fully booked. Workers from other parts of the service can also be deployed to the short breaks during times of illness or where additional staff such as 2:1 support is needed.

The hourly rate covers all aspects of the service:

- the provision of one hour of support in the short breaks service or one hour of support getting to know the person prior to them coming to stay
- full staffing costs including management support and back office support from our head office in Glasgow
- all staff training and induction
- staff supervision, team meetings and other relevant meetings such as a reviews
- all office costs such as IT equipment, stationary and postage
- breakfast and tea/coffee for the staff
- necessary household items
- housing costs, though this will be subject to further discussion with ENF in relation to the appropriate lease or rent agreement

10.3 Comparisons of Similar Facilities:

Two comparisons of similar facilities have been made to show how the new Centre might compare against these particularly in relation to income, expenditure and user numbers:

The Yard, Edinburgh

The Yard is a purpose built indoor and outdoor adventure playground for children and young people with disabilities. The Yard is a safe environment where children and young people can experience play without feeling different. They run family, school and club sessions in the heart of Edinburgh. More than 2000 children and young people pass through the facility each year, obtaining a unique and dynamic experience.

The Yard lease the site from the council for a peppercorn rent of £1 per year. The building is 21 years old and was built using Children in Need funds plus a capital appeal at a cost of approximately £300,000. This facility is recognised as a leading Centre in Central Scotland. The Yard employs 23 staff and has 25 volunteer workers. They provide for about 2000 young people a year and have about 20,000 attendances at the Yard. In 2015 the Yard had a turnover of £741,968.

Dundee Disabled Children's Association

The DDCA build their own purpose built centre and provide a range of play and support services to disabled children and their families in Dundee City. They have over 50 volunteers who help to run their play and leisure schemes investing in volunteer training and support to families. Their annual turnover in 2014 was £182,638

The Orchard Inverness

The Orchard is a residential and respite unit and provides trained nurses. Services for children and adolescents with Learning Disabilities are provided in a community setting managed by the Care and Learning Service of Highland Council with NHS Highland input. The Orchard has 50 staff many part time and provides overnight respite services for 62 users and 15 day care users.

The annual operational costs of the Orchard are in the region of £1,225,000 with £1,115,459 being staffing costs funded by Highland Council. The estimated cost of respite is approximately £300,000 within the overall budget above. Overnight charges are currently £321/night but the real cost of providing the service is closer to £360 per night.

10.2.3 Community Café income:

It is anticipated that ENF will manage the coffee shop although the charity is open to any other partner who may work with the vision to deliver this service to the community. The coffee shop would be managed by a paid manager and supported by volunteers and young adults with learning disabilities.

WARD 18 has 11,102 of a population. ENF has met with Culloden Community Council, Smithton Residents association and two local churches – all groups being very supportive of all ENF proposals. Some hope to volunteer or gain employment in the centre.

There is one coffee shop in the Kings Fellowship building, which is a church facility in the industrial estate and the next nearest coffee shop is Simpsons Garden Centre. It is understood from the local communities that they would welcome this service and facility in their area. The Smithton Residents Association recent community consultation clearly indicated that a community coffee shop and meeting place was high on their wish list for the area. They are also interested in supporting the community garden project.

Volunteering and work placements for young people with learning disabilities will be a key part of the coffee shop operations. SHIRLIE project, a Pan-Highland organisation supports people through job coaching and have intimated that they would be interested in referring and supporting clients with learning disabilities to the coffee shop.

Income and Expenditure for Coffee Shop					
Income based on 350 days x 40 people = 14,000 visits (year 5) each preceding year reduced by 10%					
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
Expenditure					
Manager	20000	20400	20808	21224	21648
15% on costs for payroll / NI	3000	3060	3121	3184	3247
Phone	300	300	300	300	300
Electricity	2000	2000	2100	2100	2100
Cleaning materials	150	150	200	200	200
Food Tea & coffee 20% of overall income	11666	12962	14402	16002	17780
Drinks cans and bottles 55% of sales	1416	1573	1747	1941	2156
Total Expenditure	38532	40445	42678	44951	47431
(calculations on visits for year 5)					
Income					
Teas	5905	6561	7290	8100	9000
Coffees	8268	9186	10206	11340	12600
Toasties	11160	12400	13770	15300	17000
Paninis	10044	11160	12400	13770	15300
Soups	9186	10206	11340	12600	14000
Cakes	13779	15309	17010	18900	21000
Drinks cans and bottles	2574	2859	3176	3528	3920
External catering for training events 2 events per week= 50 @ 10 people @ £8	2625	2916	3240	3600	4000
Total Income	63541	70579	78432	87138	96820
TOTAL PROFIT	25009	30134	35754	42187	49389

Summary of Annual General Maintenance Costs to EN Foundation

Each partner will deliver the operational services in the buildings, however it is recognised that these buildings will require maintenance and renewal of equipment from time to time

Both partners are voluntary not-for-profit organisations and will not generate profit indeed will require to find funding and contracts in order to sustain the services.

