

BOOKLET A

THE HIGHLAND COUNCIL COMHAIRLE NA GÀIDHEALTACHD

The accompanying papers are circulated
relative to the Agenda for the Meeting of the

CITY OF INVERNESS AREA COMMITTEE COMATAIDH SGÌREIL CATHAIR-BHAILE INBHIR NIS

on / air

**THURSDAY, 23 FEBRUARY 2017
DIARDAOIN, 23 GEARRAN 2017**

at/ aig

10.30 am



APPLICATION FORM FOR ORGANISATIONS APPLYING FOR GRANT AND DISCRETIONARY FUNDING AND FUNDING IN KIND FROM THE HIGHLAND COUNCIL – Over £10,000 – Common Good Funds

Name of Organisation:

The Ledge

Name of Project or Activity Requiring Support:

Marina Climbing Walls and Adventure Sports Gym – Social Enterprise

Which of the Council's funding streams are you applying to?
(Please provide closing date details where applicable)

The Common Good Fund

Is the amount you are applying for:

- £5,000 or under Under £10,000 £10,000 or over

Total amount applied for: £45,500

Estimated cost of funding in kind applied for: £0.00

Please detail what funding in kind has been applied for e.g. Council staff time, use of premises or equipment, waiving of fees or administration support

None

What type of organisation are you? (please tick all that apply)

Third Sector (voluntary or community) organisation	<input type="checkbox"/>	Community Council	<input type="checkbox"/>
Registered Charity YES If yes – Registration number SCIO no.to follow ...	<input type="checkbox"/>	Company Limited by Guarantee If yes – Company Number	<input type="checkbox"/>
Other - please specify.....			

Please remember guidance to completing the application form is available [here](#). Appropriate links to the guidance are situated throughout the form: [This page](#)

For official use only			
Application reference number			

PART 1: ABOUT YOUR ACTIVITIES OR PROJECT

Guidance on completing part 1: ABOUT YOUR ACTIVITIES OR PROJECT

1.1 What is the name of your activity or project?

The Ledge – Climbing Performance and Adventure Centre

1.2 When will your activity or project take place? (specifically those for which you are seeking an award from The Highland Council)

Start date (month and year	April 2018
End date (month and year	April 2058
Location	Inverness Marina, Inverness

1.3 What activity or project do you want us to support?

For example:

- *Aims of the project and how you are going to do it*
- *Help with running costs or for a specific project or activity?*
- *Who will benefit*

Please note that the Council will be unable to provide any resources not specified on this form or supporting information.

Full Plan attached

- *Aims of the project and how you are going to do it*

The aims of the project are to develop a commercially successful business producing a surplus (profit), which as a SCIO will be used to support and develop our social impacts.

Our SIP (Social Impact Plan) is to support various groups and initiatives i.e.

- Including disabled sport,
- Youth at risk,
- Young offenders
- And those from remote and small communities who are otherwise excluded by physical or social circumstances
 - To encourage entry into Mountain Sports by funding training, equipment purchase, guides and external teaching and instructor services
 - To promote green tourism and responsible travel in the mountain environment
 - To fund/support vocational training for those with limited resources to start a career in Outdoor Sports
 - To promote healthy active living through adventure and outdoors sports
 - To subsidise entry to the Centre Facilities, for school groups, youth groups and community groups
 - To support members of Highland Youth Climbing when required

Support is required to fit out the climbing walls with additional equipment to support the delivery of training, coaching and compatibility with specific community, disabled and youth development groups. This equipment includes 12 True Blue Auto Belay machines (£25,000) 10 Full body adult support harnesses, Specialist abseil and rope climbing equipment (Jumars etc.) and 60m2 (@ £270 per m2) of intro climbing surface adapted for group, disabled and special needs groups.

The Social Impact Plan (SIP)

The Social Impact Plan outlines a number of goals for the project over the first three to five years of the operating centre. These outcomes are based on conversations with members of Highland Council's Youth Action Service, Reach Climbing Coach Mark McGowan, Lee Craigie of Cycletherapy, and Nicola Diggins Department of Sport and Outdoors Studies Inverness College UHI

Phase I) During the initial phase we plan to subsidise or provide free entry to the project for established groups, community and welfare, to the centre that think their clients may benefit from engagement with adventure and climbing activities. In addition we aim to provide dedicated staff support to these groups and individuals to maximise the impact of the sessions and programmes. Part of this phase is to work with Highland Highlife's Active School Co-ordination team to deliver adventure and climbing activities.

Phase II) We plan work with Mark McGowan (BG Paraclimbing Team Coach) to develop and adapt specific programmes for Disabled, Autistic Children and Young Adults, and those with learning disabilities to ensure positive outcomes for visiting groups and those within own locally developed programmes. In addition we plan to work with Lee Craigie to develop our delivery plans and to establish links with groups to build bespoke programmes based on our (Section 8) SCIO Aims and Objectives – Social and environmental impact (see Lee Craigie Appendix One.)

Phase III) Mid term aims include the employment of a full-time dedicated Community Programme Manager who will develop a full local programme of initiatives and courses

Phase IV) To develop our remote communities outreach programme. This has two facets 1) to fund/encourage/subsidise visits for remote community groups 2) to fund our mobile initiative, which may include the purchase of a mobile climbing/cc tower and equipment to allow outdoor programs to be delivered locally to communities out with our local catchment. We also plan to develop the potential to deliver the John Muir Trust Award, which connects young people with the natural environment

Phase V) From our work in the community we will no doubt become aware of certain individuals who wish to develop a career in outdoors sports and climbing walls. We plan to develop a mentoring and development pathway to identify these individuals and then help develop their professional qualifications and training to offer gateways into full time employment in adventure and outdoor sports.

Vocational Training and Education. We are developing a working relationship with Inverness College UHI to become a delivering partner of Foundation Apprenticeships, as well as providing work experience in courses such as Coaching and Developing Sport, Fitness Health and Exercise, Outdoor Pursuits, Sport and Fitness, Sports Management, Hospitality and Sustainable Development.

Our SIP will also include supporting access, environmental works and to foster relationships between landowners and the mountaineering and climbing communities to fund low cost or free lectures on Avalanche Awareness, Mountain Navigation and remote location First Aid. We also plan to develop and support a "bolt fund". Fixed equipment on "sport" climbs needs to be regularly replaced if the routes are to remain safe for all to use. We aim to fund equipment replacement and provide rope and tool management courses to a volunteer force of climbers to ensure the continuing safety of Highland sport climbing venues.

- *Help with running costs or for a specific project or activity?*

The funding is required to complete our Capital funding package which includes contributions from HIE, Highland Council's Social Discretionary Fund, sportscotland, and Social Investment Scotland.

Common Good Funding will be specifically targeted towards equipment purchase, which will be primarily used in the delivery of the SIP.

- *Who will benefit*

The SIP Groups and those identified in the SCIO's Aims and Objectives and those support Active Schools programs and Highland Council's PEPAS (PE, Physical Activity and Sport)

1.4 Does your activity or project involve building or landscaping work?

Yes

If yes please answer both a) and b) below.

- a) Does your organisation (Please tick):
Have ownership of the land or building

NO

OR

Hold at lease of at least 5 years that cannot be ended by the landlord?

Yes

- b) Is planning permission needed for your project? Tick one option below.

Planning permission not required

Planning permission required and has been granted. - **Planning permission is being sought and applied for**

1.5 Please tell us how your project or activity will help the Council to meet its Public Sector Equality Duty to:

- Get rid of unlawful discrimination, harassment and victimisation;
- Make sure that people from different groups* are treated fairly and have equal chances to use services and that there is more equality between groups*;
- Make sure that people from different groups* get on together.

*Groups are people who have "protected characteristics" in the Equality Act: age, gender reassignment, pregnancy and maternity, religion or belief, sexual orientation, disability, marriage and civil partnership, race and sex.

For example are people with protected characteristics likely to face barriers; how you intend to tackle these barriers; does your project promote inclusion?

The SCIO's registration with OSCR means that the project has satisfied their criteria as set out by the Scottish Government for Charitable Organisations and therefore we have duty of care to all our members, clients and guests.

Adventure activities when approached for the angle of social impact have a strong ethos of egalitarianism and community inclusion. A full inclusion policy covering ethics, inclusion, anti discrimination has been written into the constitution of the project. These ambitions are then going to be an integral part of our employment, volunteer and staff training. The management team will then guide and implement this ethos and policy through positive enforcement and action.

Climbing traditionally as all adventure sports, have always been inclusive irrespective of race, sexual orientation, gender age and ability. It is a community sport with a strong ethos of inclusion. The Ledge will be fully supportive of this historical legacy and on-going enforce these values to all comers to the project.

1.6 Where relevant and appropriate please describe any contribution your project may make towards promotion of the Gaelic language?

Dual signage where appropriate and basic climbing terms dual language notice boards. Equal Font proposed.

1.7 Please tell us if you have spoken to anyone about your application for advice and support – e.g. Local Highland Council Elected Member, Community Council Member, Council Staff, local Council for Voluntary Service (CVS) – If yes, please provide details:

The project has been in the pipeline for 18 months prior to this application and we have an on-going dialogue with... Councillor David Haas, and Director of Planning and Development Stuart Black. Initial discussions have also taken place with Chris McCormack of the Council's Youth Action Service and Robin Jackson Business Growth Advisor.
In addition detailed discussions have taken place with Mags Duncan for the Active Schools and PEPAS groups and Ian Murray of Highlife Highland.

1.8 Please tell us about any funding in kind you are seeking from the Council:

Detail i.e. premises, facilities, staff time, waiving of fees	Estimated value

1.9 Please provide a breakdown of how much will your activities/project will cost and how much Funding you are applying for from The Highland Council:

Item/Activity	Breakdown of Total Costs £	Year 1 £	Year 2* £	Year 3* £	Total £
Staffing					
Other Costs e.g. property costs, transport, equipment, insurance, marketing	Climbing Walls Gym Equipment Climbing Equipment (Council Supported) Climbing Equipment Youth Play Equipment Operational Fit-out Matting Initial set up costs & Working Capital	200,000 134,397 45,500 66,000 263,000 26,000 56,000 165,614			
Total Project Cost £		956,511			
Total Funding Request £		45,500			

1.10 **Other funding relating to this project** Please include other funders and own resources and income. Continue on separate sheet if required.

Organisation and status of application	Year 1 £	Year 2* £	Year 3* £	Total £
Highland Council Social Discretionary Fund	£200,000			
HIE	£235,000			
sportscotland Successful <input type="checkbox"/> Unsuccessful <input type="checkbox"/> Awaiting Decision x	£200,000			
Social Investment Scotland	£250,000			
Private Resources Successful <input type="checkbox"/> Unsuccessful <input type="checkbox"/> Awaiting Decision x	£26,011			
Totals	911,011			

*See guidance notes for specific funding stream to see if you are able to apply for more than one year of funding.

- 1.11 Please tell us how you know that there is a need for this activity or project and how your approach will meet this need. This might include:
- Community support for your project (e.g. surveys, etc.)
 - Statistics which show the need for your project (e.g. unemployment figures, crime statistics)
 - Evidence from similar projects which shows that they have worked (e.g. research from elsewhere or evaluations of previous local work)

The initial concept was investigated by Adventure Concepts Ltd on behalf of the Scotlog Group who are the building investors. This work identified the gap in the market within the Highland Region and notably Inverness for a major Climbing Centre. This has been further confirmed by Mountaineering Scotland the sports governing body, who have identified that Inverness is the ideal site for the much needed Highland National Performance Centre as identified in their Facilities Development Statement 2015. A Facebook campaign called Climb Inverness further highlighted the base demand for a modern climbing facility in the City and Region. A full set of research statistics, demographic research and evidence is contained in the Business plan attached.

This plan has been reviewed by HIE and Social Investment Scotland in the preparation of their individual Grants and investments.

Highland Highlife are fully supportive of the development and see the project as being part of the future of the sporting life of the Highland Region. They also recognise that the management and operational skills required to operate a modern climbing centre are beyond the reach of many public sector leisure operators.

Similar projects in the region which have had a notable effect on the health and well being of similar groups are Outward Bound, Cycletherapy and Day 1.

- 1.12 Is this a new or additional activity or project? – **Yes**
If yes, what change will your activities or project make in your community?

This is a new project. Following discussions with both Highland Council and Highlife Highland both agree that the current climbing wall in the city is out-dated, overcrowded at peak times and not fit for purpose. A decision on its future is pending. Furthermore all parties funding the project understand the great social and community benefits that will come from a successful project and then using its surplus (profits) to support and fund access to the many school, community and social groups who may benefit from inclusion in climbing and adventure sports activities. It is estimated that the surplus, which the SCIO will target towards its charitable activities is estimated to be in the region of £35,000 in year one rising to £60,000 in year three.

The 5 Phase SIP plan offers a thought-out development plan, which will be supported by the plan. In addition we will work towards fulfilling our commitments in supporting the Highland Councils social and educational principles.

"Working together for the Highlands" is the Council's "bold and ambitious" programme of priorities for delivery over the period 2012-2017. The programme sets out 139 actions across seven main themes, which focus on working together for:-

*the economy;
children and young people;
caring communities;
better infrastructure;
better housing;
empowering communities; and
strong and safe communities.*

The Ledge answers or will work with the following...

Its principles of job creation, a living wage, quality jobs, youth employment, vocational apprenticeships and training, supporting social enterprise, maximising its impact as major tourism attraction, supporting and promoting green and destination tourism, developing sports outreach into rural communities, building the infrastructure of The Highland Capital.

In addition its quality of life aspirations for children's and young people namely active play, physical activity and the proven benefits of adventurous activities on educational attainment will be further supported by the project and through its Active Schools programmes and its links with UHI. The SCIO's fund will aim to work towards the principles of "caring communities" by improving the quality of life for young people, and adults struggling with deprivation, tackle childhood obesity, promote activity in the wilderness areas, promote and support cycling initiatives, work with local food producers, harbour development, develop a volunteering programme, partner in developing train and jobs, provide training for mountain rescue teams, and difficult access training for the police and fire rescue services, provide mentored opportunities for low level and low risk offenders with the appropriate services, and support climate change education.

If No, how has your activities or project been funded in the last three years?

- 1.13 Please tell us how you will know that your activities or project is working and that you are benefiting your community. You only need to provide targets for the years in which your project will operate. See the detailed guidance for examples of targets.

How you will know you have made the change?		
Year 1 Measurable Outcome	Year 2 Measurable Outcome	Year 3 Measurable Outcome
User numbers on climbing wall and activities between 36,000 and 38,000	User numbers rise by 2000 – 3000 visits per annum	User numbers rise by 2000 per annum
The community fund (surplus cash flow) achieved and targeted at £30,000 - £35,000 in year one	The fund grows by 15%-20% in year two	Continued effective growth
Schools engaged with the SCIO Aims and Objectives and the PEPAS (PE, Physical Activity and Sport) group. Youth Action Service engaged and community outreach established and relevant social services and groups introduced and pathways established	Programmes established following the Aims and Objectives of the SCIO. Increased numbers within the social development plans	As year 2
Measurable outcomes developed	Full time Community Manager engaged and outreach program developed with outreach	Outdoors programme established and community engagement developing
Vocational Training pathways established	Vocational training moving towards professional qualifications for selected participants	Extension of vocational opportunities
Management plan fully developed for SCIO Aims and objectives measurement standards developed	Full SCIO A&O's underway and outcomes monitored	
Tourism market engaged	Growth in numbers on Fun Climb and Highropes	Growth in awareness and no specialist visitor numbers

- 1.14 If it is intended that this activity or project continue beyond the period of Council support, how will it be funded?

There is a robust business plan until year 4 and a finance plan to match. The project life will extend to 25years + and is self-sustaining.

- 3.3 a) When did your organisation start? Month: Nov 2014
- b) What geographic areas and/or communities of interest (e.g. Young people, people with disabilities, older people, people from an ethnic minority background) does your organisation cover?

Principally Inner Moray Firth then the whole of the Highland Region.
 Principle communities of interest served will be: Young people, Disabled sport and activities, Young and low level offenders, isolated individuals and groups.

- c) Is there any restriction on who can join your organisation?

No If yes, what are they and why do you have them?

No

- d) How many people are on your governing body or management committee? 5
- e) Are there Highland Council Elected Members or Officers or Community Councillors on or attending your Management Committee or Board? *(please note that this will not affect your application)*
- Yes No x as yet not decided.

If yes, please provide names:

Highland Council Elected Members	Role i.e. Office Bearer, Voting Member, Ex-official / advisory, other

Community Councillors	Role i.e. Office Bearer, Voting Member, Ex-official, other

Council Officers	Role i.e. Office Bearer, Voting Member, Ex-official, other

3.4 Does or has your organisation receive(d) any other funding from The Highland Council? Please provide information relating to Council funding for the last 3 years:

Yes

No

However we are applying to the Capital Discretionary Fund for support.

If yes –

a) What is/was it for, and from which Service or Ward budget was it provided?

Year 1:
Year 2:
Year 3:

b) How much funding do/did you receive?

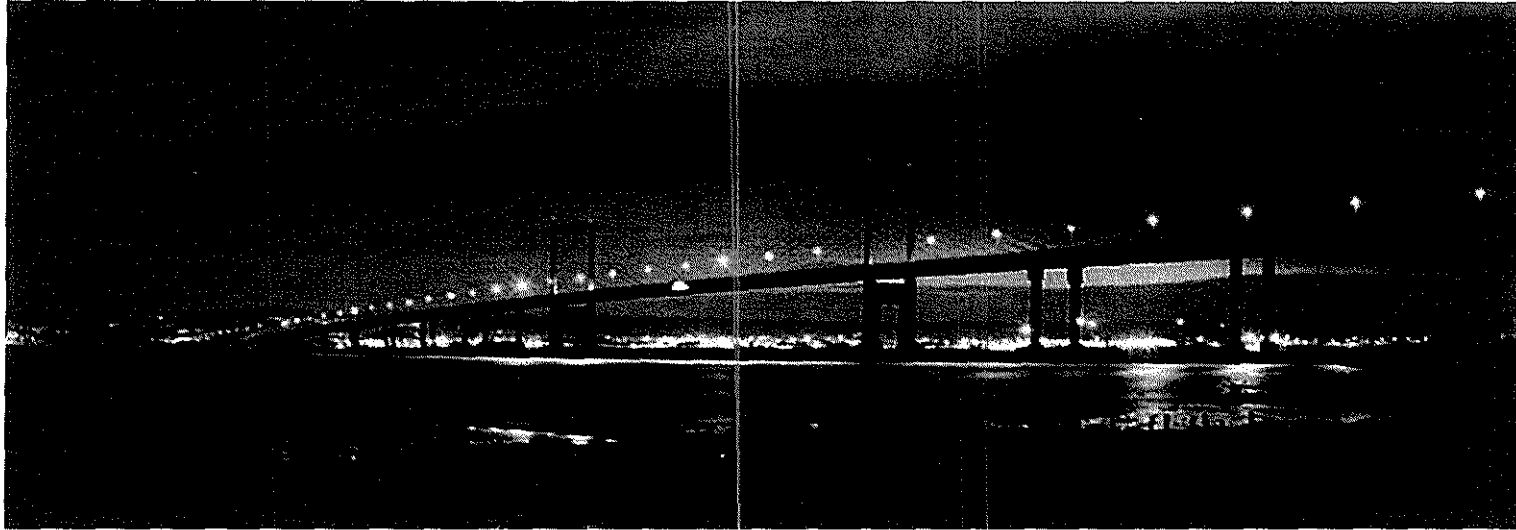
Year 1:
Year 2:
Year 3:

c) Estimated value of existing funding in kind, and from which Service or Ward budget was/is it provided?

Year 1:
Year 2:
Year 3:

The LEDGE

INVERNESS MARINA



THE PLAN FOR THE CLIMBING PERFORMANCE CENTRE/Level 3 HUB
FOR THE HIGHLAND REGION AT THE INVERNESS MARINA

"The facilities currently being considered within Marina Walls (The Ledge) would meet all our Facilities Strategy criteria as a Level 3 Hub and would be the second largest climbing wall in Scotland.... will cater for the growing population and the growth in the interest in climbing across the Highland area"

Kevin Howett, Sports Development Officer, Mountaineering Scotland

"The Highland Capital is the most logical place to support any significant investment into a dedicated climbing facility.... I believe the Marina Wall (The Ledge) project is the scale of facility required at the heart of collaboration between key partners to bring the required growth to rock climbing within the north, creating many more active and healthy lives."

Shaun Roberts, Principal, Glenmore Lodge

"There is no doubt therefore that the Marina Walls (The Ledge) proposal has the potential to fill this significant gap in the regional sports infrastructure, creating a facility for which we are clear there would be a great deal of demand"

Ian Murray, Chief Executive, High Life Highland

"The highlands are crying out for a venue with national status"

Adam Cruttenden, Manager EICA (Edinburgh International Climbing Arena)

"As well as providing a world class climbing facility in Scotland's highland capital Inverness, the Marina Wall (The Ledge) has the potential to provide a much needed publicly accessible hub"

Mark Diggins, Co-ordinator - Scottish Avalanche Information Service

Technical Commission and Board Member - International Federation of Mountain Guides Associations.

"The Marina Wall (The Ledge) proposal represents a valid and desirable project on a number of levels... As a Lecturer in Sport and Outdoor studies at the UHI I could foresee opportunities for research, work and coaching placements, training and sports performance workshops and other vocational fields associated with facility operation"

Nicola Diggins, Lecturer of sport & outdoor studies, Inverness Collage University of the Highlands and Islands

"Firstport highlighted that they felt the project has the potential to deliver clear social impacts and were impressed by the strength of the business plan"

Kirstie Penman, Program Manager, Firstport

"As the GB Paraclimbing Team Coach, I am excited to see a drive for more social inclusion in climbing... it is a perfect fit for such a great much needed resource for further social inclusion in climbing."

Mark McGowan GB Paraclimbing Team Coach

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1. Executive Summary

Mountaineering Scotland (the sports governing body) has identified Inverness as being at the centre of a region where a major climbing development is a strategic necessity. They also have redefined their National Facilities strategy, which would see this project (The Ledge) fulfilling its role as a **“Climbing Performance Centre”, a Level 3 Hub**. Current local facilities are inadequate and limited and are over-crowded at peak times. Many committed climbers ignore the local walls climbing completely, travelling to better facilities in the south. (See MS Facilities Position Statement) With Rock Climbing as an Olympic sport for Tokyo 2020 and as a past Olympic demonstration sport, the creation of a National structure to develop and foster talent, provide climbers with high standard training facilities both regionally and Nationally is extremely important if we are to compete at the highest levels. The Ledge’s training facilities have been specifically designed to meet the sports progression targets set by the governing body. These targets include the development of competition and elite standard facilities as well as a substantial provision for recreational, entry level and pathway development.

The plan is create a large scale “Climbing Performance Centre” and Adventure Sports destination at the Inverness Marina by developing a sustainable business with a wide appeal and also a mountain sports and climbing gym facility that will be specifically tailored to meet the needs of climbers and the mountaineering community in the Highlands. The project also has a **wider leisure and tourism** role, which includes the development of a café and varied adventure facilities, designed to appeal to visiting tourists and families on holiday. This is of integral importance in the creation of a sustainable business. In addition to the indoor facilities mid term development plans are to run a comprehensive program of outdoor adventure sports courses and activities using the indoor facilities and training programs as a launch pad to our outdoors and community programs. The project has received some significant endorsements supporting the objectives of the project. (See Appendix 1). The project will be run as a SCIO, with its charitable aims focused towards the provision of facilities, opportunities and training to those with specific needs.

It has long been recognised that there is a real lack of adventure sport/leisure-tourism, and climbing facilities in the Highland region. The City of Inverness and the wider Highland region have few wet weather active tourism and adventure sports facilities for both locals and visitors. The recent growth in the Inner Moray Firth’s population and the general increase in awareness and participation in outdoor and mountain sports, have both now reached a stage where it is felt that the Highland region can support a climbing and adventure centre worthy of the city of Inverness and the Marina site.

It is felt that at the end of its first mature year of operation the Centre should receive over 80,000 visits. It is estimated that the 2000m2 building will cost in the region of £1.65ml to build with an additional £950,000 to “fit out” and deliver the project to the required standard. Government and sports grant aid is required to meet this requirement and initial enquiries have suggested that the relevant sports and government agencies are ready to support a venture that they see as important to the health of performance sport, community sport, adventure leisure and tourism the area.

Anticipated levels of participation are inline with similar facilities elsewhere, given the size of the catchment areas local and regional, however the poorer weather in the Highlands and the active nature of the regional sports population, the project could see a much more robust uptake than anticipated.

The Ledge (SCIO) will be the leaseholder, and we aim to create a **community engagement fund**, to support the community and social aims of the project. The aims and objectives include the promotion of community engagement, creating opportunities for young people, **supporting a healthier Scotland** and providing sports and leisure activities for all people, at all levels of ability, regardless of their social and economic status. The structure is designed to be as dynamic and flexible as possible, allowing the business to develop opportunities as they surface and to provide a structure acceptable to our grant and community funders.

2 Project Overview

Development History

In early 2014, following discussions with the owners of the Inverness Marina site, Scotlog Ltd and the Mountaineering Scotland (MS), Adventure Concepts Ltd who have worked as an adventure sports design consultancy since 2001, was invited to investigate the feasibility of a major adventure leisure and climbing centre on the site.

This feasibility study coincided with the MS publishing a new policy document. This document outlines the current provision and future facility development requirements for the (mountaineering and climbing) sport in Scotland. The Highland Region, centred on the City of Inverness was highlighted as specifically lacking in quality facilities and was a region in need structural facilities development and support. This report opened the door for the project. Combined with the positive results of the feasibility study commissioned by Scotlog Ltd. this combination demonstrated the viability of the proposed Marina Walls project.

3 The proposed Marina Centre in a National Sports context.

The following climbing specification was agreed with the MS as being the ambition of the Centre. This specification is sufficient for the centre to gain Level 3 HUB/ Climbing Performance Centre status, placing it at the centre of climbing sport in Scotland.

1,000m² of lead walls, ranging in height between 10 and 14m high

This should include a wall capable of hosting Local and National competitions

350m² of bouldering (4.5m) un-roped training walls

UIAA Olympic Speed Climbing wall, between 10m-12m high.

(To put this into a European context, most regard a 1,000m² to be of moderate size. It is estimated that that the Marina centre would be in the region of 1,550m², including the speed and competition walls. We believe this to be pragmatic given the local conditions.)

Additional supporting facilities should be included in order to provide a “Level 3/Climbing Performance Centre” centre:

- Lecture room/space
- Gym/strength and conditioning
- Showers and changing facilities
- Café
- Small retail rock shop 30-50m²
- Toilets
- Disabled services and access
- Yoga/physio Studios (doubling as competition isolation space)
- Early years, and community sports facilities to include Play Climbing and High Ropes
- Traditional gear lead facility

4 The Ledge as a National Centre (Hub) (prepared in conjunction with the MS.)

Key outcomes for MS through the Level 3 Hub criteria.

- Offer the standard and scale of facilities available in South Scotland but lacking in the North
- Act as a Level 3 standard Hub at the centre of a network of local and school walls (there are more primary school traverse walls in Highland Region than anywhere else in Scotland but no pathway to take that basic intro further due to lack of facility)
- This we envisage will increase participation in climbing and bring North Scotland participation levels up and so increase competition attendance, allow talent identification, build coaching structures etc.
- Allows National competitions to be held in North including International standard speed.
- Give a home for the North Scotland Regional Team
- Allows a Speed Team to train in the North (there is an established Scottish Speed Team training in Ratho EICA and attending IFSC comps)
- Allows coaching academies to be held in the North
- Allows MS and others to deliver Level 3 Coaching in Climbing Awards and modules (Performance Coach)
- Will allow engagement with the MS Regional Development Officers (Paul Calton and Michael Jeans) in developing clubs, next-steps REALrock etc.
- Speed wall 10m – to IFSC specs.
- Performance walls are required (systems board, circuit board, finger and campus) other ancillary gym equipment including rings, Versa Climber CV, hang bars, physio-balls in climbing area and free weights etc. in gym
- Indoor trad climbing provision is required
- Enhance pathway development through engagement with local schools and youth groups, junior clubs, support to the local youth climbing club, coaching support, build competitions; a shared sport area and no drive to expand and make a dedicated climbing space

5 Complementary Facilities

The Ledge – Gym/Fitness (The Adventure Sports Gym)

The Level 3 Hub requires the facility to provide limited CV, strength and conditioning equipment and cross-training equipment for the teams, and the elite and recreational sports climbers and mountaineers.

It is therefore proposed to develop of complimentary training and therapeutic facilities to be those required to reach the Level 3 Hub status and those thought will benefit the mountaineering and climbing community in the Region. These facilities will mirror the most modern climbing centre models both operationally and functionally (classes and facilities). These facilities must also be able to meet the demands of both the MS and the British Mountaineering Council as climbing moves on towards to the Olympics in 2020.

These are

	Sizes	
A Space suitable for yoga, stretching, core and floor work and lectures		
Functional fitness space, for group work, HIT training and competition isolation		
Strength and Conditioning equipment, namely free weights and Kafe Craft, Tools, TRX,	Mountain sports functional fitness and free weights training	– 100m2
Boards, Ropes and ladders	CV Classes in a flexible studio space/isolation room	– 100m2
Selected CV machines such as the Versaclimber etc.	Lecture theatre	- 100m2

Modern climbing centres in the USA are leading the trends, and those facilities are now being mirrored in Europe, in most cases, they have a large Yoga/Studio space for up to 40 participants, dedicated Strength and Condition areas with Free Weights, CV and flexible functional fitness spaces, which can double as competition isolation and warm up rooms. They also are set up to service local competitions and coaching sessions, and the desired FFME (French Federation) Bebe' Climb style tools.

Fun Climbing – (Hangfast – Clip and Climb – Funtopia)

Fun climbing walls are a new climbing leisure activity. They can act as stand alone kids and young teens active play spaces but are strongly linked to climbing activity and are an effective introductory tool and gateway into the deeper climbing experience. They are vertical play - a mix between climbing, high ropes and jungle gym suitable for kids between 5-14 yrs old. They also provide excellent team building and party venues - Fun Climbing – 200m2 x 8m high (18-20 Units) and a Soft Play area or between 60 - 100m2 is regarded as a significant additional draw and an effective pathway into the sport of climbing.

Standalone “Clip and Climb” facilities in England such as Hangfast in Exeter post 49,000 annual visits and are also regarded as a major tourism draw. Similarly Bournemouth’s regeneration success cites the Pier’s “Rock Reef” centre as being of major importance in the wider tourism offering.

High ropes and Zip lines (potentially phased in)

Integrated into the roof structure and supported by the Fun Climbing Structure will be a 12-18 obstacle High Ropes course. It is important that this is separated from the main climbing hall due to noise disturbance. A Zip Wire would then leave the building and cross the Marina as a final obstacle choice. The Zip could be offered as a separate stand-alone activity. GoApe and similarly and the Eden Centre’s zip wire and high-ropes course are seen as part of the accepted leisure and tourism mix acting as major draws and a demonstration of an areas modern active leisure provision.

Shelter Stone Café

A 100m2 café providing up to 12x2m rectangular tables = 80-100 covers.

We strongly believe that the Marina Wall should be home to an excellent café that would become a destination café in its own right. The success of the Mountain Café in Aviemore, the Storehouse at Foulis Ferry and the recently redeveloped Brodie Countryfare near Nairn, show that there is a real demand for quality casual cafés. The backlash against chain cafés such as Starbucks and Costa suggests that people want good independent cafés with adequate parking. It is suggested that the café serve plated lunch and evening food similar to the Bristol’s Mud Docks and the successful Tiso Experience café in Perth.

The Shelter Stone would provide daylong healthy snacks and sandwiches, breakfast bagels and bakery style food in addition. This will be a quality offering capable of becoming a local lunchtime spot to service local business, the centre and marina visitors alike. Limited local competition exists, notably the Tiso Experience café. It is important that the café is social, friendly and has an excellent level of welcoming service to all comers.

It is proposed that the café operation will play an important part in creating awareness that the Inverness Marina is a destination in its own right. The café, retail and events business will be subcontracted to a company with these specific skills. Funding is not being sought for the Café and retail elements of the project.

6 Key Deliverables in the context of sportscotland's facilities awards.

- The project must have meaningful community access, provide community benefit and not be for private gain.

The building will be open to all comers to train and use the centre. Opening hours will be from 7 or 8am for gym and studio usage and from 10am – 10.30pm weekdays and 10 am to 8pm on the weekend for the climbing arena.

The SCIO will develop and administer a surplus fund, which will be used to support various initiatives to support those in the wider community who require special support and access to the facilities. The project also will provide a much needed sports venue for the climbing and adventure sports community as a whole.

The proposed structure provides for the SCIO to generate funds to support the charitable objectives.

- There must be a clear need and demand for what is proposed.

Most major cities in the UK have large climbing centres. Inverness is the current exception and has been identified by the governing body as a major gap in the provision of climbing and adventure facilities. The population has reached the critical mass to support such a development and a number of private companies have targeted Inverness as a potential development opportunity.

- Financial need must be clearly demonstrated, in order to be considered eligible for the requested level of funding.

In order to develop a facility that can answer the governing bodies requirements and that of the sports community of the region, significant grant support is required to allow the project to exist on a strong and sustainable footing. This is best provided through grant awards rather than incurring large unsustainable debts. The (total) funding package proposed, is a mix of local, regional and national funds. The facilities grant will be specifically attributed to the climbing hall/wall fixtures of the project as a clearly defined governing body target. The climbing arena and its walls can be viewed almost as a stand-alone funding element, clear and defined.

- In all cases, applicants must demonstrate the operational viability of the project for the period of the award. Maintenance and eventual replacement must be planned and funded by the applicant, taking account of realistic income projections.

A comprehensive financial plan is attached to this application, complete with maintenance and repair allowances

- The facility must be fit for purpose in terms of: Location; scale and content; design, accessibility; management and environmental impact.

The project is designed to fit not only the governing body requirements for its national and regional development aims and objectives, but is also market and catchment area refined. The site has good road links and has been designed to fit into the surroundings of the site and location.

- The project must be able to show that with funding from sportscotland you have the finance or will be capable of raising the balance of finance to start up to 12 months of the date of the award.

The sportscotland facilities grant is an essential component of the funding package, without which this project will not be viable. We have identified – and are in varying stages of application and negotiation with – multiple complementary sources of financing, who view support from the governing body and sportscotland as the keystone funding on which their funding will be built. The sportscotland facilities grant is a prerequisite to securing each of the additional funding sources. Many of the additional funding sources are smaller in nature and such smaller funding lines would not, in themselves in isolation, result in a shortfall should they not be obtained.

- The applicant must be able to complete the project within a set timescale.

Once the funding package is complete a defined design and build timetable has been set and verified but major construction company Colorado construction. Gantt Chart attached.

- We look for applicants to demonstrate security of tenure for at least ten years (from date of completion) for projects, which received an award of up to £100,000, including VAT. Where the award level exceeds £100,000, Including VAT, we require the applicant to have security of tenure for at least 25 years from date of completion. This can be through ownership or by way of a lease.

A 40 year lease has been offered by the owners of the site and the developers of the building. Copy attached

7 Company/Project Structures

The building will be built, owned and partially fitted out by Scotlog Ltd. The Ledge the SCIO, will lease the building and operate the project.

The SCIO will sign a minimum of a 40-year lease with the building owners, a key requirement of a Sportscotland award. A long lease protects the grant investment and the Mountaineering Scotland's strategic goal for nationally important sporting facility. The Company will have first option on re-signing the sporting lease at the end of the initial period. Scotlog Ltd is supportive of the long lease terms as it provides consistent tenancy and continuity for the site. It is the SCIO that will apply for the grants essential for the projects developments. The development recognises Sportscotland's requirement to hold a first/joint first legal charge over assets up to the value of any grant. We will therefore structure the enterprise to accommodate this in as straightforward a manner possible. Sportscotland would be able to take the first charge over this lease should that be their preferred option.

As mentioned earlier, the projects sporting infrastructure has been agreed with the sports Governing Body the Mountaineering Scotland (MS). It also should be noted that we have given careful consideration to Sportscotland's objectives as they relate to "priority projects" and "specific considerations" of

1) Facilities which increase opportunities for or improve the quality of outdoor and adventure sport.