In view of this, rental costs will be kept to a reasonable rate, and will be carefully managed to maintain the buildings, grounds and facilities.

INCOME AND EXPENDITURE - ENF ANNUAL GENERAL MAINTENANCE	
Expenditure	Respite Flats, Play Centre and Coffee Shop
Repairs and building maintenance etc.	£20,000
Grounds maintenance	£5,000
Total Expenditure	£25,000
Income	
Rental of 3 Respite Flats	£20,000
Rental of Coffee Shop	0
Rental of Play Centre	£30,000
Rent of Training Room £90 per day x 100	£9,000
Profit from coffee shop year 1	£25,000
Total Income	£84,000
Total Expenditure	£25,000
Balance	£59,000
*Cumulative Balance over 5 years, including coffee shop profit	£352,000

* The balance shown above could be used for more significant maintenance costs and developments

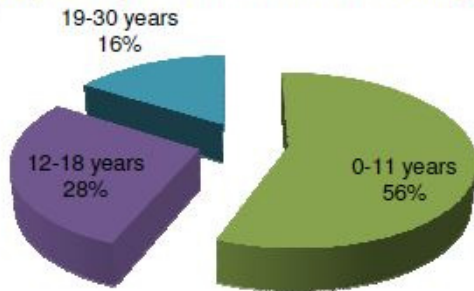
Immediate Actions for ENF

1. Finalise the design for the Haven Centre and sign this off with partners
2. ENF require to raise the funds to purchase the land and conclude the sale of land with the Highland Council
3. A quantity survey requires to be completed in order to detail exact costs
4. Continue to work with professional fundraising consultant to progress the Funding Strategy to secure the required funds for the entire project
5. Continue to network with relevant colleagues in the Public and Voluntary Sector as the project evolves

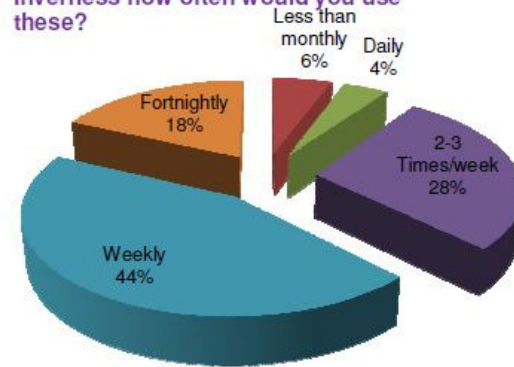
Appendices

Appendix 1 - Community Consultation Results

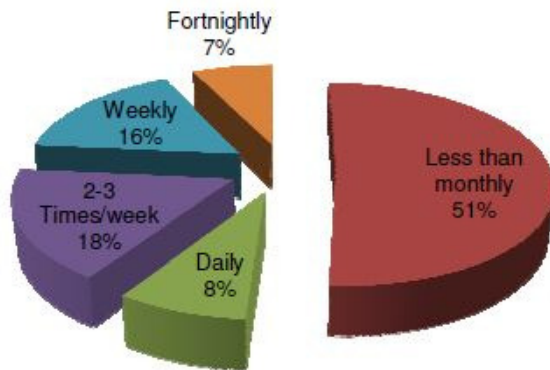
How many people do you care for in the following age categories?



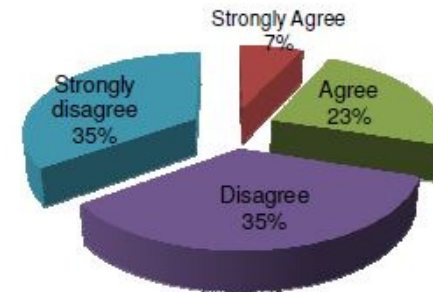
If new respite facilities were built in Inverness how often would you use these?



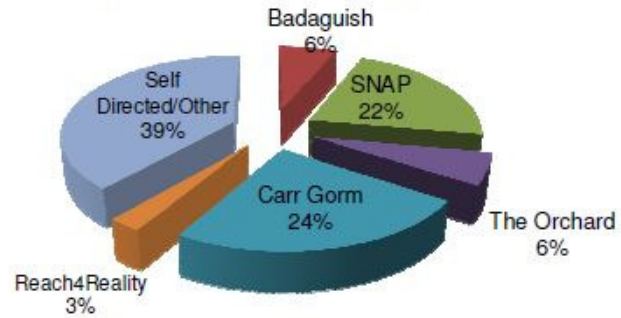
How often do you use respite facilities at present?



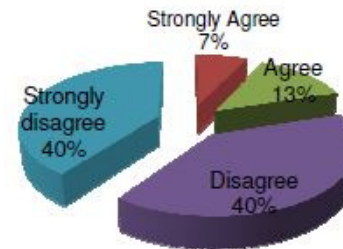
Do you think the AFFORDABILITY of respite facilities in Inverness is adequate?