The Centre is designed to become a Level 3 "Regional Hub" Climbing Centre and fit into the governing bodies National development plan (which includes increasing participation in indoor and outdoor climbing). In addition the gymnasium, studio and proposed outdoor sports training programs will see the project become the focal point for adventure sports participants in the Highlands. The plan is to create training programs and outdoors sports opportunities which otherwise would not exist. This would include introductory outdoor courses to climbing and mountaineering, plus developing guiding and coaching programs. The mid-term ambition is to run a comprehensive outdoor climbing and mountaineering curriculum led by our senior guiding and instructional staff.

2) Community access and increase the range of available sporting activity.

The existing facilities in the City, according to the “governing bodies facility” review carried out in early 2016, state that the current facilities in the city are inadequate and out-dated. This is recognised by Highland Council, the owners of the exciting wall and Highlife Highland the operators of the facility. Both agree when The Ledge is operational they will review the old provision and consider dismantling or relocating it, to a more suitable location.

Therefore the SCIO recognises that it will be providing part of a much needed community leisure mix. Memberships and entry will be open to all, who pass the relevant safety checks and training and inductions, classes will be open to all comers.

The SCIO will fund and support community access and target specific user groups considered appropriate for the organisations charitable aims.

3) National and/or regional standard training facilities identified by Scottish governing bodies of sport as part of their facility strategies and/or linked to success at the Commonwealth Games, Olympic Games and Paralympics or other events of national importance.

The Centre fits into the governing bodies national development strategy for competition and Olympic development.

8 Community, Sport and Health.

The SCIO understands it plays a vital role in promoting and providing facilities for the community. It also fully understands the benefits of positively introducing people to climbing and adventure sports in a positive and engaging way. More than many activities, “lifestyle sports” tend to stay with people throughout their lives, evolving as their interests and abilities develop. The wide age range seen in climbing walls is testament to this.

The SCIO aims to create a fund to support low cost access to the facilities, and provide the sports facilities and training, for those with specific needs

SCIO Aims and Objectives – Social and environmental impact

- Including disabled sport,
- Youth at risk,
- Young offenders
- And those from remote and small communities who are otherwise excluded by physical or social circumstances
- To encourage entry into Mountain Sports by funding training, equipment purchase, guides and external teaching and instructor services
- To promote green tourism and responsible travel in the mountain environment
- To fund/support vocational training for those with limited resources to start a career in Outdoor Sports
- To promote healthy active living through adventure and outdoors sports
- To subsidise entry to the Centre Facilities, for school groups, youth groups and community groups
- To support members of Highland Youth Climbing when required

9 Key social outcomes linked to Climbing and Adventure Sports

The following bulleted points are taken from observed outcomes of a group of young offenders and youth at risk during a 6-week course at Rock Reef, a climbing and adventure centre in Bournemouth.

- ☑ Increased confidence – overcoming the physical and mental challenges through the attainment of realistic goals.
- ☑ Tenacity and persistence – repeating attempts when initial ones are not as successful as hoped, until, after personal skill development the goal is achieved
- ☑ Setting & meeting personal goals – going further than before, or further than they believed they could through voluntary effort, without comparing themselves to others
- ☑ Peer support – specifically, encouraging one another to achieve for the other person's benefit, rather than for their own
- ☑ Working with difference – mixing with others different to themselves, and making this work so that the collective experience is better for all
- ☑ Health and exercise – seeing the positive impact of regular physical exercise
- ☑ Life impact – a sense of exhilaration through optimal experiences some young people are noticing that they have a different outlook since starting in a challenging activity develops a greater state of well being and a benefit to life quality.

"Experience of the outdoors (sports)... has the potential to confer a multitude of benefits on young people's physical development, emotional and mental health and well being and social development. Mental health and wellbeing benefits from (adventure) play appear to be long-term, realised in the form of emotional stability in young adulthood.

- ☑ Attitudes, beliefs and self-perceptions - examples of outcomes include independence, confidence, self-esteem, locus of control, self-efficacy, personal effectiveness and coping strategies
 - ☑ Interpersonal and social skills - such as social effectiveness, communication skills, group cohesion and teamwork
- Literature Review by Penny Travlou, OPENspace Research Centre (2006) "

"In diverse and marginalized groups within today's society you need to be resilient. Rock climbing builds and strengthens resilience as well as increasing individuals confidence in themselves and grows trust and communication with others in a very focused environment that benefits a person both physically and mentally in a highly positive, exciting and highly social environment."

Mark McGowan GB Paraclimbing Team Coach

"Optimal experience, where we feel a sense of exhilaration, a deep sense of enjoyment that is long cherished, does not come through passive, receptive, relaxing times. The best moments usually occur when a person's body or mind is stretched to its limits in a voluntary effort to accomplish something difficult and worthwhile. Such experiences are not necessarily pleasant at the time they occur. Yet, in the long-run, optimal experiences add up to a sense of mastery, or perhaps, better, a sense of participation in determining the content of life. Because optimal experience depends on the ability to control what happens in consciousness moment by moment, each person has to achieve it on the basis of his own individual efforts and creativity. This happens when psychic energy--or attention--is invested in realistic goals, and when skills match the opportunities for action. The pursuit of a goal brings order in awareness because a person must concentrate attention on the task at hand and momentarily forget everything else."

Mihaly Csikszentmihaly - Flow

The Social Impact Plan (SIP)

The Social Impact Plan outlines a number of goals for the project over the first three to five years of the operating centre. These outcomes are based on conversations with members of Highland Council's Youth Action Service, Highlife Highlands Active Schools initiative, Reach Climbing Coach Mark McGowan, Lee Craigie of Cycletherapy, Nicola Diggins Department of Sport and Outdoors Studies Inverness College UHI, and Day 1 Charity.

Phase I) During the initial phase we plan to subsidise or provide free entry to the project for established groups, community and welfare, to the centre that think their clients may benefit from engagement with adventure and climbing activities. In addition we aim to provide dedicated staff support to these groups and individuals to maximise the impact of the sessions and programmes. Part of this phase is to work with Highland Highlife's Active School Co-ordination team to deliver adventure and climbing activities.

Phase II) We plan work with Mark McGowan (BG Paraclimbing Team Coach) to develop and adapt specific programmes for Disabled, Autistic Children and Young Adults, and those with learning disabilities to ensure positive outcomes for visiting groups and those within own locally developed programmes. In addition we plan to work with Lee Craigie to develop our delivery plans and to establish links with groups to build bespoke programmes based on our (Section 8) SCIO Aims and Objectives – Social and environmental impact (see Lee Craigie Appendix One.). Additionally we plan to work on local initiatives with the Day1 Charity in Inverness and The Bridge (School).

Phase III) Mid term aims include the employment of a full-time dedicated Community Programme Manager who will develop a full local programme of initiatives and courses

Phase IV) To develop our remote communities outreach programme. This has two facets 1) to fund/encourage/subsidise visits for remote community groups 2) to fund our mobile initiative, which may include the purchase of a mobile climbing/cc tower and equipment to allow outdoor programs to be delivered locally to communities out with our local catchment. We also plan to develop the potential to deliver the John Muir Trust Award, which connects young people with the natural environment

Phase V) From our work in the community we will no doubt become aware of certain individuals who wish to develop a career in outdoors sports and climbing walls. We plan to develop a mentoring and development pathway to identify these individuals and then help develop their professional qualifications and training to offer gateways into full time employment in adventure and outdoor sports.

Vocational Training and Education. We are developing a working relationship with Inverness College UHI to become a delivering partner of Foundation Apprenticeships, as well as providing work experience in courses such as Coaching and Developing Sport, Fitness Health and Exercise, Outdoor Pursuits, Sport and Fitness, Sports Management, Hospitality and Sustainable Development.

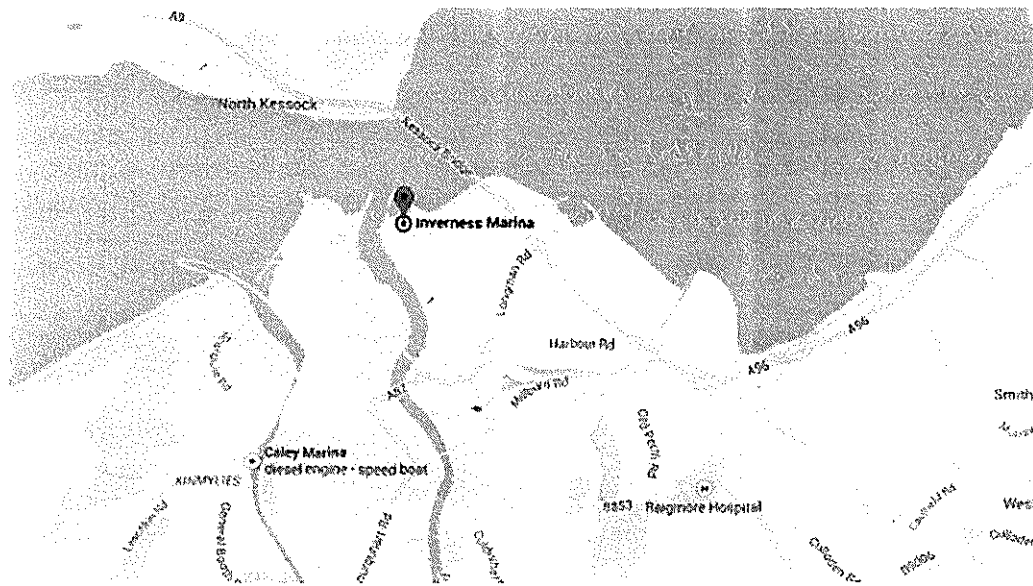
Our SIP will also include supporting access, environmental works and to foster relationships between landowners and the mountaineering and climbing communities to fund low cost or free lectures on Avalanche Awareness, Mountain Navigation and remote location First Aid. We also plan to develop and support a "bolt fund". Fixed equipment on "sport" climbs needs to be regularly replaced if the routes are to remain safe for all to use. We aim to fund equipment replacement and provide rope and tool management courses to a volunteer force of climbers to ensure the continuing safety of Highland sport climbing venues.

10 The SIMD

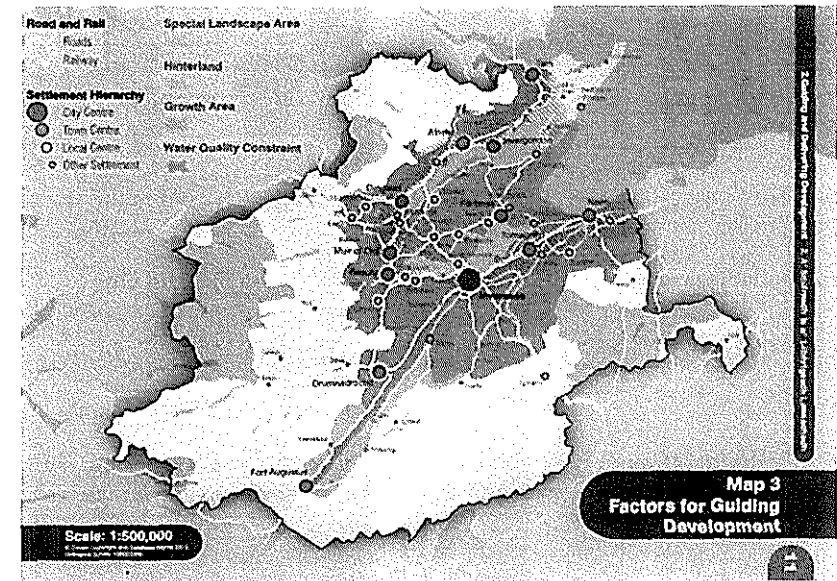
The Scottish Index of Multiple Deprivation identifies small area concentrations of multiple deprivation across all of Scotland in a consistent way. It allows effective targeting of policies and funding where the aim is to wholly or partly tackle or take account of area concentrations of multiple deprivation. Phase III, would target these areas and engage with the relevant groups working in these communities.

The Ledge site sits in “datazone” Longman, which is ranked 5%-10% most deprived, and within 500m of “datazone” South Kessock 0%-5% most deprived. As part of the SCIO’s commitment to its community work will focus initiatives, to engage with these local areas.

Location Map



Functional Catchment



11 The Site

The location is a 1,675 m2 brown field site overlooking the new Inverness Marina, which opened in 2008; The site is owned by Scotlog Ltd. Scotlog are a shipping and transportation company who developed the Inverness Marina Harbour as part of a wider master plan for the site. This includes future plans for a number of tourism, leisure and business opportunities, the development of a climbing and adventure leisure business will be a catalyst to the wider master plan aims for the Marina site.

The land is on a prime site with fine views of the Kessock Bridge and east into the Cromarty Firth. It is a 3-minute drive from the Longman A9 roundabout and a 5-minute drive from the A96 to Aberdeen. This is the main intersection for all road traffic travelling to and from the Highlands, east to Aberdeen/Morayshire and south to the Cairngorm National Park.

Nearby notable sites includes the SPL football team Inverness Caley Thistle's stadium, The Tiso Inverness Outdoor Experience Shop and Bairds Malting.

12 Industry and Market Analysis (Commercial)

Introduction - Overview

The Highlands have a long tradition as one of the best mountaineering and climbing venues in the UK. Since the 1900's climbers have travelled to the Scottish mountains to walk and climb. With the improvement in working prospects and improved communication links with the West Highlands and the Cairngorms, Inverness has now become one of the cities in the UK where active people are choosing to live as part of their desire for a better work-life balance.

This gradual increase in the active population has now reached a level where local demand for adventure sports and climbing facilities has never been greater. Climbing follows the growth in mountain biking, which has seen major investments in trails and trail centres from Golspie to Laggan and Fort William.

Destination Highlands

A major part of the economy of the Highlands and Islands is described as nature-based tourism. This wide title includes fishing, hunting, mountaineering and hillwalking. Mountaineering activity - defined as climbing and walking above 2,000 feet - was estimated to account for £164m of direct expenditure and income generation of £53m in 1996. In 2008 Scottish Recreation Survey showed that 384 million outdoor recreation trips in Scotland could be linked to £2.8bn of spending. This study estimated that 80% of these outdoor trips had walking and mountain sport as the prime motivation, (Cuninghame, 2009).

Since 2010 The Mountaineering Council of Scotland has seen an increase in these climbing numbers.

13 Demographic Considerations - Inverness – Population and official figures

- Highland - 232,940 [Population Factsheet Highland](#)
- Moray - 94,350 [Population Factsheet Morayshire](#)

The population of "Greater" Inverness grew from an estimated 51,610 in 2003 to 62,470 at the time of the 2011 Census. Inverness is one of Europe's fastest growing cities, with a third of the Highland population living in or around the city. It is ranked fifth out of 189 British cities for its quality of life, the highest of any Scottish city. Inverness and the rest of the central Highlands showed the largest growth of average economic productivity per person in Scotland and the second greatest growth in the United Kingdom as a whole, with an increase of 86%.

Functional Catchment

The theoretical catchment of the Highlands is 327,290. However due to the remote nature of many of the communities and the fact that the wider rural population is aging, and agricultural, this number must be much lower.

Therefore we estimate the (30min - 45min drive) catchment for the Marina site is between 120,000 and 150,000 individuals. This is the area defined as Inner Moray Firth by Highlands and Islands Enterprise. During peak periods this drive time will extend to 60 mins and includes Elgin, Forres, Aviemore, Kingussie and Newtonmore, adding another 37,000 residents to this figure. This is within the margins that a commercial Climbing Centre can be successfully run.

14 User Numbers and Market size. Climbing Walls

There are 650 climbing walls in the UK, many of which are small local leisure centre walls such as can be found in the Bught Park Leisure Centre in Inverness. Often they have restricted opening hours and share their facilities with other sports and activities. In Scotland most major cities apart from Inverness have modern commercial climbing walls. These include the National Centre in Ratho, Edinburgh, Alien Rock in Edinburgh, Transition Extreme Aberdeen, The Glasgow Climbing Centre, The Bouldering Academy in Glasgow, with other centres in Dundee, Aberdeen, Fort William, Elgin and Kinlochleven.

For modern new-build centres to thrive the critical mass of population is understood to be around 100,000 people living within 30-60mins drive of the proposed building. Anecdotal evidence from the British Mountaineering Council and commercial investment information from Walltopia a climbing wall builder and investor, confirms this 100,000-user figure.

Factors, which contribute to the success of such centres, are as follows:

- Schools with developing outdoor sports programs
- Local Universities or colleges
- Adjacent military bases or training centres
- A high percentage of active locals e.g. Sheffield and Manchester have more climbers per head of population than London.

Climbing Wall user numbers

Climbing Wall user numbers vary greatly depending on the position of the walls and local competition

The following figures have been gathered from climbing centres in the UK

EICA National Centre Ratho	-Total activity attendance	- 265,000 in 2014
Alien Rock Edinburgh	- Climbing attendance	- 65,000 in 2014
Glasgow Climbing Centre	- Climbing attendance	- 56,000 in 2013
Xscape Glasgow	- Total activity attendance	- 65,000 in 2011
Awsome Walls Liverpool	- Climbing attendance	- 58,000 in 2012
Castle Climbing London	- Climbing attendance	- 268,000 in 2013
Highland Lesuire Inverness	- Climbing attendance	- 12,000 in 2014
Transition Extreme Aberdeen	- Total activity attendance	- 110,000 in 2012

Tourism and Visitors (potential)

User numbers proposed for the climbing usage at the Centre are 37,000 per annum and the total centre is 79,000, covering all activities and sports in Year 1. For the purposes of building a solid robust plan, little additional tourism impact has been estimated in these figures. The Beacon Climbing Centre in Wales and the Keswick King Kong Walls estimate that between 25% and 35% of their business comes from passing tourist drop in usage. The Landmark and Treezone in Aviemore exist almost entirely as tourism businesses, therefore as Inverness sees 1,000,000 tourism visits pass through per annum, we will target this market from year 2 onwards. This activity could see between a 15%-20% increase in visitation over and above our projected numbers Years 1-3 numbers.

15 Competition and other facilities - Climbing Walls

- Glenmore Lodge, Aviemore – Small 50m2 with limited height
- Inverness Leisure Centre – 220m2, Max height 9.5m – Limited access but low cost. This wall has 15 Rope Lines, is 10m high and has limited bouldering
- Grantown Grammar School Wall – Small wall in a mixed use hall
- Fort William Bouldering Wall – Small and old
- Three Monkeys Fort William - Small church conversion (projected 44,000 users)
- Kinlochleven Ice Factor – Remote and small to mid sized
- Elgin Church Wall - Recently opened, small.

Notes - Recent information acquired from Highland Leisure sources concerning the climbing wall at Bught Park, suggests that it has 12,000 visits per annum and 7,200 registered users.

User numbers for the Inverness Leisure Climbing Wall are low due to the inadequate number of ropes available at peak times, when the wall operates at capacity. The limited surface now carries little or no interest to committed climbers and the bouldering wall is very poor. Many of the active climbers prefer to use home training facilities or make the arduous journey south to the EICA Ratho.

Play Spaces etc.

Landmark – Adventure play facility including high ropes and pole climbs. Limited by outside nature as weather affected

TreeZone Aviemore - High ropes course near Aviemore with an estimated throughput of 17,000 per annum

ZipPark Aviemore – Zip line park in Aviemore doing about 8,000 visits per annum

Soft Play in Inverness

Playzone, Asda Culduthel– Busy, quiet modern kids play space run by a local nursery and crèche provider.

Frankie and Lolias - Bright and airy with separate toddler and older kids areas. Coffee, food, and parties

Building a Sustainable Business

Statistically there is a sufficiently active local population to support a mid sized commercial climbing centre. However in order to build a strong sustainable business the inclusion of some key additional sports and leisure activities is considered vital to fully exploit the gaps in the local provision and to create a valuable sport, tourism and leisure facility worthy of the site and city.

Mountaineering Tourism

The Highlands are a major climbing and mountaineering destination with many thousands passing through Inverness as a gateway to the West Coast and Northern Highlands. Some additional benefit must be expected from this traffic. In fact the provision of a national quality climbing centre would help encourage some climbers to “risk” a journey north, knowing that if the conditions were poor, a good indoor alternative was possible, therefore saving their weekend.

16 The Threat from Local Competition

The local climbing walls are not of a sufficient quality or scale to offer significant competition. HighRopes and Fun Climb - Around Aviemore good adventure play facilities are available but they tend to serve the summer visitor and do not necessarily attract city dwellers to them on a regular basis. They are seasonal and weather affected.

Soft Play - There are limited but growing soft play provisions in the city but they are often oversubscribed at peak times. However it is expected that the soft play facilities will be targeted at our own membership and not offer competition to existing facilities.

Comparative Models and how they influence the project

It is important when developing this project to look at similar projects in towns or areas with similar or lower demographics.

The Highland/Inverness model, a mid-sized regional city/town with a low-density rural area, is similar to two areas in the UK where climbing centres successfully operate, one in North Wales and the other in the Lake District. The Beacon Centre in North Wales and King Kong Climbing in Keswick represent the model on which the Inverness project is based.

Both North Wales and the Lake District, like the Highlands of Scotland see many thousands of visitors to the area to climb and walk and both centres benefit from the centres being used as “bolt holes” when the weather turns, with the percentage of drop-ins being larger in Keswick than the Beacon.

Area		Climbing Centre
Keswick Lake District		King Kong
Population	30mins Drive	60 min (including Allerdale District and Carlisle District)
5,257	96,000	201,500

Main Climbing Walls within the Region (North lakes/Cumbria)

Sands Centre Carlisle	– Small Regional
Penrith Wall Eden	– Mid Regional
Keswick Climbing Centre	- Small Regional
King Kong Centre Keswick	– Mid Regional
Ambleside Wall	- Small

Caernarfon North Wales

The Beacon -

Population	30mins Drive	60min (Including Gwynedd and Conway)
9615	121,874	200,174

Main Climbing Walls within the Region (North Wales/Ellesmere Port)

Indy Climbing Centre Bangor - Mid Regional
 Harlech Climbing Centre - Mid Regional
 Boardroom Deeside - Large regional
 Beacon Centre - Large Regional

Inverness Highlands

Population 30mins Drive 60min (Including Aviemore and Moray)
 79,000 153,295 225,000

Main Climbing Centres within the Region

Inverness Leisure Small local (future TBD) Elgin Church Small Local

Comparative statistics

Facility	Beacon	King Kong	The Ledge
Lead Walls	930m2	800m2	800m2 + Speed = 1000m2
Bouldering	320m2	180	350m2
Fun Climb	18 tracks	16 tracks	18tracks
Gym	Proposed	Yes	Yes
Yoga	Yes	No	Yes
Other	No	Ice Wall -Caveing	High Ropes/Studio
Cafe	45 seats	40	40-80
Creche/kids play	Yes	Yes	Yes
Shop	Yes	Yes	Yes

Annual User Numbers

Facility	Beacon	King Kong	The Ledge (Yrs 1-4)
Climbing	48,000 - 50,000	38,000 - 42,000	36,000 -39,000
Funclimb	17,000	16,000	14,000 - 15,500
Yoga	3240	N/A	2,000 - 4,200
Others	N/A	15,000	4,000 - 5,000
Courses (Climbing +)	8000	6000	5,000 - 10,000*
Total Known	75,000	79,000	73,700

- Includes, Fitness and Highropes

80% of traffic to the Beacon is local, 20% from visitors and occasional regional users, 65% of traffic to King Kong is local, 35% from visitors and occasional users
Both the Beacon and King Kong have much stronger local competition than would be faced in the Highlands, with the Indy Wall near the Beacon and the Keswick Climbing wall being within 15 mins of their sites. Both Centres are successful and sustainable operations.

Additional Note Notes:-

Beacon – Steve Mayers - Yoga and Pilates courses are predominantly populated by climbers, a gym is now required as training methods widen (His other centre in Milton Keynes has a gym)

King Kong - Paul Conforth - Kids and Schools usage is growing year on year with mixed adventure tickets popular with families. The Training facility/Gym is too small, Fun Climb is fully booked in summer and winter (shoulder spring/autumn), the Café too small, the Bouldering area too small and at capacity during wet weekends.

Both owners are clear that 36,000+ climber visits in Inverness “should be easily achievable” and that FunClimbing is a great way to introduce non-climbers to the centre. Their respective gym/studio facilities are too small and larger cafes would benefit their centres. They also see a rise in complimentary training and health classes including palates, yoga, core work, functional mountain fitness is being asked for and taken up by their core climbing users.

17 Strategic Partnerships

The Ledge project has a number of key supporters and groups who see considerable synergy with the project ie University of the Highlands and Islands (ICUHI)

Following discussions with the business Development Director, it has been proposed that Marina Walls can work directly with ICUHI on

- Curriculum provision of facilities for Rock Climbing and Adventure Leisure
- Opportunities for ICUHI to support trainer training for technical staff
- Modern Apprenticeships
- International Summer School programs built around provision
- Work placements
- Customer service training and hospitality ‘guest spots’
- Joint course delivery – Outdoor and adventure sports/catering
- Indoor Rock Climbing is being added to the sports curricula for 2017, for the Outdoor Education Qualifications

“The project is a welcome and vital component in the continuing sports and cultural development of Inverness and Highland Region. For our students it should offer more than a much needed leisure facility, but also a facility that could add value to the curriculum of the Inverness College UHI. The project offers good opportunities for work placement, vocational training and physical facilities for hospitality, leisure, tourism and outdoors sports. Inverness College UHI believes the Climbing and Adventure Centre will become an integral part of the Cities sports and tourism mix and welcome the opportunity it offers to our students both vocationally and socially.” Kathleen Woolton, ex-Head of Business Development ICUHI

18 Sports Facilities and Building size

Facility – Sports	Floor Space estimate	Height	Notes
Climbing - Lead	700m2	10-15m	1000m2 of surface
Climbing – Boulder	In main arena	4m	350m2
Clip and Climb	175m2 inc. services	10m	18 stations
Fitness area	100m2	4m	2 nd Floor
Studio/lecture theatre	80-100m2	4m	2 nd Floor
High Rope & Zip	Within C&C		

Notes: The Zip Line is exterior.

19 Estimated Building size x m2

Building Accommodation		Sports/Climbing Arena	
Café	110	Funtopia/creche	200
Kitchen	40	Bouldering *	in main hall and room
Reception *	100	Climbing *	700
Lecture Theatre	100	High Ropes	Suspended
Retail	30m2	Zip Wire	Suspended and exterior
Toilets *	200	Storage room CH	12m2
Offices	55-65	Gym/Studio	200
Cash Office	15	Physio/First Aid	15
	655m2 not circulation		1127m2

20 Construction Cost Estimate.

Gross Internal Floor Area GIFA			
Excluding Fit-out and internal services	555m2	1127m2	100m2
Climbing/Community	Main Building	Climbing Hall inc. bouldering, sport	Café
Building Cost	=	=	£1.65ml

A full QS estimate, (attached) was independently produced by Colorado Construction and Thomas and Adamson.

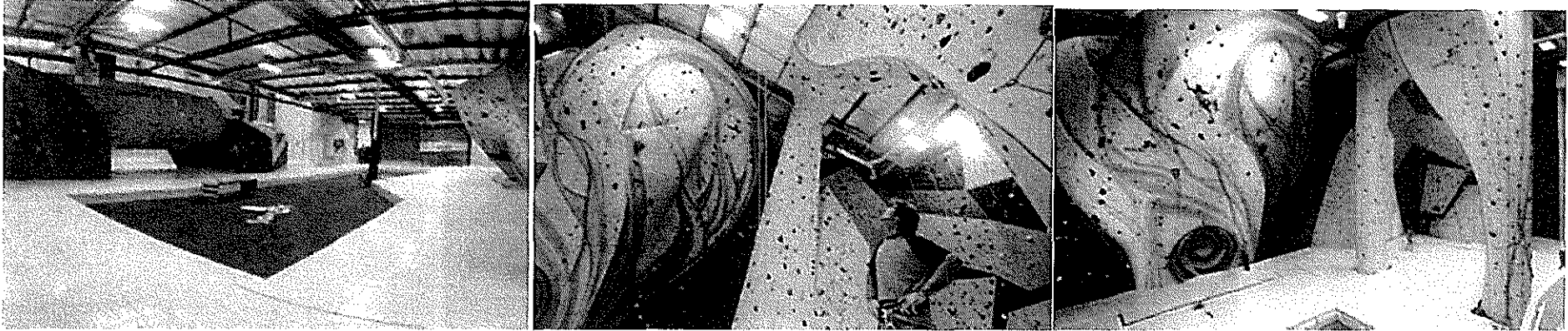
21 The Building

The construction is a simple insulated steel clad shell, similar to a large industrial unit or distribution centre. The climbing hall has a maximum height of 16m with no internal wall finishing over and above the insulated wall and roof panels. Heating and lighting of similar spec. Opaque wall panels to provide additional daylight. The climbing walls are either self-supporting or impose minimal additional loading on the building structure. The flooring is a basic concrete flat painted floor covered with safety matting. The sports facilities, gym/fitness, studio, changing toilets etc. have a similar cladding but have a higher spec finish with internal and exterior windows. The studio and gym/fitness have basic sprung wooden flooring or similar. All toilets and showers are at ground floor level. These units are built on a grid of blocks of 100m2 and are stacked where necessary. A higher cost fit-out is expected for the café. The Café fit out is simple, bright and open with a mix of table and chair styles. A quirky innovative cost effective fit-out is sought.

22 Construction Reference Images

Reference Images from Sender One, Santa Ana – California USA

The Marina Climbing Centre is likely to be modelled on the best of the most recent climbing walls worldwide. Sender One in Santa Ana is this reference centre.



Sender One Yoga

Sender One Gym

Sender One

Is the most modern climbing centre that fits our model - simple construction, modern interior, yoga and fitness studio as well as a small shop and Funtopia.

<http://www.senderoneclimbing.com/>

23 Financial Planning

It is important that the Business Plan is based on sound assumptions. A list of key information contributors is supplied in Appendix 1. Income is based on assumed visitor numbers and a projected opening of Feb 2018. The main income for the centre is derived from selling tickets to the various sports facilities in the building.

Membership percentage of total footfall have been estimated matching membership numbers at the EICA National Centre i.e. 12% of annual climbing footfall and 6.5% from full and discounted members

Activity Income	Ticket Price				Number of Tickets						
	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3	Year 4	Year 1	Year 2	Year 3
	Funtopia	£12.00	£12.00	£12.00	£12.00	14000	14500	15000	15500	£168,000	£174,000
Climbing Wall	£10.00	£10.00	£10.00	£10.00	30600	32000	35000	38000	£306,000	£320,000	£350,000
Discounted Climbing Wall	£7.50	£7.50	£7.50	£7.50	7400	7400	7400	7400	£55,500	£55,500	£55,500
Yoga	£6.00	£6.00	£7.00	£7.00	3000	6000	6000	6000	£18,000	£36,000	£42,000
Fitness/gym	£7.00	£7.00	£7.50	£7.50	8000	9000	9000	9200	£56,000	£63,000	£67,500
Courses	£25.00	£25.00	£25.00	£25.00	3,600	4000	4100	4200	£76,500	£85,000	£87,125
High Ropes + Zip	£10.00	£10.00	£11.00	£11.00	6,000	6500	7000	7300	£60,000	£65,000	£77,000
Team Building	£25.00	£25.00	£25.00	£25.00	0	30	60	90	£0	£638	£1,275
School and Group Day Courses	£10.00	£10.00	£10.50	£10.50	3000	3000	3000	3000	£25,500	£25,500	£26,775
Mountain Core/CV	£7.00	£7.00	£7.00	£7.00	4000	4200	4300	4400	£23,800	£24,990	£25,585
Parties	£14.00	£14.00	£14.00	£14.00	400	400	400	400	£4,760	£4,760	£4,760
IRATA	£50.00	£50.00	£50.00	£50.00	10	20	20	20	£425	£850	£850
Induction Fee	£5	£5	£5	£5	2,000	1,500	1,000	1,000	£10,000	£7,500	£5,000
Equipment Hire (averaged)	£3	£3	£3	£3	1,900	1,970	2,120	2,270	£5,700	£5,910	£6,360
Discounted Members	£350.00	£350.00	£360.00	£360.00	50	50	50	50	£17,500	£17,500	£18,000
Gym Memberships	£240.00	£240.00	£240.00	£240.00	100	100	100	100	£20,400	£20,400	£20,400
Full Centre Memberships	£450.00	£450.00	£450.00	£450.00	25	25	25	25	£11,250	£11,250	£11,250
Activity Attendance					84085	90695	94575	98955			
Total Gross Income									£859,335	£917,798	£979,380
VAT	20.00%								£51,077	£54,232	£56,074
Net Income									£808,258	£863,566	£923,306

Net Income	Year 1	1	2	3	4	5	6	7	8	9	10	11	12	Total	Year 2	Year 3	
Monthly %																	
Activity Income	£808,258	£24,248	£80,826	£80,826	£80,826	£80,826	£80,826	£80,826	£80,826	£80,826	£64,661	£56,578	£48,495	£48,495	£808,258	£863,566	£923,306
Total Net Income	£808,258	£24,248	£80,826	£80,826	£80,826	£80,826	£80,826	£80,826	£80,826	£80,826	£64,661	£56,578	£48,495	£48,495	£808,258	£863,566	£923,306
Direct Wages																	
Climbing Centre Salaries	£95,152	£7,929	£7,929	£7,929	£7,929	£7,929	£7,929	£7,929	£7,929	£7,929	£7,929	£7,929	£7,929	£7,929	£95,152	£95,152	£95,152
Activity Wages	£36,376	£3,031	£3,031	£3,031	£3,031	£3,031	£3,031	£3,031	£3,031	£3,031	£3,031	£3,031	£3,031	£3,031	£36,376	£38,865	£41,554
Total Direct Wages	£131,528	£10,961	£10,961	£10,961	£10,961	£10,961	£10,961	£10,961	£10,961	£10,961	£10,961	£10,961	£10,961	£10,961	£131,528	£134,017	£136,706
Gross Profit	£676,730	£13,287	£69,865	£69,865	£69,865	£69,865	£69,865	£69,865	£69,865	£69,865	£53,700	£45,617	£37,535	£37,535	£676,730	£729,549	£786,600
Overheads																	
Salaries	£207,588	£17,299	£17,299	£17,299	£17,299	£17,299	£17,299	£17,299	£17,299	£17,299	£17,299	£17,299	£17,299	£17,299	£207,588	£211,740	£215,975
Marketing	£32,155	£2,680	£2,680	£2,680	£2,680	£2,680	£2,680	£2,680	£2,680	£2,680	£2,680	£2,680	£2,680	£2,680	£32,155	£34,418	£36,549
Office & Admin	£25,724	£2,144	£2,144	£2,144	£2,144	£2,144	£2,144	£2,144	£2,144	£2,144	£2,144	£2,144	£2,144	£2,144	£25,724	£27,534	£29,239
H&S	£10,718	£893	£893	£893	£893	£893	£893	£893	£893	£893	£893	£893	£893	£893	£10,718	£11,473	£12,183
Insurance	£21,437	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£21,437	£22,945	£24,366
Security	£10,718	£893	£893	£893	£893	£893	£893	£893	£893	£893	£893	£893	£893	£893	£10,718	£11,473	£12,183
Repairs & Maintenance	£51,448	£4,287	£4,287	£4,287	£4,287	£4,287	£4,287	£4,287	£4,287	£4,287	£4,287	£4,287	£4,287	£4,287	£51,448	£55,068	£58,479
Utilities	£33,763	£2,814	£2,814	£2,814	£2,814	£2,814	£2,814	£2,814	£2,814	£2,814	£2,814	£2,814	£2,814	£2,814	£33,763	£36,139	£38,377
Rates	£26,796	£2,233	£2,233	£2,233	£2,233	£2,233	£2,233	£2,233	£2,233	£2,233	£2,233	£2,233	£2,233	£2,233	£26,796	£28,681	£30,458
Misc Overheads & Finance	£21,437	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£1,786	£21,437	£22,945	£24,366
Rent as % of Build Capex	£158,292	£13,191	£13,191	£13,191	£13,191	£13,191	£13,191	£13,191	£13,191	£13,191	£13,191	£13,191	£13,191	£13,191	£158,292	£158,292	£158,292
Total Overheads	£600,077	£50,006	£50,006	£50,006	£50,006	£50,006	£50,006	£50,006	£50,006	£50,006	£50,006	£50,006	£50,006	£50,006	£600,077	£620,708	£640,468
EBITDA	£76,653	(£36,719)	£19,859	£19,859	£19,859	£19,859	£19,859	£19,859	£19,859	£19,859	£3,694	(£4,389)	(£12,472)	(£12,472)	£76,653	£108,841	£146,132
Finance Costs 6%	£33,250	£2,771	£2,771	£2,771	£2,771	£2,771	£2,771	£2,771	£2,771	£2,771	£2,771	£2,771	£2,771	£2,771	£33,250	£33,250	£33,250
Net Free Cashflow	£43,403	(£39,490)	£17,088	£17,088	£17,088	£17,088	£17,088	£17,088	£17,088	£17,088	£923	(£7,160)	(£15,242)	(£15,242)	£43,403	£75,591	£112,882
Cumulative Free Cashflow		(£39,490)	(£22,402)	(£5,314)	£11,773	£28,861	£45,949	£63,037	£80,125	£81,048	£73,888	£58,645	£43,403				

24 **Business Plan Extract – Mid (Base Model) - Capital Requirement** - The total project has a capital requirement of approximately £942,540, including working capital, to secure the facilities required to build a Regional Hub project in order to fit in the Mountaineering Council of Scotland's development strategy.