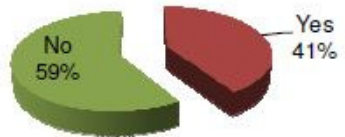
Where do you use for respite?



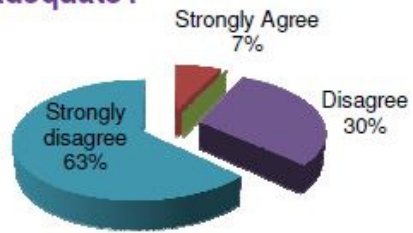
Do you think the QUALITY of respite facilities in Inverness is adequate?



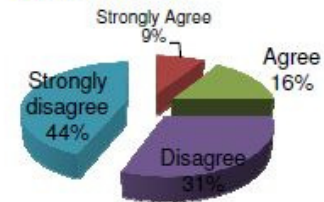
Do the facilities meet your needs?



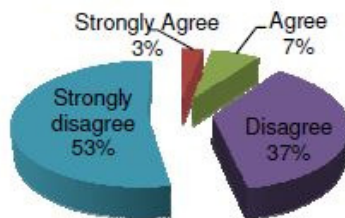
Do you think the **QUANTITY** of respite facilities in Inverness is adequate?



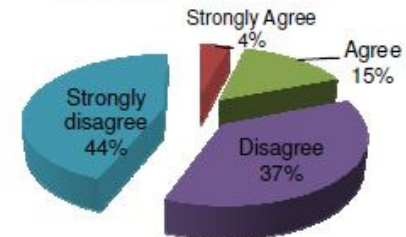
Do you think there are adequate respite facilities for 0-11 year olds in Inverness?



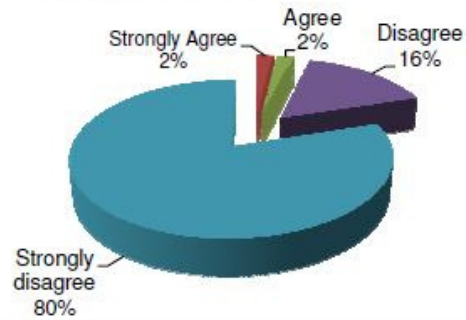
Do you think the **ACCESSIBILITY** of respite facilities in Inverness is adequate?



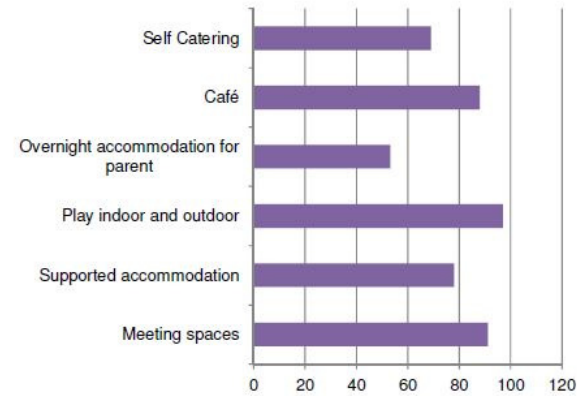
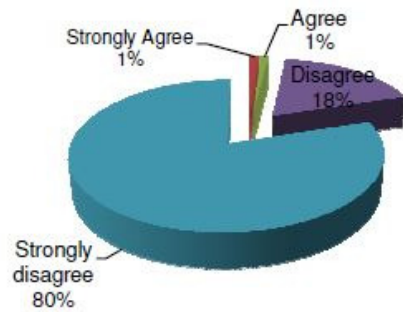
Do you think there are adequate respite facilities for 12-18 year olds in Inverness?



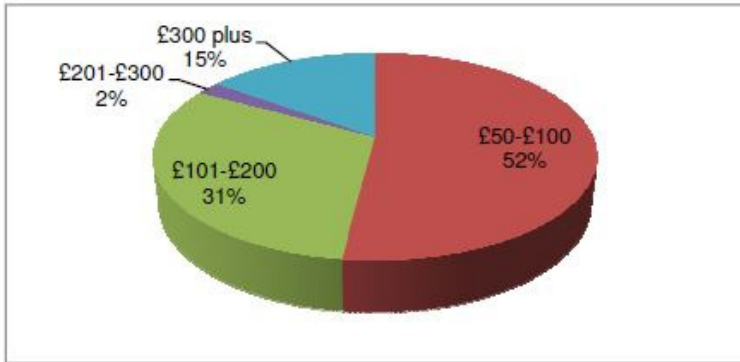
**Do you think there are adequate
respite facilities for 19-30 year olds
in Inverness?**