Capex	
Attractions	
Leadwalls	£200,000
Bouldering and speed	£73,000
Funtopia	£158,000
Gym Equipment	£100,000
Yoga Mats	£1,000
Matting	£55,000
Mountain CV	£34,397
Indoor High Ropes	£105,000
Holds 8000	£26,000
Total Attractions	£752,397
Operational Fitout	
Membership systems	£16,000
Working Capital	
Design & Consultancy Services	£40,000
Kit Purchase (Harnesses etc)	£12,500
Fixed Kitchen and services	£13,000
Recruitment	£2,000
Start Up Wages	£65,466
Pre Launch Marketing	£14,695
Fit equip (see list 1)	£16,000
Total Working Capital	£150,661
Total Capital	£919,058
Total Legal	£14,000
Total Funding Required	£946,058

Grants

The project is designed to answer many of the needs and requirements of the local community and wider sporting strategy, The SCIO may qualify the company to apply for many grants and sports infrastructural awards.

25 Funding Sources

The project therefore will be funded by a mix of strategic, sporting and community based grants, investment from sporting and community Trusts into which our aims and objectives comply. It is understood that the project fits many of the criteria for grants support by two or three major funders.

The total group-funding package is based on discussions and indicative commitments provided by senior representatives of Highland Council, HIE as well as percentages achieved by Transition Extreme, a very similar project in Aberdeen.

Funding Requirement – The Funding requirement for the non-fixed or operational fit out is £946,058 including working capital

Funding Requirement	Grant/Funding	Basis of funding
Sportscotland	£200,000	Governing body sports
Highland Council – Capital Discretionary Fund	£200,000	Tourism and local facilities
Highland Council – Common Good Fund	£45,000	Community Access and Sport
HIE	£235,000	Climbing Centre and Regional Sports Development
Trusts and Grants Local Contribution	Unknown	Infrastructure Regional Leisure Provision
Social Investment Scotland	250,000	Social investment Scotland
Equity investment D. McCallum and Partners	16,058	Private contribution (potential)
Total	946,058	

Grant Bodies

Principal government funded bodies that may provide funds for such a project.

- Sport Scotland – Facilities and Sports Facilities
- HIE – Climbing Centre support
- City and Regional sources
- Social Investment Scotland
-

A series of applications will be created in order to access these funds and a company structure created in order to satisfy their terms and conditions. These awards will be to the operations company The SCIO, not the building owners.

Developers/Applicant Contribution

Social Investment Scotland <http://www.socialinvestmentscotland.com/> have made The Ledge an offer of loan funding based on our business plans and sensitivity analysis modelling. Loans from SIS are specifically and exclusively available to Third Sector projects.

26 Security of lease

It is a central tenant of Sportscotland's grant conditions is that they wish to secure the legacy investment in strategic sports facilities. In order to do this they wish tenants to secure leases of 25 years. This has been discussed with Scotlog and this is an achievable minimum.

27 Long term Rental Value.

The business plan model is based on landlords Capex of an estimated £1.699ml for a building of 1750m². Scotlog Ltd. has required a rental based on a return on Capital. On a building of this size it was imperative that this equates to a standard leisure based commercial rent. The rental requested is equivalent to £9 per sq. foot per annum or £90 per m² sq. Research based on figures from specialist property companies, CBRE UK and Cushman Wakefield indicate rental values in Scotland range from £6 per sq.' to £12 per sq.' depending on fit out services and region.

Building / Landlords Capex	
Building Shell and fitout Not inc Sports Equ	
Total Build Capex	£1,599,000- £1,699,000 inc

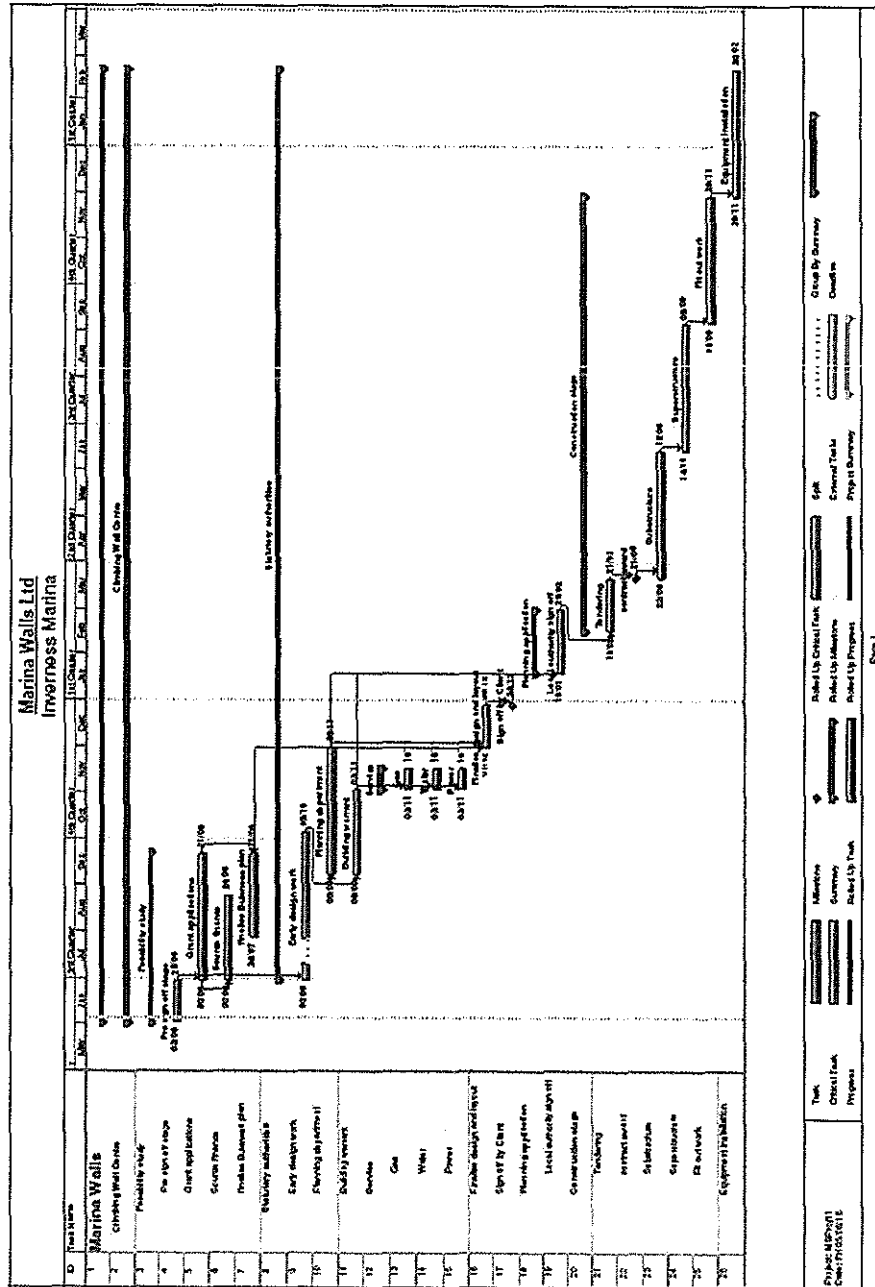
Caveats

It should be noted that these figures are thought to be reasonable and fair, given the fact that this model is based on known company structures.. All figures are based on the assumptions and details as set out above and in the full appendices.

28 Project Operations.

It is estimated that the project will produce or support 22-26 full time job equivalents. This figure has been confirmed during initial discussion with the HIE's Business Development Unit

29 Key Milestones – Projected for a Oct 2017 opening



The Gantt chart has been produced by Colorado Construction Ltd and shows a projected opening date of Feb 2018.

Next steps

Development Process

- | | |
|--|--------------|
| • Research project to establish viability | Completed |
| • Liaison with Sport Governing Body | Ongoing |
| • Formal request to Governing Body | Completed |
| • Informal discussions with Sport Scotland | Ongoing |
| • Initial operational structures investigated | Completed |
| • Sports facilities outline approved by MS | Completed |
| • HIE – Highlands and Islands Enterprise contacted | Ongoing |
| • Construction cost verification by Colorado group | QS completed |
| • Sketch and detailed design process commenced | |

Following this it is believed that detailed design and planning consent should be sought.

30 Summary

There is no doubting the need in the region for a National quality centre of climbing and adventurous activities. This has been recently demonstrated by survey feedback gained during the first 2 weeks in November 2014 though the Climb-Inverness Facebook Forum survey (attached - revised version March 2015) . Frustration at the quality of the current provision and the inflexibility of Inverness Leisure limiting access to the facility for teaching groups and instructors further compounds this need. However need does not on its own constitute a firm basis for making such an investment. Whilst researching the plan it is clear that the Highland catchment area is on the lower limits of what could reasonably be regarded as a safe margin or buffer for such a facility. However having discussed the project's catchment area with Climbing Centre professionals in Scotland and farther afield, all seem to think that the climbing wall user numbers projected are quite achievable. However business stability is gained from offering a wider range of facilities for local and tourist visitors.

It is proposed that the centre should offer a wider set of activities based on the theme of climbing and play at height. Play climbing activities such as the new wave Clip n' Climb and the similar Funtopia offer recognisable branded fun activities which run very successfully in increasing numbers of sites in the UK. Likewise high-ropes indoors offer perfect play, party and team building experiences.

These two anchor activities are firstly very marketable which will raise the profile of the project; offer a fun vertical crèche or a kids club set of activities and are suitable for the casual visitor, as well as being attractive to school and youth groups. In Scotland similar activities such as these report solid visitor numbers of between 15,000 and 35,000 per activity, depending on their location. It is proposed that it is the sum of its adventure parts that make the project more likely to succeed.

The additional sports facilities such as the gym and the studio whilst being required by the MS regional standard tag are bit part players in the overall mix. For these two areas we have shown modest visitation based on classes and throughput numbers experienced in other specialist sports training facilities. The Gym and the Studio whilst being on the conservative side of the numbers offer a significant opportunity for the centre to grow into the region's prime mountain sports training venue.

Partnerships are key to growing this sporting core. With that aim we have already formed a strong and potentially fruitful relationship with the Outdoor Education Department of the Inverness College UHI. The UHI will have upwards of 8,000 daily students attending the campus. Likewise we intend to work with Glenmore Lodge, the National Outdoor Training Centre in Aviemore, who have in the word of one instructor a *"pitiful climbing wall for a National Centre"*. School and community group access will also be a prime source of throughput all be it at a lower price point per head. We plan to self subsidise this income with contributions from the company funds as this generation will in time become the adult users of the Centre.

As the plan has developed since 2014 the "Social Impact" of the project has become increasingly important therefore the decision to move towards a SCIO structure was natural and logical. This provides the project with a clear *raison d'être*.

31 Conclusion

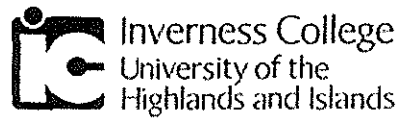
If the Inverness and Highland population reacts in a similar way to other population centres in Scotland it is expected that the centre would have every chance of success.

In addition if the supporting facilities perform in a similar manner to known sites in Aviemore, Fort William, Aberdeen, Perth and further afield, it must be reasoned that if the Centre is run by a motivated and professional team that the project has every chance to succeed.

The plan clearly demonstrates that the business will produce the level of return required and a sustainable level of profitability at the same time as creating a landmark operation. This will have a broad base of appeal and has the potential to become a highly visible and significant attraction for Inverness and the Highlands.

Supporting bodies

It is expected the following bodies will support the project, both in terms of capital support/advice and on-going programmes



Appendix 1
Endorsements



THE MOUNTAINEERING COUNCIL OF SCOTLAND

The Old Granary
West Mill Street
Perth PH1 5QP

Tel: 01738 493 946 (direct dial)

kev@mcofs.org.uk

Website: www.mcofs.org.uk

To whom it may Concern

MCOFS CLIMBING FACILITIES SUPPORT and MARINA WALLS

The Mountaineering Council of Scotland has been supportive of the Marina Walls project and has been working with them to ensure that if the project goes ahead, then it meets the requirements set out in our Facilities Position Statement.

We are in the process of finalising a Facilities Strategy from the position statement that will be the basis of our support for any new climbing wall and how we prioritise support for funding through the period of 2016-2021. This will be completed by the end of December 2015.

We have already identified the need for a substantial 'Regional Hub' in Inverness that will cater for the growing population and the growth in the interest in climbing across the Highland area. The level of interest has been demonstrated by Climb Inverness Surveys. Such a Hub would be the focus of Regional and National competitions, being fed from the sports development offered at local walls such as now exist in Gairloch and Elgin, and the new wall in Fort William. We would hope to see that the establishment of a major Hub at Inverness be a catalyst for the installation of more community or school climbing walls across the region. We have recently taken on a Regional Development Officer whose role is to help the Regional Hub and local walls and schools in the area engage more with climbing. The highland region has the greatest number of climbing facilities at Primary Schools in Scotland, but they are currently under-used and it is our intention to help the Regional Hub utilize this great asset and encourage greater climbing participation through our recently launched ClimbScotland initiative.

The facilities currently being considered within Marina Walls would meet all our Facilities Strategy criteria as a Level 3 Hub and would be the second largest climbing wall in Scotland, only the National Centre, EICA, at Ratho being bigger.

Yours
Kevin Howett
Sports Development Officer

Note- now Mountaineering Scotland



Shaun Roberts, Principal, Glenmore Lodge

Marina Walls Project – A Supporting Statement

The Highland Capital is the most logical place to support any significant investment into a dedicated climbing facility. The climbing community will happily travel 2 hours to a destination for their sport and I believe the Marina Walls project represents the ambition to be that destination, supporting a huge catchment area via the A9, A82, A835 and A96. Climbers no longer wish their sporting facilities to compete for attention within a multi purpose sports halls and indoor climbing has established itself as the modern pathway to a life on rock. The Marina Walls project links well to the Mountaineering Council of Scotland's national plans for climbing facilities and through working with a number of partners should become the focal point for climbing participation in the north of Scotland. Critical here is the proposed projects ability to host regional and national events and competitions.

The National Outdoor Training Centre, Glenmore Lodge, would welcome a facility of the scale proposed and would actively seek to support training for climbing participation and progression, for recreational and professional instructors, at such a facility. I believe the Marina Wall project is the scale of facility required at the heart of collaboration between key partners to bring the required growth to rock climbing within the north, creating many more active and healthy lives.

Kind Regards

Shaun

Shaun Roberts | Principal | Glenmore Lodge

t: 01479 861256 | Glenmore Lodge | Aviemore | Inverness-Shire | PH22 1QU

www.glenmorelodge.org.uk

Ian Murray, Chief Executive, High Life Highland

As you know, HLH is working with The Highland Council to put the case for a Regional Sports Facility [RSF] in Inverness. The RSF will address many of the long standing gaps in provision enabling local sports people to progress to the next level of sporting endeavour without always having to travel significant distances to the central belt of Scotland and beyond to competitions and higher level training. The plans for the RSF are that it will feature a velodrome, specialist gymnastic and athletics facility, indoor tennis, strength and

strength and conditioning facilities as well serving as a large scale conference/competition venue.

One gap, which will remain in this area is a climbing facility of regional significance. There is no doubt therefore that the Marina Walls proposal has the potential to fill this significant gap in the regional sports infrastructure, creating a facility for which we are clear there would be a great deal of demand. Whilst we and our colleagues at Inverness Leisure have experience in operating reasonable quality "community" climbing walls, a facility such as the one you are promoting requires a high degree of specialist operational knowledge, knowledge not easily found within large council/trust run multi-sports structures.

I continue to wish you all the best with the project.

Yours sincerely, Ian

Adam Cruttenden, Manager EICA (Edinburgh International Climbing Arena)

Supporting Note

After the launch of Climb Scotland launch last week we have a fantastic opportunity to engage with young people and introduce them to the exciting sport of climbing. In order for MCoFS and Sport Scotland to achieve this we (operators) need to provide taster sessions which are fun, challenging and leave them hungry to coming back take up the sport. This new initiative is the way we can attract new customers and more importantly identify the future climbing stars for Scotland and GB.

There is also a big need to be able to provide suitable training facilities for the Scotland youth squad members in all areas of the country, . In particular the highlands are crying out for a venue with national status which will allow the North of Scotland Youth Squad a training area which is comparable to venues in the South of the country. If we want to see improvements in the teams performances we need a consistent coaching program delivered by MCoFS approved squad coaches, and training facilities which can provide the same experience in most parts of the country.

Adam Cruttenden

EICA – Manager

Mark Diggins SAIS

As well as providing a world class climbing facility in Scotland's highland capitol Inverness, the Marina Wall has the potential to provide a much needed publicly accessible hub, where information can be sought, education and training can be carried out and collaboration between individuals and agencies can be made on all matters relating to outdoor recreation and activities, enabling greater participation in Scotland's outdoor environment.

Mark Diggins

Technical Commission and Board Member - International Federation of Mountain Guides Associations.

Co-ordinator - Scottish Avalanche Information Service

Nicola Diggins ICUHI

The Marina Wall proposal represents a valid and desirable project on a number of levels.

The Highland and Islands region does not currently contain a facility which offers a suitable training or competition venue for climbers or mountaineers on the performance pathway, which is accessible to those at all stages, be it Foundation, Recreation, Performance and Elite levels. Currently young performance climbers are reliant upon parents to transport them considerable distances to the Central Belt or Aberdeen to compete or to train.

Furthermore, the facility could offer university and Further Education students an insight into the operation and management of a sport (climbing) through the full sport development continuum. The University of the Highlands and Islands (UHI) has launched a diet of sports degrees (with more under development) which could enable students to take an active role in the Marina Wall from Sport Management; Health & Fitness: Adventure tourism and Performance Coaching perspectives, as well as provide other facility related career opportunities & vocational pathways within the locality. As a Lecturer in Sport and Outdoor studies at the UHI I could foresee opportunities for research, work and coaching placements, training and sports performance workshops and other vocational fields associated with facility operation.