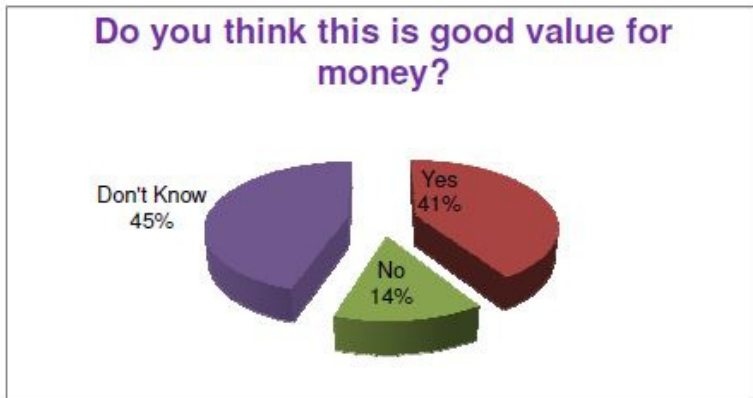
**Do you think there are adequate
respite facilities for over 30 year olds
in Inverness?**



What type of facilities would you like to see included in a new respite facilities in Inverness?



How much do you spend weekly on respite care?



Appendix 2 The Matrix of Need that Highland schools use to make this decision on what level of support is required for children with a Learning Disability.

Needs relating to:	Level 1 – Standard Support FORM 1 may be used for a pupil at this level	Level 2 – Significant Support ASN File opened at this level and PROPORTIONATE child’s plan created	Level 3 – Substantial Support Child’s Plan MUST be in place for a pupil at this level	Level 4 – Specialised Support Child’s Plan MUST be in place for a pupil at this level
The physical environment	The ordinary education setting is appropriate, with reasonable adjustments being made to meet need eg: <ul style="list-style-type: none"> • Work station • Alternative seating • Sloping writing board 	Access to a room <i>sometimes</i> required for the delivery of structured programmes etc, which cannot be delivered within the mainstream classroom eg <ul style="list-style-type: none"> • a deaf pupil requiring a low noise environment • area for a pupil to engage in outside agency programme 	A base/dedicated area within a mainstream setting may be required for a <i>substantial part</i> of the pupil’s time in school eg <ul style="list-style-type: none"> • ASD friendly environment • Nurture room • Time out space 	A highly specialised environment is required <i>all of the time</i> eg: <ul style="list-style-type: none"> • Low stimulus environment • Highly protected and individualised space to meet complex needs
The curriculum and how it is delivered	Mainstream curriculum with differentiation eg <ul style="list-style-type: none"> • alternative outcomes • additional time • responding to preferred learning styles 	<i>Significant</i> differentiation is needed in one or more areas of the curriculum, requiring a child’s plan/programme with SMART targets, which are reviewed termly eg <ul style="list-style-type: none"> • for learning and/or behaviour • independence/social/life skills • physical/sensory issues 	<i>Very substantial</i> and individualised planning is needed in a wide area of the mainstream curriculum requiring regular review and consultation with parents, and agencies/services external to the school	The pupil follows an <i>alternative/elaborated</i> curriculum from that provided in mainstream, supported by a detailed child’s plan. This may include daily living skills, a sensory curriculum etc.
The level of adult support required	A flexible and creative use of support normally available, in order to respond to needs	Significant needs which require to be addressed through access to individual and/or small group support for <i>part of the time</i> , monitored and reviewed through the child’s plan.	Access to a <i>substantial</i> level of support <i>most of the time</i> to implement agreed protocols/actions, as agreed and recorded in the child’s plan.	Pupil requires access to teacher and/or pupil support assistant <i>all of the time</i> . This support is monitored, reviewed and evaluated through the child planning process.
The level of specialised resources and technology required	Ordinarily available resources. For some pupils this will include mobility aids, wheelchairs and assistive technology support	Resources, required by the pupil individually, on a <i>time limited</i> basis eg <ul style="list-style-type: none"> • switches • hearing aids for glue ear 	Highly specialised resources or technology not normally available and deployed/designed for the pupil’s specific use <i>when required</i> eg <ul style="list-style-type: none"> • communication aids • radio aids 	Access to highly specialised resources, facilities or technology not normally available and deployed/designed for the pupil’s specific use <i>all of the time</i> eg <ul style="list-style-type: none"> • augmentative aids • assistive technology
The level of support agencies / services involved	Needs identified and monitored by Class / Subject Teacher. For some pupils this may include support from therapists. ASN file <i>may be</i> opened at this Level	Agreed and monitored child’s plan and/or programmes delivered by school staff which may be supported by outside agencies eg OT / S< eg <ul style="list-style-type: none"> • consultation and resources from therapists ASN file opened at this Level	Direct, planned and monitored <i>long term support</i> on a regular basis by specialist agencies/services (including Health and Social Care) . Child’s plan used to coordinate and monitor support and outcomes for the child/young person.	Direct, planned and monitored support on an <i>intensive</i> basis, supported by a detailed child’s plan.