Nicola Diggins, Lecturer of sport & outdoor studies,
Inverness Collage University of the Highlands and Islands

Mark McGowan GB Paraclimbing Team Coach

"It is great to see the Marina Wall Project leading the way as the first Scottish CIC climbing wall project. As the GB Paraclimbing Team Coach and the organizer of the world's first successful Eiger Paracimb, I am personally excited to see a drive for more social inclusion in climbing from my home country and also really happy that Duncan is at the helm as his personal experience is a perfect fit for such a great much needed resource for further social inclusion in climbing."

In diverse and marginalized groups within today's society you need to be resilient. Rock climbing builds and strengthens resilience as well as increasing individuals confidence in themselves and grows trust and communication with others in a very focused environment that benefits both a person both physically and mentally in a highly positive, exciting and highly social environment."

Mark McGowan GB Paraclimbing Team Coach

Lee Craigie, Cycletherapy Ltd

I write this letter from my position as Cycletherapy founder and project co-ordinator within the proposed community of the proposed Marina Walls development. Cycletherapy, is highly regarded by the Highland Council as a quality service that has offered support and personal development to hundreds of the Highland's most at risk young people.

Cycletherapy are a small team of people from an outdoor education background who have equal experience and training in working with young people therapeutically. These young people are aged between 8 and 16 and are struggling with mainstream education due to their additional social, emotional, behavioural, learning or physical needs. The project supports them to move towards more positive behaviour, while improving their mental and physical health and providing them with a form of transport that offers independence. Most importantly, however, it exposes them to an honest, compassionate relationship model that nurtures and values them.

The focus of work is always on the personal developmental needs of the young person rather than hard skill acquisition. The relationship that is established between young person and worker is the work and the quality of that work is measured by the meaningfulness of that relationship.

Outdoor adventurous activities (climbing, walking, cycling, paddling) have a well-documented evidence base for providing a therapeutic affect on participants (M. Gass 1993; J Miles & S. Priest 1999; JT Neill 2002; CE Autry 2001; D Cason 1994). A facility in Inverness that holds a space within it to assist in the facilitation of these activities and support the development of quality relationships that can be established as a result of participation in them would be very welcome. I foresee what up until now has been a small scale but successful project in the area could grow under these circumstances to include a variety of outdoor adventurous activities and help access more young people in need of such interventions.

Cycletherapy Ltd

Appendix II

Climbing Wall Information: - Confidence is gained for the climbing wall figures from discussions with

- Andrew Denton CEO of CEO - Outdoor Industries Association, and Director of Manchester, Harrogate & Reading indoor climbing walls
- Kevin Howett – National Sports Development Officer MC of S
- Rory Holburn – Director Partner Rock Reef – Owner of Rock Reef Climbing and Funtopia Bournemouth
- Edinburgh Leisure – EICA National Climbing Centre – Ratho
- Ruben Welsh, Owner Alien Rock Edinburgh.
- Derek Lawson, Owner Glasgow Climbing Centre.
- WallTopia - Adventure Facility Concepts & Management Ltd – Investors in 5 Centre’s worldwide
- Nicola Diggins – Outdoor Education at the UHI – University of the Highlands and Islands
- Stephanie Kiel – Climb Inverness
- Steve Mayers – Beacon Climbing Wall, Wales
- Paul Cornforth - King Kong, Keswick

Gym/Fitness Information

- Doug Bell – Owner of Surf Shack Cornwall and UK Director of Johnston Fitness
- Richard MacDonald – ex Manager David Lloyd Edinburgh.
- Jen Henderson – Health and Fitness co-ordinator Fife Council

Restaurant Information

- Rory Holburn – Director Partner Rock Reef – Owner of Rock Reef Climbing and Funtopia Bournemouth
- James Rusk – Owner Hutchesons Glasgow
- Lucy Reid-Scott – Founder – FitFood - Tiso Outdoor Experience Glasgow/Edinburgh/Perth

Business Advice

- Neil Mitchell NML – Tax and Finance,
- Paul Mason – Financing advice, Lomond Advisory
- Peter Duff – Legal and Structures Morrisons LLP

- Gary Gibson – Building and Construction – Colorado Construction Ltd
- Alastair Lawton – Finance and Grants
- John Nicholson – formerly chairman of Grays Group Ltd
- Rory Holburn - Director Partner Rock Reef – Owner of Rock Reef Bournemouth
- Kathleen Wotten – ex - Business Development Manager UHI – University of the Highlands and Islands
- Teodora Mozakova - Mihova Sales Manager Walltopia Ltd
- Daniel Hodgeson, Entreprise Climbing Walls UK Ltd
- FirstPost CIC advisory
- HIE – Highlands and Islands Enterprise – Business Development

Many thanks to the above for your advice and guidance.

Appendix III

– Example Project

TRANSITION EXTREME SPORTS LIMITED – 800m2. Of Climbing Walls

Size of Building 24,000sq feet – 2229m2

Construction File: Client: Transition Extreme – TATA Steel

Architect: Kenny Alexander Architects Ltd

Cladding Contractor: E-Clad Ltd

Corus Panels and Profiles Products

Roofs: Self curved and factory curved R40 insulated roof. Walls for skateboarding building: Horizontal Arcline insulated walls. Walls to climbing wall building: vertical 13.5/3 sinusoidal walls

Colorcoat® Products

Colorcoat HPS200® in Goosewing Grey (roof). Colorcoat HPS200® in Hamlet (walls)



ABERDEEN CITY COUNCIL COMMITTEE - Resources Management Committee 5 May 2009

CORPORATE DIRECTOR – Gordon McIntosh - Report

	2010 BUDGET	2009 FORECAST
Trading Income	£635,336	£620,643
Advertising and rental income	£ 34,600	£ 55,457
Grants & Sponsorship	£172,905	£125,065

Total Income	£842,841	£801,165
Cost of Sales	£309,625	£295,440
Gross Profit	£533,216	£505,724
Overheads	£394,598	£364,385
EBITDA	£138,618	£141,339
Depreciation	£ 71,369	£ 70,507
Finance Costs	£ 11,012	£ 39,789
RETAINED PROFIT	£ 56,237	£ 31,043

2008 - The new £2.7 million Transition Extreme Sports Centre in Aberdeen, which opened at Easter 2007, provides a multi use, state of the art recreation facility. The centrepiece of the stunning purpose built new centre is an 18,000 ft² indoor skate park, which has been carefully designed for use by skate boarders and BMX bikers, as well as in-line skaters. Alongside the skate park building, a Mountaineering Club of Scotland regionally accredited 6,000 ft² climbing centre provides challenges for the most experienced of climbers in a safe environment suitable for learners of all ages that are new to the sport.

Size of Building 24,000sq feet – 2229m² “now attracting over 100,000 visitors per annum”
<http://www.tatasteelconstruction.com/en/case-studies/sports-and-recreation/transitions>

Activity attendance Transition Extreme Aberdeen 2012 – 110,000

The statistics for the centre tell their own story with almost 3,000 annual members, double the original business plan, some 20,000 day members and in excess of 100,000 total visitors to the centre. Key users of the centre have included:

- 30 + Schools and colleges which have attended regularly as part of the curriculum, activities weeks and after school clubs.
- 80 + community groups, and
- more than 60 corporate organisations for teambuilding, meetings and client events
-

Centre Development Funding and Sponsors

Total Funding Requirement	£2,703,000
Aberdeen City Council	£1,260,000
Bank of Scotland -loan finance	£ 500,000
Robertson – Trust	£ 200,000
Shell UK Limited	£ 100,000
Scottish Enterprise Grampian	£ 300,000
Fundraising events	£ 30,000
Sportscotland (Lottery)	£150,000
Apache North Sea	£ 45,000
The MacRobert Trust	£ 15,000
The Gannochy Trust	£ 15,000
Production Services Network	£ 25,000
First Group	£ 10,000
Aberdeen Safer Comm. Trust	£ 3,000
Talisman Energy	£10,000
Stena Drilling	£5,000
NHS Grampian	£20,500
Other	£15,000

Appendix IV

- The Mountaineering Council of Scotland’s policy document relating to the structure and management of a National Centre or Hub

The Mountaineering Council of Scotland - Climbing Wall Facilities Position Statement [2015-2021] Approved by the MCofS Board, 18 September 2014

Extract-

13.4. Regional Hubs (catering for larger area populations)

The MS strategy for player pathway development requires a network of large “Regional Hubs”.

These should cater for larger populations of dedicated climbers, youth groups, community groups and the general public. These could be part of a larger community complex such as a major leisure centre or a stand-alone commercial project catering only for climbing. They will act as the ‘central hubs’ for progression from School Walls and Small Walls and will need to be able to cater for Scottish National competitions (such as Scottish Schools Competition Finals, the Scottish Youth Climbing Series, the Scottish Youth Climbing Championships and the Scottish Tooling Series as well as national bouldering and Leading competitions) and performance coaching, as well as providing the ‘Next-steps’ to outdoor

participation:

- ☑ Bouldering Wall (segregated area) of a size to cater for a large number of climbers minimum 30m long, 4m high = 120m² area allowing for 90 boulder problems,
- ☑ Roped Wall (segregated area) minimum 50m long, 10m high = 500m² area allowing for 30+ ropes; incorporating both sport route 'bolt protected' climbing and at least one 'Gear Protected' 'Trad' climb with realistic fully functional placements that can be weighted,

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- ☑ Performance Wall (segregated area) minimum 100m² with a range of systems and a warm-up area, ancillary training aids and a range of free weights,
- ☑ Early Years / The Junior Climber facility (preferably a dedicated space) a bouldering style wall with the facility to fix the necessary ancillary equipment,
- ☑ Instructional Wall (preferably a dedicated space) including belay stations, multi-pitch and abseil station,
- ☑ Spectator facilities (integral at early facility design) allowing for spectator viewing of competitions and possibly seating for larger events,
- ☑ Specialist medical support (physiotherapy),
- ☑ Café,
- ☑ Retail outlet,
- ☑ Weight machine gym,
- ☑ Childcare (Crèche etc.).

13.5 MS Regional Hubs Designation

The MCoFS will endorse Regional Hubs at differing levels based on the range and quality of provision of the following three key resources:

1. structural resource (type, style, diversity, scale of wall)
2. staffing resource (quality / experience / qualifications of staff)
3. development Initiatives (provision of activities that contribute to the MCoFS Player Pathway and engagement with MCoFS in delivering them)

These will include the following:

Climbing Facilities:

The designation will be based on a holistic view of the range and scale of the walls and the available routes in relation to what can be delivered.

- ☑ Bouldering area scale and design
- ☑ Roped area scale and design
- ☑ Roped systems: Top-rope, Lead, Auto-belay, Trad', Multi-pitch

☒ Early Years / The Junior Climber area and apparatus

☒ Performance walls: Sport specific physical performance facilities (Fingerboards, System Walls, Campus Boards) and generic physical performance facilities (rings, bars, balls, Ladders, gymnastic ropes etc.)

☒ Route-setting Rolling Programmes

☒ Disabled Climbing facilities

Coaching schemes and clubs:

The designation will be based on any progressive development programmes operated at the wall catering from novice to elite.

☒ NICAS / NIBAS delivery

☒ MCoFS Coaching Workshops

☒ Coached sessions (technique and training)

☒ Junior / youth clubs

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☒ Youth Squad (elite)

☒ Adult training / adult squads

Staffing:

The designation will be based on the wall's progressive staff development programmes.

☒ The standard of Instructional (MTUK Awards) and Coaching expertise (MTUK CAS)

☒ The standards of route setting safety and setters training

☒ Disability climbing experience / awareness

☒ Route-setting quality training (design, child friendly, MCoFS competition specific, Squad training, GB Team training)

Competitions and Events:

The designation will be based on the range of competitions that the centre organises itself and the MCoFS competitions that it can host.

☒ Local competitions programme

☒ National Bouldering Leagues

☒ National Leading Leagues

☒ MCoFS Regional & National Competitions

☒ Independent National Competitions

☒ Events for local groups (schools / ODE / Scouts & GG / DofE / Probation Services / Support Services)

MS Support Criteria:

The designation will be based on the level of partnership working and association between MCofS and the centre.

- ☑ Membership of the MCofS SCWN (& therefore free Associate Membership)
- ☑ Prominent recognition of the MCofS at the wall and through any social media
- ☑ Reference to the MCofS on all documentation (participation statement, registration forms etc.)
- ☑ Display of MCofS information material at the wall
- ☑ The Wall's Kids Club remains affiliated to MCofS
- ☑ Guarantee of a minimum number of days access to MCofS for Regional & National Competitions
- ☑ Hosting MCofS coaching workshops, Youth Squad Academies
- ☑ Staff are endorsed as MCofS Coaches or Route-setters
- ☑ ABC Membership
- ☑ Staff are MCofS Members through the Associate Scheme

13.6 The National Performance Centre (catering for National & International competitions and Professional Coaching)

Scotland requires one "National Centre" as a base for the Scottish Squad. The National Performance Centre is required to cater for international competitions (IFSC), UK based competitions (such as the British Lead Climbing Competition Series [BLCC], British Bouldering Competitions [BBC], the British Final

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- ☑ Lead Competition Wall (a IFSC standard competition wall allowing International standard events: 15m+ height, 10m+ width, offering constantly steep climbing and be able to accommodate a minimum route length of 15m. The wall design requires a minimum of fixed features and a large number of bolt-on hold fixings for easy route setting).
- ☑ Speed Competition Wall (catering for IFSC speed events)
- ☑ Ice Wall (artificial)
- ☑ Performance training facilities (fingerboards, warm-up area, free weights and weight machines; performance coaching specific designed areas).
- ☑ Instructional Wall (catering for National Awards requirements)
- ☑ Spectator facilities (General: catering; childcare (Crèche etc.); retail outlet; for international competitions: access for TV, isolation facilities and self-contained area for bouldering/warm-up with associated toilet facilities, seating for spectators, etc.).
- ☑ Specialist medical support (Physiotherapy).

Appendix V

Building Cost Estimates:- - Sport England Provide Building Cost Estimates for Sports Halls and Centres. The building cost projection is based on these assumptions.

Gross Internal Floor Area GIFA	Sports hall	780m2	1000m2	100m2
Climbing/Community	793	Main Building	Climbing Hall	Café
Building elements	Elemental Cost(£)m2			
Substructure Elemental total	124	124	124	124
Frame	116	116	116	116
Upper floors	5	5	5	5
Roof	118	118	118	118
Stairs	5	5	5	5
External Walls	57	57	57	57
Windows and External Doors	67	67	25	67
Internal doors and windows	25	25		45
Internal Walls and Partitions	99	99	10	150
Elemental Total	491			
Internal Finishes				
Wall finishes	49	65		140
Floor finishes	65	68		130
Ceiling finishes	11	16		40
Elemental Total	125			
Fittings Elemental Total	84			
Services				
Sanitary appliances	15	15	15	70
Disposal installations	Incl. below -			
M&E installations	173	173	140	200
Specialist installations	Excluded -			100
Builders work in connection	10	10	10	15

Elemental total	198			
Building sub-total	1,022			
Preliminaries	111	111	111	111
BASE CONSTRUCTION COST	1,333			
Additional cost allowances				
Contingency	30	30	20	30
Professional fees	72	72	40	72
External works	12	12	12	12
Incoming services	12	12	12	12
Elemental Total	126			
OVERALL ESTIMATED Project Cost - main sports		1200	820	1619
Office Fit		3000		
Kitchen		40000		
Contingency/Variance	300,000			
PROJECT COST Building	£	£979,000	£820,000	£161,900
http://www.sportengland.org/facilities-planning/tools-guidance/design-and-cost-guidance/				

To the best of our knowledge at this stage these figure are a fair estimate, given the scope of this document.

Appendix VII

Positive outcomes from engaging in Adventure and Climbing Sport and the SIMD

Context:- SIMD – Scottish Index of Multiple Deprivation. 

The Scottish Index of Multiple Deprivation identifies small area concentrations of multiple deprivation across all of Scotland in a consistent way. It allows effective targeting of policies and funding where the aim is to wholly or partly tackle or take account of area concentrations of multiple deprivation.

The SIMD ranks small areas (called datazones) from most deprived (ranked 1) to least deprived (ranked 6,505). People using the SIMD will often focus on the datazones below a certain rank, for example, the 5%, 10%, 15% or 20% most deprived datazones in Scotland.

The most deprived datazone in Highland in the overall SIMD 2012 is S01003860, which is found in the Intermediate Zone of Inverness Merkinch and the Scottish Parliament Constituency of Ross, Skye & Inverness West. It has a rank of 32, meaning that it is amongst the 5% most deprived areas in Scotland.

The Marina Wall site sits in "datazone" Longman, which is ranked 5%-10% most deprived, and within 500m of "datazone" South Kessock 0%-5% most deprived. As part of the CIC's commitment to its community work, focusing initiatives, to engage with these local areas will be a key goal of the CIC surplus fund.

Outcomes

Much is often made of the positive outcomes from outdoors and adventurous activities for those with life challenges of many kinds. However it is important to remember that these outcomes are real and impactful

Our operational advisors Openwide International run a climbing and adventure facility called Rock Reef in Bournemouth. The following is a letter received by them. It is important that Marina Walls CIC's aims are regarded positively in the light of such positive and clear feedback.

From: Geraint Griffiths, Head of Integrated Youth Service and Children and Young People's Services, Bournemouth, City Council. 17th Dec 2014.

To: Ian Goode, Sales Manager, Rock Reef, The Bournemouth Pier

Dear Ian

I thought it appropriate to contact you to highlight the positive outcomes young people from the Integrated Youth Service are gaining from the sessions they are attending at Rock Reef.

We are now half way through a bespoke 8 week booking at Rock Reef, and young people have identified the following to us as a result:

- Increased confidence – overcoming the physical and mental challenges of climbing and caving, for most, these are first time experiences;*
- Tenacity and persistence – repeating attempts when initial ones are not as successful as hoped, until a goal is achieved*
- Setting & meeting personal goals – going further than before, or further than they believed they could, without comparing themselves to others*
- Peer support – specifically, encouraging one another to achieve for the other person's benefit, rather than for their own*
- Working with difference – mixing with others different to themselves, and making this work so that the experience is better for all*
- Health and exercise – seeing the positive impact of regular physical exercise*

- Life impact – some young people are noticing that they have a different outlook since starting.