Communication	Ordinary oral/aural and written communication eg <ul style="list-style-type: none"> • visually supported environment • using less complex language 	Communication and language needs met by specific approaches eg <ul style="list-style-type: none"> • symbols • visual/verbal cues 	Enhanced support to aid communication and social inclusion additional communication methods eg <ul style="list-style-type: none"> • sign/gesture, including Makaton • augmentative systems 	Highly specialised methods required <i>all of the time</i> eg <ul style="list-style-type: none"> • sign language • Braille
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This table does not include those pupils with high medical care needs, requiring intimate care, or those with significant sensory impairment, unless they also had a learning disability. Neither does it include those with Moderate Learning Difficulties (i.e. cognitive functioning just below the average range). The figures include all those pupils attending Drummond, St Duthus and St Clements special schools.

The health warning is that this is the information provided by schools and they sometimes may not categorise effectively eg a pupil with a moderate difficulty may be noted as having a learning disability and vice versa. Also, there are some pupils with high levels of need on the database, who do not have a reason for this need identified. This group is not included in these figures. It may be that for some age ranges and in some Areas, the numbers may be an underestimate of the need, but these are the best figures currently available.

Appendix 3 Risk register

Elsie Normington Foundation		Business Risk Register				Date: Feb 2016	
		Risk Categories:	0-8 Low Risk	9-17 Risk	Medium	18-25 High Risk	
Risk Area	Risk Identified (describe the risk to be managed)	Probability Factor (1-5, with 5 being most probable)	Impact Factor (1-5, with 5 being most severe)	Risk Ranking (probability x impact = probability)	Risk Management (how the risk will be managed)	Risk Responsibility (describe who will be responsible for managing the identified risk)	Risk Monitoring
1.0 Strategic							
1.1	Lack of Vision and Robust Business Plan	1	5	5	Clear vision stated and revised. 5 year business plan developed to support funding applications. The production of this report addresses this issue	Chair and Board of EN Foundation	Annually
1.2	No long term Development Strategy	1	5	5	Revised business plan for the new facility and services	Chair and Board of EN Foundation	Annually or when there are changes to the EN Foundation Board
1.3	Business Continuity Management Plan	4	4	16	This should be in addition to the Business Plan. It will be developed with partners determine minimum levels under which the business of	Chair and Board of EN Foundation	Annually ENF Board and Business Partners

					EN Foundation will continue to function		
1.4	Health and Safety and Regulatory issues	2	5	10	EN Foundation will require external advice on all Health and Safety legislation in relation to property issues. Architects and other professional services appointed for the development phase	Chair and Board of EN Foundation	Annually
1.5	Marketing and Branding Strategy	2	4	8	EN Foundation should consider developing a Marketing Strategy to ensure they adopt a proactive approach to operating the business and promoting the new facilities. Risk is reduced through appointment of partners	Chair and Board of EN Foundation	Annually
1.6	Convincing the funding bodies that you have a robust business case for obtaining their investment	4	5	20	This will be critical to the success of the project. Market testing, testimonials and examples of best practice from other areas should help to support this business case	Chair and Board of EN Foundation	Ongoing
2.0 Personnel - These will only apply if EN Foundation move into the position as an employer							
2.1	Employment of staff and Employment Legislation	3	4	12	EN Foundation will have to ensure that all matters in relation to Employment legislation are fully complied with and staff are aware of their rights and	Chair and Board of EN Foundation	Ongoing

					responsibilities. Risk is reduced through appointment of partners		
2.2	Recruiting and managing staff	2	4	8	EN Foundation will require to continually review staff and employee's terms and conditions of employment to ensure full compliance with European legislation. Risk is reduced through appointment of partners	Chair and Board of EN Foundation	Ongoing
2.3	Recruitment and Retention procedures	3	3	9	EN Foundation will require to follow all recruitment and retention policies as required in employment legislation	Chair and Board of EN Foundation	Annually
2.4	Grievance procedures	3	3	9	EN Foundation will require to follow all grievance policies as required in employment legislation	Chair and Board of EN Foundation	Annually
2.5	Loss of Key Staff / ENF Board and Members	4	4	16	EN Foundation should be aware of the need for succession planning in case they lose any key members of staff / Board Members	Chair and Board of EN Foundation	Annually
2.6	Data Protection Policies	3	3	9	Strict adherence to Data Protection legislation and enforcement of relevant Data Protection Policies will be required. Risk is reduced through appointment of partners	Chair and Board of EN Foundation	Annually
2.7	Staff Training	3	4	12	EN Foundation should adopt a proactive approach to staff training	Chair and Board of EN Foundation	Annually
3.0 Operational Risks							
3.1	Selecting the wrong Site	2	5	10	The funders will want to see that a robust Options Appraisal has been undertaken against a set of criteria that are consistent	Chair and Board of EN Foundation	Completed

					across all sites. Selection of the right site can be critical to the success of the Project. Option appraisal undertaken		
3.2	Dealing with all Planning related issues including traffic management and car parking issues	4	4	16	EN Foundation will need to address all planning relating issues as these arise in line with delivering their vision. EN Foundation engaged the necessary professional advisors to provide advice	Chair and Board of EN Foundation	Ongoing
3.3	Bitting off more than you can chew. Taking on the whole vision as a single project	4	5	20	EN Foundation should be cautious not to over –stretch themselves and recognise that this is a medium to long term vision that cannot all be achieved at one time	Chair and Board of EN Foundation	Annually
3.4	Trying to please all of the people all of the time	5	5	25	EN Foundation will need to focus on their Primary Target Groups and not be drawn into wider service provision until their initial targets have been achieved.	Chair and Board of EN Foundation	Annually
3.5	Retaining sufficiently motivated Board members and advisors representing a range of skills	2	5	10	EN Foundation should continually monitor and review the composition of their Board and Advisors to ensure new appropriate members are recruited as other members step down	Chair and Board of EN Foundation	Annually

3.6	Property Maintenance Plans	4	4	16	Once operational and assuming responsibility for buildings EN Foundation will have to ensure that appropriate repairs and maintenance measures are put in place for the upkeep of such properties	Chair and Board of EN Foundation	Annually
4.0 Financial Risks							
4.1	Budget Forecasting for Capital and Revenue	3	5	15	The capital estimates for the project are high and probably are not achievable from a single funding source. A Funding Strategy will require to underpin the philosophy of the project which maximises in kind as well as financial contributions to the project. The capital and revenue budgets must be founded on sound business principles to be sustainable. To mitigate this risk, a funding strategy and 5 year business plan including revenue streams have been prepared	Chair and Board of EN Foundation	Annually
4.2	Phasing of the Project	3	5	15	It is recommended that the project be broken into manageable and fundable phases. To assist this approach we lessen the total	Chair and Board of EN Foundation	Annually

					funding required. Highland Council has agreed to build the housing element of the project. A funding strategy has been agreed.		
4.3	Lack of investment in facilities and insufficient capital	5	5	25	EN Foundation must seek to engage as many grant aiding bodies to improve the investment opportunities in the proposed facilities	Chair and Board of EN Foundation	Annually
4.4	Deficit funding	4	5	20	EN Foundation requires to ensure that the “offers” of income actually can be converted into formal contracts for the building of the new facilities	Chair and Board of EN Foundation	Annually
4.5	Financial Control and Audit Systems	4	4	16	EN Foundation will operate strict financial and auditing controls	Chair and Board of EN Foundation	Annually
4.7	Reduction in income	2	5	10	EN Foundation will need to have a weekly/monthly monitoring system against pre determined income targets and in this way they will be fully aware of any income issues. This has been mitigated through partnership agreements with organisations who have a track record of financial management	Chair and Board of EN Foundation	Ongoing

5.0 Political/External Risks							
5.1	Relationships to Highland Council	2	4	8	EN Foundation should continue to build their relationship with Highland Council particularly in the field of Young People's Learning Disabilities through open and transparent communications	Chair and Board of EN Foundation	Ongoing
5.2	Relationships with local elected members	2	4	8	EN Foundation should continue to build their relationship with local elected members particularly in the field of Learning Disabilities through open and transparent communications	Chair and Board of EN Foundation	Ongoing
5.3	Relationship to NHS Highland	2	4	8	ENF should continue to build relationship with NHS Highland particularly in the field of transition and young adults Learning Disabilities through open and transparent communications	Chair and Board of EN Foundation	Ongoing
5.4	Relationship to wider community	2	3	6	EN Foundation should continue to develop their relationship with the wider Highland Learning Disabilities communities as these can be future users of the new facilities	Chair and Board of EN Foundation	Ongoing

5.5	Securing adequate Community Support for the new facility	2	4	8	It is essential that the EN Foundation can demonstrate adequate community support for the proposed new facilities.	Chair and Board of EN Foundation	Ongoing
6.0 Reputation/Image							
6.1	Media Relations	3	5	15	There is a need for good media relationships. In terms of achieving a successful outcome this aspect may be important to the success of the project	Chair and Board of EN Foundation	Ongoing
6.2	Branding and Public Profile	3	4	12	EN Foundation should actively work on our Project branding and highly visible public profile	Chair and Board of EN Foundation	Ongoing

Appendix 4 Sources of Funding

ENF uses the services of a funding specialist and his advice will be sought on this. Below is a table of initial potential sources of capital funding that may be available to assist with the purchase of land costs and the construction costs of the building. In all grant aid there are no guarantees of funding so the undernoted should not automatically be considered as the definitive solution to the project costs.