Our staff team have been impressed with your team, their ability to develop good rapport with sometimes challenging young people, and their initiative and professionalism in making this a great experience. Please pass our thanks to them.

We are extremely grateful for the reduction in costs, which are available to groups such as ourselves, which has opened this opportunity to young people who would not normally be able to afford them and are looking forward to the remaining sessions in this program.

I hope we are able to continue to work together in the future to offer such excellent opportunities for the young people of Bournemouth.

Yours sincerely

Geraint

Wild Adventure Space (UK)

Literature Review by Penny Travlou, OPENspace Research Centre (2006)

"Experience of the outdoors and wilderness has the potential to confer a multitude of benefits on young people's physical development, emotional and mental health and well being and societal development. Mental health and wellbeing benefits from play in natural settings appear to be long-term, realised in the form of emotional stability in young adulthood."

http://www.openspace.eca.ed.ac.uk/pdf/appendixf/OPENspacewebsite_APPENDIX_F_resource_31.pdf

A Review of Research on Outdoor Learning

by Mark Rickinson et al. Field Studies Council, 2004.

This review brought together the findings from 150 studies in the period 1993-2003 and included most kinds of Outdoor Learning.

The impact of outdoor adventure activities

- Strong evidence of the benefits of outdoor adventure education is provided by two meta-analyses of previous research. Looking across a wide range of outcome measures, these studies identify not only positive effects in the short term, but also continued gains in the long term. However, within these broad trends, there can be considerable variation between different kinds of programmes, and different types of outcomes.
- There is substantial research evidence to suggest that outdoor adventure programmes can impact positively on young people's:

- attitudes, beliefs and self-perceptions - examples of outcomes include independence, confidence, self-esteem, locus of control, self-efficacy, personal effectiveness and coping strategies
- interpersonal and social skills - such as social effectiveness, communication skills, group cohesion and teamwork

<http://www.wilderdom.com/research/ReviewResearchOutdoorLearningRickinson2004.html>

Why Adventure? The Role and Value of Outdoor Adventure in young people's personal and social development (UK)

A Review of Research focusing on the more adventurous kinds of outdoor learning, by Jon Barrett and Roger Greenaway commissioned by the Foundation for Outdoor Adventure, 1995.

Main Findings

OUTCOMES

Most empirical studies of outdoor adventure have concentrated on examining behavioural and psychological outcomes. Some of the most thorough outcome research is found in the youth social work field.

Personal Development

- Some kinds of outdoor adventure can cause short-term enhancement of aspects of self-concept (including gains in self-esteem and self-efficacy), and can cause short-term improvements in internalisation of locus of control. These gains appear to be more significant on longer adventure programmes.
- Various developmental benefits are associated with regular physical exercise (such as regular outdoor adventure experiences can provide), e.g.. humour, patience, energy, optimism, self-confidence, self-esteem, self-assurance, emotional stability, improved body-image, etc.
- Direct experience of the natural environment, such as outdoor adventure may offer, can have significant mental and physical health benefits, can enhance self-esteem and self-confidence, and can provide opportunities for spiritual development.

Social Development

Strong anecdotal evidence indicates that outdoor adventure experiences can enhance interpersonal relationships and improve socialisation, and can facilitate group bonding and co-operation.

- Outdoor adventure can help to reduce formality in relationships and develop more human relationships and awareness between young people, and between young people and staff.

<http://reviewing.co.uk/wad.htm>

[Health Benefits of rock climbing](#)

<http://www.nhs.uk/Livewell/fitness/Pages/rock-climbing-health-benefits.aspx>

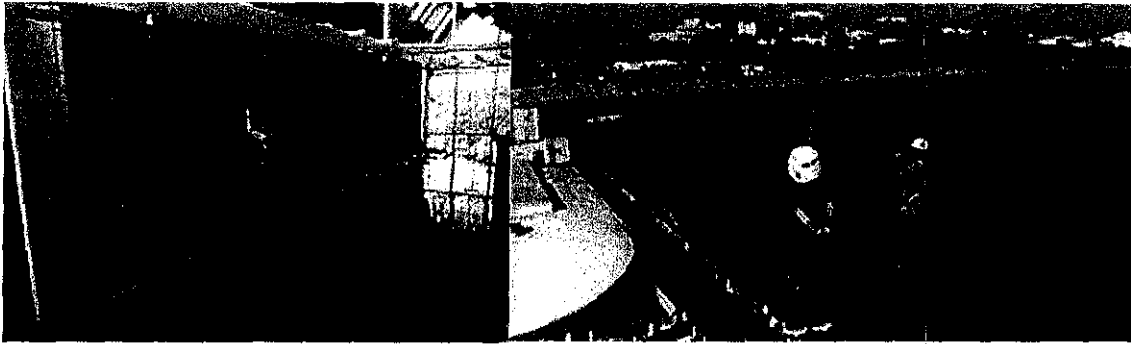
http://www.huffingtonpost.com/2014/08/30/health-benefits-rock-climbing_n_5708847.html

<http://www.healthfitnessrevolution.com/top-10-health-benefits-rock-climbing/>

Appendix VIII

Design references

- Climbing - Arena - Sender One – Santa Ana
- Gym - Sender One – Santa Ana
- Studio - Sender One – Santa Ana
- Gym - Sender One – Santa Ana
- Café - Mud Dock Bristol - <http://goodbristol.com/places/mud-dock/>
- Stumptown <http://stumptowncoffee.com/location/portland/>

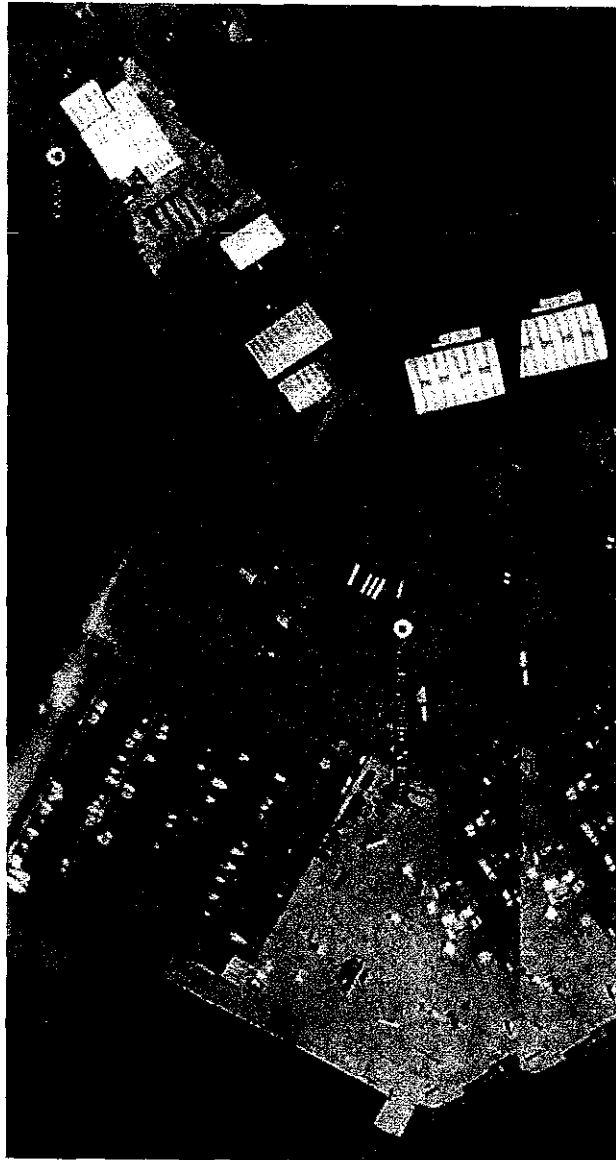


Rock Reef indoor High Line/Ropes Bournemouth with 35 per hour capacity and Pier Zip at Bournemouth

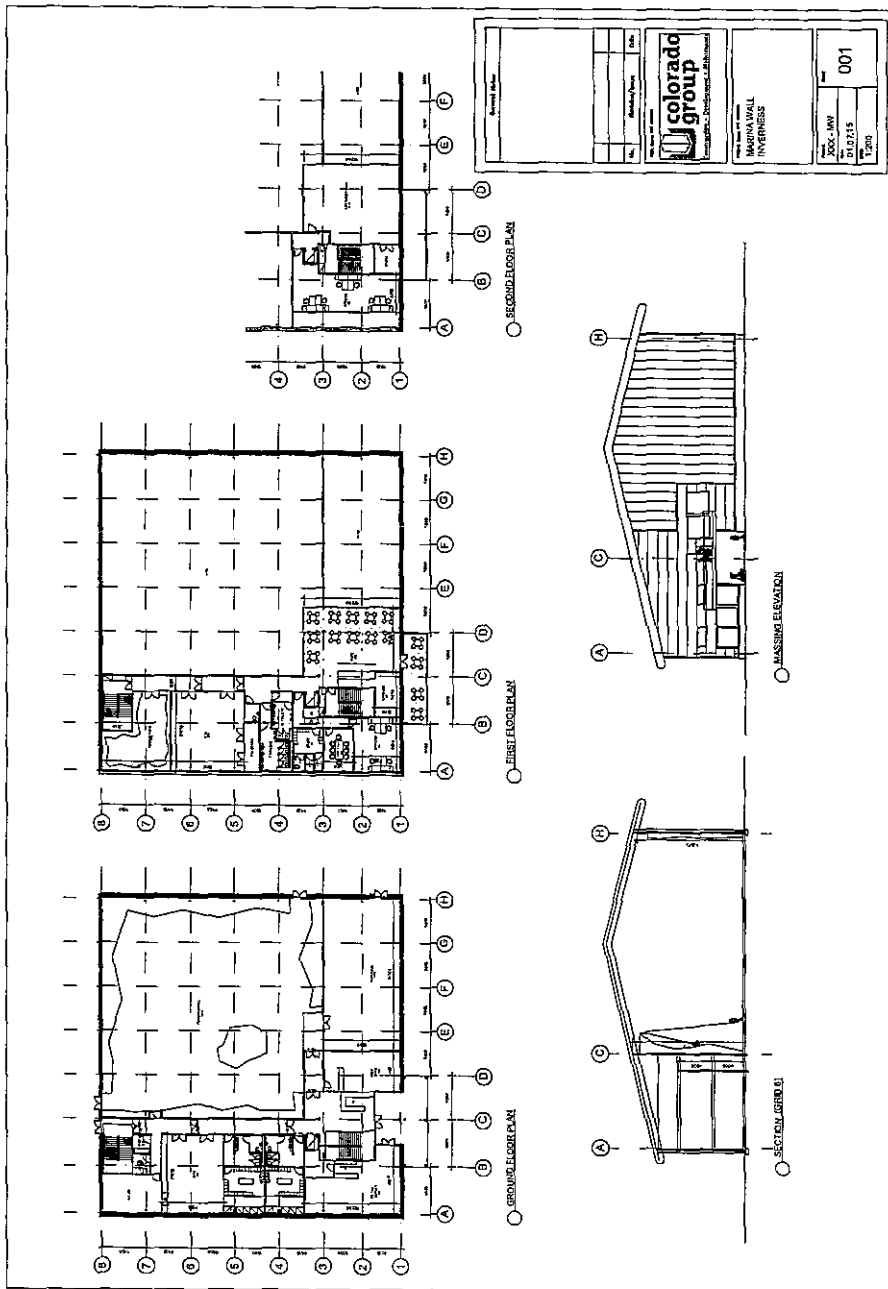


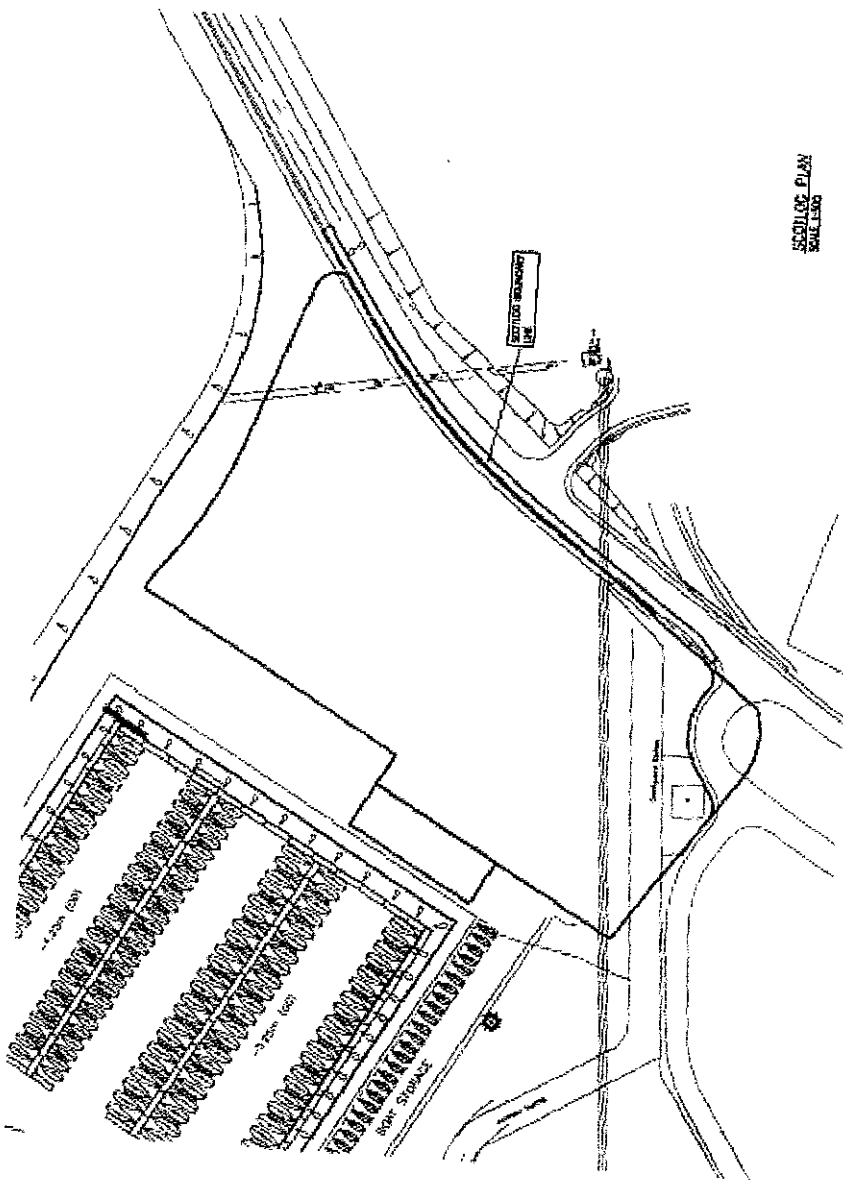
Bristol 2 Café - Ukraine

OP Fitness - UAE



Draft Design by the Colorado Group - Sept 2015. Scotlog Site Plan





SEWER PLANT
SCALE 1:1000



APPLICATION FORM FOR ORGANISATIONS APPLYING FOR GRANT AND DISCRETIONARY FUNDING AND FUNDING IN KIND FROM THE HIGHLAND COUNCIL – Over £10,000 – Common Good Funds

Name of Organisation:

Flow Photography Festival

Name of Project or Activity Requiring Support:

Flow Photography Festival

Which of the Council's funding streams are you applying to?
(Please provide closing date details where applicable)

Inverness Common Good Fund

Is the amount you are applying for:

£5,000 or under Under £10,000 £10,000 or over

Total amount applied for: £ 15,000

Estimated cost of funding in kind applied for: £6,850.00

Please detail what funding in kind has been applied for e.g. Council staff time, use of premises or equipment, waiving of fees or administration support

The 4 Festival Directors have been giving time in kind since November 2015	£7,000
Frames allocated by IMAG:	£300.00
Time of staff allocated by IMAG:	£750.00
Total	£8050.00

What type of organisation are you? (please tick all that apply)

Third Sector (voluntary or community) organisation		Community Council	
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PART 1: ABOUT YOUR ACTIVITIES OR PROJECT

Guidance on completing part 1: ABOUT YOUR ACTIVITIES OR PROJECT

1.1 What is the name of your activity or project?

Flow International Photography Festival

1.2 When will your activity or project take place? (specifically those for which you are seeking an award from The Highland Council)

Start date (month and year) **September 2017**

End date (month and year) **September 2018**

Location **Focussed on Inverness and collaborating with 2 other centres in Stornoway and Helmsdale. We will also be touring exhibitions and legacy events throughout the year across the Highlands and Islands**

1.3 What activity or project do you want us to support?

For example:

- *Aims of the project and how you are going to do it*
- *Help with running costs or for a specific project or activity?*
- *Who will benefit*

Please note that the Council will be unable to provide any resources not specified on this form or supporting information.

We have included our detailed proposal as an appendix

Aim: To establish and run an International Photography Festival focussing on the 'North'

The festival will be the first international festival of photography to be held in Inverness and across the Highlands and Islands. It will be a destination festival complementing the range of attractions offered such as the North Coast 500 and the Outlander trails. It will showcase work from photographers living or working in the international 'North'.

Art and Culture is a developing part of the Inverness City portfolio with the inception of the WASP studios at the Midmills Building, the development of the riverside and the re-development of the Castle. A Photography Festival which includes the main 'month event' in September 2017, and the legacy events which will run throughout the period of time between festivals, is an ideal addition to the arts and culture portfolio.

We are requesting funding support for costs including:

1. bringing internationally regarded work to Inverness
2. framing and hanging work
3. production of programme and advertising
4. development of an education pack
5. support of launch event

Importantly we see the festival as having a set of legacy events which will engage school children and community groups. We feel that these are separate although closely related events and have received advice that it may be possible to apply for future funding to support these.

Who will benefit:

This is split into a number of categories (except from attached proposal)

The General Public: Through local engagement with libraries vacant shops and the 'small walls' scheme, we will take photography to people who may not have experienced it as dynamic and powerful medium. Through the education and community curation approach we will equip people with skills which will help them engage with demanding work.

The amateur photography audience – camera clubs and members of local social media platforms who are currently restricted in access to challenging and exiting photography as it is primarily shown in the Central Belt. There are of course good quality shows being toured by local organisations, but these are less frequent than the work available in the South. We offer a level of engagement which will be unprecedented.

Creative Arts Professionals: The Highlands and Islands has a wealth of talent. This Festival will expose that talent to international work and also engage local workers in networks through the Trade Days and the Talks and Workshops.