Potential initial list of Funders which would fit criteria for the Haven Project	
Lottery - Investing in Ideas	Sports Scotland - Legacy 2014 Active places Fund
Lottery - Awards for All	Creative Scotland
Lottery - Communities and Families	Voluntary Action
Lottery - 2014 Communities	Keep Scotland Beautiful
Lottery - Young Start	Climate Change Fund
Lottery - Community Spaces Scotland	Local Energy Scotland CARES scheme
Celebrate	SSE Sustainable development
Scottish Land Fund	Highland Leader 2014-2020
Investing in Communities - Supporting 20 th century life	Robertson Trust
Investing in Communities Life Transitions	Royal Bank of Scotland
Investing in Communities growing community assets	Highland Cross
Support and connect Sport Scotland	Ganochy Trust

Appendix 5 Options Appraisal

Assessment criteria Each criteria is marked out of 10	Score	Score Weighting and Comments (Multiply Score by Weighting to get Weighted Score)	Weighted Score	Score	Score Weighting and Comments (Multiply Score by Weighting to get Weighted Score)	Weighted Score	Score
Location		45 Murray Road Smithton			Drummond School		
Site Ownership	10	We have convinced the HC to purchase this land which puts us in a strong position to negotiate further with them regarding delivering services for disability and also family support services	7.4	74	This is unknown at this stage. Probably Highland Council – site likely to be wanted for use by HC	3.2	32
Site Size	10	It is possible to build all four aspects of the project on this piece of land. Would be appropriate size for planned buildings/play areas	9	90		3.4	34
Site Location	10	It is based in the heart of the community which meets 'inclusion' criteria and therefore being able to connect with local parents of pre-schoolers day time but also a community venue where people can come to the coffee shop and volunteer at the project	9.2	92	This site is on the Drummond school site which is not good in terms of creating more diverse options for children with additional needs out-with their own very narrow world. The children need a wider opportunity to enlarge their limited	5.6	56

					boundaries. Difficult to access unless through school grounds. Access via MacDonald park but landed was divided by a burn. If only access was through the school this would be a negative.		
Building/Site Condition	10	The site was previously used as a nursing home and although it burned down the site is in an ideal condition Some clearance work may be required although the previous building has been demolished and debris cleared. The fact the previous building has been demolished this could mean less work to be undertaken	8.4	84	Not known. Unable to find an access, could only see it from the road. Returned and seen it from Macdonald park	4.8	48
Building/Site Adaptability	10	The site is fully adaptable for the four parts of the project and will create an 'ideal mini community' on this space. Services should be on site as there was a previous build on the site. Presumably certain	8.4	84	No known how this would fit with existing education plans. No services on site	4	40

		amenities would be there which could mean there would be a starting point					
Ancillary facilities including car parking	10	There is plenty of room for car parking and refuse collections Sufficient spaces for car parking to be available	9.8	98	Not known. Access to site would be inappropriate as via school Parking in school grounds possible but if access was via school then inappropriate	4.4	44
Access to public transport	10	It is on a main route for a very regular local bus service - ideal location. Murray road has a bus service & a bus stop is nearby	10	100	Difficulty in accessing entry to the land. Public bus from Drummond Road	5.8	58
Cost considerations	10	At present we need to purchase this site or else negotiate with HC to secure it free or on an incremental basis. Cost of site is £350,000 but because of the service being provided H.C. would benefit financially by not placing people out of area	4	40	Possibly may mean it could be negotiated free but no known. Likely to be sold at a minimal cost	8.6	86
Planning and Building control matters	10	We have already secured outline planning permission. Outline planning has been agreed	9.8	98	Likely education dept would want to use this land	4.6	46
Synergy to other	10	This project fits perfectly	9.4	94	It is unlikely that	6	60

users		<p>with local community councils who are very supportive of the project. It also synergises with Social Work and other voluntary organisations who would be interested in working on the project.</p> <p>Nearby school & proposed building could provide nursery care during the day</p> <p>This project fits perfectly with local community councils who are very supportive of the project. It also synergises with Social Work and other voluntary organisations who would be interested in working on the project</p>			<p>connections would be made with a middle class community to use the building as a coffee shop. It could possibly work with social work disability team but is unlikely to work with families living in deprivation / poverty. Useful to other service providers in the area but unlikely to be useful for the community</p>		
Impact on Community	10	<p>The site would offer a community coffee shop and meeting space for local people. It will also generate jobs for local people. Services available and cafe are potentially positive for the local community</p> <p>The site would offer a community coffee shop and</p>	8.4	84	<p>Very little impact on community unless the objected to another building in the area.</p>	3.8	38

		meeting space for local people. It will also generate jobs for local people					
Totals	110		93.8	938	32	54.2	542

Assessment criteria Each criteria is marked out of 10	Score	Score Weighting and Comments (Multiply Score by Weighting to get Weighted Score)	Weighted Score	Score	Score Weighting and Comments (Multiply Score by Weighting to get Weighted Score)	Weighted Score	Score
Location		Ardersier Old School			Culloden Playing Fields		
Site Ownership	10	Croft Committee	10	100	Highland Council own this and previously agreed to donate this land for a specialist play centre	10	100
Site Size	10	Insufficient	2.6	26	Size of site would be adequate	9.6	96
Site Location	10	Too far out of town Approx 12 miles from city centre. Airport is nearer which may be attractive to people flying in from the islands	3	30	Although the outlook on the playing fields would be good green space, the coffee shop would not work there. Too distance from main routes	6.2	62
Building/Site Condition	10	Requires a large renovation and this project would be best purpose built. Building in need of renovation	3	30	There are reports that the land is soggy and requires a massive flood prevention intervention. Land was wet underfoot &	4.6	46

		Potentially lot of work to demolish or upgrade the property but amenities could be already in place			had several puddles while other parts of the field were dry I understand there may be problems with drainage?		
Building/Site Adaptability	10	Very old buildings requiring a great deal of renovation. Site would be inappropriate to meet ENF needs	1.2	12	The site could work but would not have the same community connectedness as it would being in the heart of streets in a village. Site if drainage not a problem would be adaptable & as other buildings nearby services shouldn't be too much of a problem. Access would have to be via the youth centre & TA building	6.6	66
Ancillary facilities including car parking	10	Insufficient space	2	20	Parking would have to be created. Enough land available but road would have to be enlarged	6	60
Access to public transport	10	Very poor transport links and too far out of town for all the families. There may only be 1 or 2 families who would use the centre and most travelling from	6.8	68	Good public transport links although a short walk to the nearest bus stop Ten minute walk to nearest bus stop	6.8	68

		Inverness. Bus stop near building					
Cost considerations	10	Large renovation and inheriting problems of old ancillary materials Renovation or likely removal of building	3	30	High risk if there is a flooding possibility Cost could be negligible	8	80
Planning and Building control matters	10	Existing manholes may cause problems	3.4	34	Not known. No problems	10	100
Synergy to other users	10	Unlikely to work with other users - most of the client group supporters are within the Inverness area. Primary School nearby	5.4	54	The community council are already pursuing another project for this space Too remote for community uses	6.8	68
Impact on Community	10	Unlikely to be successful due to rural location. If site was appropriate it would be an excellent facility	7.8	78	The project could connect within the community as the sky centre has demonstrated. Remote from community to used by people wanting to use the cafe	7.6	76
Totals	110		48.2	482		82.2	822

Assessment criteria	Score	Score	Weighting	and	Weighted	Score	Score	Weighting	and	Weighted	Score
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Each criteria is marked out of 10		Comments (Multiply Score by Weighting to get Weighted Score)	Score		Comments (Multiply Score by Weighting to get Weighted Score)	Score	
Location		James Cameron Centre			Balvonie Open Space		
Site Ownership	10	Highland Council could possibly access this free	8.8	88	Will be owned by local community and this could be part of a new development	8.6	86
Site Size	10	Not as adequate as hoped. Adequate spacing for proposed buildings etc	8	80	All projects could sit on this site Adequate space	9.8	98
Site Location	10	Tucked away - could become institutional rather than community Adequate spacing for proposed buildings etc. it is based in the heart of the community which meets 'inclusion' criteria and therefore being able to connect with local parents of pre-schoolers day time but also a community venue where people can come to the coffee shop and volunteer at the project Seems it is in the 'backwaters'	5	50	Far out of town. Remote to existing community, near A9, traffic noise should be considered, on the snow line, access may be difficult in winter This site is on the Drummond school site which is not good in terms of creating more diverse options for children with additional needs out-with their own very narrow world. The children need a wider opportunity to enlarge their limited	5	50

					boundaries		
Building/Site Condition	10	Not really known Good condition but near the canal which would could be a hazard The site was previously used as a nursing home and although it burned down the site is in an ideal condition	6.2	52	Good	9.4	94
Building/Site Adaptability	10	Not really known. Road to centre from existing public road. The site is fully adaptable for the four parts of the project and will create an 'ideal mini community' on this space	7.4	74	Would require lots of discussion with local community council and other potential players. Would have to ensure there was no access problems if access owned by a different owner	8.4	84
Ancillary facilities including car parking	10	Not really known Services to the site could be costly	6.8	68	Require to be installed Adaptable site	5.6	56
Access to public transport	10	Transport links are not very handy. Bus stop nearby, driving vehicles would be through a housing estate	6.2	62	Reasonable links but this project requires a very regular bus service accessibility No nearby bus services	8.8	88
Cost considerations	10	Initial cost minimal, road services to be considered At present we need to purchase this site or else	6.6	66	Negligible	5.8	58

		negotiate with HC to secure it free or on an incremental basis					
Planning and Building control matters	10	Unknown. Existing green site where people walk & walk their dogs	5.4	54	Unknown	4.2	42
Synergy to other users	10	Unlikely Could be detrimental to other existing services - community centre & social work services for vulnerable families nearby	5.8	58	Possibilities Remoter location low synergy	4.8	48
Impact on Community	10	Unlikely Drop in opportunity likely to be lost	5.2	52	Possibilities Remote location low impact This area continues to grow therefore it could impact on the community	5.4	54
Totals	110		71.4	714		75.8	758