School and College Students: Our Education Pack will introduce the work of exhibiting artists to a young audience. We will expand the knowledge base which exists and also directly engage with critical practice which will foster a deeper understanding of the capacity of the medium.

The Global Digital Audience: By making use of a range of social media Apps we aim to engage an audience far removed from the geographical location of the festival. Live and Recorded Streaming of events and sessions, as well as feeds to social media, will both broaden and deepen our reach and will maximise the potential of the Festival as a destination event both physically and virtually.

The Tourist: The Highlands and Islands have profited from the 'Outlander' effect in recent years which has brought many visitors – who often have a focus in the natural environment. The Highlands also have the North Coast 500, a recent initiative encouraging visitors away from the dominant centres of population. Capitalising on this the exhibitions will use centres on the North West Coast, Inverewe House, on the North Coast – the Wick heritage Centre and the East Coast – Timespan. The Western Isles will have our collaborative projects with An Lanntair in Stornoway. Engaging the Visitor and encouraging them to move across the landscape is an important element of a dispersed Festival.

1.4 Does your activity or project involve building or landscaping work?

Yes No

If yes please answer both a) and b) below.

a) Does your organisation (Please tick):
Have ownership of the land or building

Yes No

OR

Hold at lease of at least 5 years that cannot be ended by the landlord?

Yes No

b) Is planning permission needed for your project? Tick one option below.

Planning permission not required

Planning permission required and has been granted

1.5 Please tell us how your project or activity will help the Council to meet its Public Sector Equality Duty to:

- Get rid of unlawful discrimination, harassment and victimisation;
- Make sure that people from different groups* are treated fairly and have equal chances to use services and that there is more equality between groups*;
- Make sure that people from different groups* get on together.

*Groups are people who have "protected characteristics" in the Equality Act: age, gender reassignment, pregnancy and maternity, religion or belief, sexual orientation, disability, marriage and civil partnership, race and sex.

For example are people with protected characteristics likely to face barriers; how you intend to tackle these barriers; does your project promote inclusion?

Photography is a powerful medium for the communication of complex ideas about equality and diversity.

The theme of the Festival will be 'People and Place' and the work we have already acquired will enable the Council to meet its public sector equality as a number of artists tackle the idea of identity directly. Three artists who have agreed to be part of the Festival and whose work explores people may be considered to have cultural and/or protected characteristics are:

Kieran Dodds - Gingers, <http://kierandodds.com/albums/gingers/>

What's it like being ginger?

Scotland has the highest percentage of ginger people in the world. Recently it was announced that Edinburgh is the world capital of ginger hair with 40% of the population carrying the gene. Only 13% actually have the blessed hair so we are still a small minority and a group that needs documented.

Cue lots of abuse and online trolling. Gingers are common fodder for idiots. Gingers, they tell us, are stupid, ugly or degenerate. It's a recessive gene so by extension we are mutants in the bad sense. Not in the mutant hero, super-powered, X-men style mutants. If we could do that stuff no one would mess with us. All we can do is look great and reflect the sun with our porcelain skin.

Stories tend to be clinical and focus on the genetic basis of the colour, its impending extinction (not true by the way) or the enduring cultural persecution. I want to build on that and make this personal. This story is asking ginger people in Scotland what its like to live with the rarest hair colour on planet earth.

Sigga Ella <https://siggaella.com/projects/first-and-foremost-i-am/>

Portraits of 21 Icelandic people with Downs Syndrome

The reason I did this project was because of this radio interview I heard, where they were discussing the ethical questions we now face, that we can choose who gets to live and who doesn't, as the aim with prenatal diagnosis is to detect birth defects such as Down syndrome and more. Where are we headed? Will people choose not to keep an embryo if they know it has Down syndrome? I had a lovely aunt with Down syndrome, aunt Begga. It is very difficult for me to think about the elimination of Down syndrome and her at the same time."

Sigga Ella portrays these 21 individuals in the same setting; sitting in the same chair, facing the camera, with the backdrop of a colorful flower wallpaper. The lighting is plain and simple and serves well for this purpose. Sigga Ella carefully controls the setting with that in mind, not to draw attention to anything but the subject itself. By doing so, each individual stands out and there is nothing that distracts the viewer from the person. The backdrop is colorful and happy and relates to the diversity and colourfulness of the human race. It shows us that all kinds of flowers can grow and flourish together, and we should also cherish the diversity of humans. Although Sigga Ella controls the setting, she does not control the people but rather lets them show us who they are. Each photograph shows us a person with his or her own special characteristics. Some are smiling, others giggling and hands and feet are placed freely. Sigga Ella obviously does not control them in that manner which brings out their uniqueness as individual human beings. The clothes they are wearing are all different as well and that too draws out the fact that by no means are these people all the same, although they share the same syndrome. "First and foremost I am" is an eyeopener for the beauty and diversity of mankind and makes us wonder if the future without this diversity is desirable.

Trine Søndergaard <http://trinesondergaard.com/work/strude/>

The Strude

is a Danish photography-based visual artist who lives and works in Copenhagen, Denmark. A graduate of Fatamorgana, the Danish School of Art Photography. The exhibition will feature work from her series Strude. A Strude is a mask-like garment worn by women to protect their faces against the elements. Søndergaard attempts to deconstruct the conventions of portraiture and challenge the mechanisms of reading or decoding an image. This work is particularly pertinent at this time, especially in a contemporary Western context, where the controlling power of surveillance and scrutiny are highly present in the polemics of burkha debates and mask bans.

The legacy and educational events will continue to explore the ways in which photographers and photography challenge our understanding of the world.

- 1.6 Where relevant and appropriate please describe any contribution your project may make towards promotion of the Gaelic language?

N/A

- 1.7 Please tell us if you have spoken to anyone about your application for advice and support – e.g. Local Highland Council Elected Member, Community Council Member, Council Staff, local Council for Voluntary Service (CVS) – If yes, please provide details:

Ken Gowans - Councillor

David Haas – Inverness City Manager

We met to discuss the potential of the festival and explore the possibilities of the events to attract support from the Common Good Fund. Both felt that the aims of the festival

were compatible with the ambitions of the council and that an application should proceed.

1.8 Please tell us about any funding in kind you are seeking from the Council:

Detail i.e. premises, facilities, staff time, waiving of fees	Estimated value
IMAG – Supply of Frames for Community Exhibition	£300.00
IMAG – Supply of staff time in workshops and curation	£750.00

1.9 Please provide a breakdown of how much will your activities/project will cost and how much Funding you are applying for from The Highland Council:

Item/Activity	Breakdown of Total Costs £	Year 1 £	Year 2* £	Year 3* £	Total £
	Full details are given in the attached project spreadsheet				
	Total Project Cost £	60,364			
	Total Funding Request £	15,000			

1.10 **Other funding relating to this project** Please include other funders and own resources and income. Continue on separate sheet if required.

Organisation and status of application	Year 1 £	Year 2* £	Year 3* £	Total £
Creative Scotland	45,324			
Awaiting Decision X				
Totals	45,324			

*See guidance notes for specific funding stream to see if you are able to apply for more than one year of funding.

- 1.11 Please tell us how you know that there is a need for this activity or project and how your approach will meet this need. This might include:
- Community support for your project (e.g. surveys, etc.)
 - Statistics which show the need for your project (e.g. unemployment figures, crime statistics)
 - Evidence from similar projects which shows that they have worked (e.g. research from elsewhere or evaluations of previous local work)

In support of our project we have visited a range of Festivals and spoken to the organisers of the Newcastle Photography (<http://newphotofest.com>), the Edinburgh Photography Festival – Retina (<http://www.retinafestival.com>) and St Andrews Photography Festival.

We are now in partnership with Timespan Gallery in Helmsdale and An Lanntair Gallery in Stornoway who are very experienced in the delivery of quality programming.

The organiser of the St Andrews Festival was directly approached by St Andrews BID and the running costs of the Festival were met by them. It was recognised that although St Andrews has an enormous tourist pull with Golf, then Cathedral and the University campus it still needed to diversify to ensure sustainable tourism. Similarly, although Inverness has natural assets in abundance, delivering a thriving arts and culture package is important in sustainable tourism to meet the needs of a range of sectors of both the visitor and local market.

This Festival will be part of a growth in Photography Festivals across the UK and Europe in key cities. As a city which is developing its arts and culture profile this addition would be beneficial as it is accessible and takes advantage of key wall space already available, thus expanding the footfall and tourist spend with little infrastructure change needed.

Other festivals in the area such as the Findhorn Bay Festival achieved a total attendance of 13,395 visitors in 2014 with 16% of the audience coming from out with Scotland.

- 1.12 Is this a new or additional activity or project? – Yes X

If yes, what change will your activities or project make in your community?

There is currently a very limited outlet in the Highlands and Islands for Photography although the natural assets such as the landscape is a prime attraction to photographers both amateur and professional. Therefore, building on the reputation we have as a positive and creative place this festival should add cultural and civic capital.

With the development of the WASP studios in the Midmills area of town, this festival and its legacy events will also help connect the city to artists working in the medium and enable photographers to work with a range of communities.

Developing visual literacy and equipping people to engage with photography is a prime aim of the festival.

We are developing links with **Visit Inverness Loch Ness** where we see the potential of a 'small walls' trail being developed which will increase footfall from both visitors and locals alike.

If No, how has your activities or project been funded in the last three years?

N/A

- 1.13 Please tell us how you will know that your activities or project is working and that you are benefiting your community. You only need to provide targets for the years in which your project will operate. See the detailed guidance for examples of targets.

How you will know you have made the change?		
Year 1 Measurable Outcome	Year 2 Measurable Outcome	Year 3 Measurable Outcome
Audience Response to questionnaires including: Reason for visit Time spent in City/Length of stay Average Spend in City Accommodation Transport		
Footfall figures and visitor books		
Tripadvisor evaluations		

- 1.14 If it is intended that this activity or project continue beyond the period of Council support, how will it be funded?

We are planning on this being a biennial – which is a normal pattern for photography festivals. This allows for legacy events to develop naturally.

If yes, what are they? (maximum 20 words)

- 3.3 a) When did your organisation start? Month Nov Year 2015
- b) What geographic areas and/or communities of interest (e.g. Young people, people with disabilities, older people, people from an ethnic minority background) does your organisation cover?

The organisation is very small. A committee of 8 local people.

Gender of Committee: 6 M, 2 F

We are all over 35 yrs of age.

We cover the geographic area of the H&I from Skye to Nairn, but we are representing the whole of the H&I and also making efforts to engage with all groups and sectors

We have established and Eq Opps policy which I have attached.

- c) Is there any restriction on who can join your organisation?
- Yes No If yes, what are they and why do you have them?

Having a membership is not really in our remit. But we are very happy to work with all comers and we would like to develop a volunteer network which would service the Festival and offer work experience to a range of people with diverse needs.

- d) How many people are on your governing body or management committee? 8
- e) Are there Highland Council Elected Members or Officers or Community Councillors on or attending your Management Committee or Board? (please note that this will not affect your application)

Yes No

If yes, please provide names:

Highland Council Elected	Role i.e. Office Bearer, Voting Member,

3.4 Does or has your organisation receive(d) any other funding from The Highland Council? Please provide information relating to Council funding for the last 3 years:

Yes

No

If yes –

a) What is/was it for, and from which Service or Ward budget was it provided?

Year 1:
Year 2:
Year 3:

b) How much funding do/did you receive?

Year 1:
Year 2:
Year 3:

c) Estimated value of existing funding in kind, and from which Service or Ward budget was/is it provided?

Year 1:
Year 2:
Year 3:



Inverness Museum & Art Gallery
Castle Wynd
Inverness
IV2 3EB

10th February 2017

To Whom it May Concern

Inverness Museum & Art Gallery is happy to write in support of the Flow Photography Festival. We are committed to bringing a varied programme of quality art to communities in the Highlands through our touring circuit of galleries in the north. Photography as part of a critical cultural debate is currently under-represented in our galleries and we applaud Flow's mission to reclaim professional photography from the massive output of trivia from tablets and mobile phones and to critically engage with important and often uncomfortable social issues.

IMAG is already working on a community project as part of the Festival and which will be on display in the Community Gallery. We programme the big art galleries up to 2 years ahead and unfortunately they are not available at the time of the festival. However, should space become available in one of the art galleries at the time we would be happy to offer it.

We are interested in collaborating on touring work in the intervening two years between festivals, in our smaller northern galleries. We have 2 galleries in the North Highlands so the remit fits with our geographic objectives. We are particularly interested in the bringing together of photographers from Northern countries and partnering with other organisations to provide a critical mass of cutting edge photography from the North.

I have no hesitation in recommending the Flow Festival to you for funding support and am confident that it will add value to the cultural life of Inverness and the Highlands.

Cathy Shankland

Cathy Shankland
Exhibitions Officer
High Life Highland

Eden Court
Bishop's Road
Inverness
IV3 5SA

T: 01463 239841
admin@eden-court.co.uk
www.eden-court.co.uk

BOX OFFICE 01463 234 234



Friday 20th January 2017

To whom it may concern,

Funding Application for the Flow Photography Exhibition

I am writing in support of the funding application to Creative Scotland for the 'Flow' photography exhibition.

The exhibition will run for one month, using all our gallery space. Visitors to the theatre will see a high quality photography exhibition featuring award winning photographers from Norway, Finland, Iceland, Denmark, Canada and Scotland. There will be significant community engagement through a series of workshops, providing the opportunity for local photographers to be taught by artists with an international reputation.

The creative team has a wide range of experience and I am confident in their management and delivery of this project.

We are therefore pleased to support 'Flow' and look forward to working with the team in the planning of this exhibition.

If you require any further details, please do not hesitate to contact me.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Colin Marr'.

Colin Marr
Chief Executive

Please Support Eden Court

A registered Scottish charity no. SC008237
Eden Court Highlands (trading as Eden Court) is
a company registered in Scotland no. SC063216
Registered office: Bishop's Road, Inverness IV3 5SA



Timespan
Helmsdale Heritage Society
Dunrobin Street, Helmsdale
Sutherland, KW8 6JX

T 01431 821327
F 01431 821058
enquiries@timespan.org.uk
www.timespan.org.uk



FLOW Photography Festival Support

Timespan is a keen supporter of the FLOW team and their development of the first photography festival linking organisations and audiences across the Highland and Islands. At Timespan, we are strong advocates for contemporary art and the value that it can bring to our region, enriching the cultural life of our communities, encouraging visitors and improving the local economy.

The programme in development is ambitious and critically engaged. It has a strong vision which celebrates and strengthens the creative infrastructure across the Highlands, whilst being distinctly international in its outlook. There is variety in the programming which will attract diverse audiences, but throughout there is a focus on quality and the festival would see the work of highly-regarded photographers from across the North brought to the Highlands.

This joined up approach to programming, and focus on bringing new audiences to contemporary photography is something that we are really happy to support and participate in. We believe it will increase the reach of our own activities planned for this period – a photographic exhibition of the work of Norwegian artist Tonje Bøe Birkeland and site-specific event-based commission by the artist Nicky Bird which takes our own photographic archive as its starting point – and the reach of others taking part. We also believe that the festival will create a growing audience for such work, who have gained interest and understanding of contemporary photography through their engagement with the festival's activities.

We hope that funding can be provided to support this work, and look forward to our participation in the festival later this year.

Yours Sincerely,

Frances Davis
Curator, Timespan

FÒCAS

Fòcas Scotland
72 Lancefield Quay
Glasgow
G3 8JF
08/02/2017

www.fòcas-scotland.com
info@focas-scotland.com

To whom it may concern,

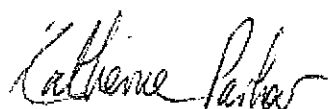
Fòcas Scotland creates international exchanges for Scotland's best emerging photographers. We are supported by the British Council and Creative Scotland. One of our founding principles is to tour our exhibitions and events in communities across Scotland – from the Outer Hebrides to the Border towns.

Flow Photo Fest plays a vital part in this. It offers a welcome infrastructure that facilitates us in bringing high quality cultural output to the Highlands and Islands. Through Flow, Inverness has become accessible and attractive as a cultural city with strong outward facing links, where we can stage international exhibitions knowing that we will draw a strong audience base.

For this reason, we have committed wholeheartedly to partner with Flow Photo Fest in 2018, presenting with them our project Fòcas India, commissioned by the British Council to explore the cultural perspectives of Indian and Scottish photographers. This project is scheduled to tour top venues in Scotland and India; in Scotland, Flow has helped us access the highest potential audience numbers outside the central belt.

I hope that this valuable initiative gains your support.

Yours faithfully,



Dr. Katherine Parhar
Programme Director
Fòcas Scotland CIC

visit Inverness loch ness

9th February 2017

To whom it may concern,

Letter of support for the inaugural Flow Photography Festival

I am writing in support of an application being made to the Inverness Common Good Fund by the organisers of the inaugural Flow Photography Festival. VisitInvernessLochNess believe that this festival will be of interest to visitors, particularly because the festival will feature photographers from a number of countries and not only Scotland.

We do hope though that although the festival is centred in Inverness, the work of photographers will also be displayed at venues around Loch Ness thus providing an added reason for visitors to stop and spend more time and money in rural communities.

Yours sincerely

Graeme Ambrose

Chief Executive
VisitInvernessLochNess

Visit Inverness Loch Ness Ltd

Registered address: Highland Accountancy Practice, Suite 1A, Willow House, Stoneyfield Business Park, Inverness IV2 7PA

SC No: SC474489, VAT no: 185 0842 94

CENTRE FOR NORDIC STUDIES



16 January 2017

To whom it may concern

FLOW Photography Festival

As Programme Leader for the Culture and Heritage Degree at the University of the Highlands & Islands, I am happy to work in collaboration with the FLOW Photography festival.

We feel it will make a valuable contribution to arts and culture in the North and the connection with higher education is one we are very much looking forward to.

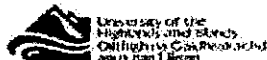
Yours sincerely

Lynn Campbell
 Programme Leader
 BA (Hons) Culture & Heritage
 BA (Hons) Culture & Heritage joint degrees

Kiln Corner, Kirkwall, Orkney, KW15 1QX. Tel: 01856 569300 Fax: 01856 879784

NAFC Marine Centre UHI, Port Arthur, Scalloway, Shetland, ZE1 0UN. Tel: 01595 772000 Fax: 01595 772001

www.nordic.uhi.ac.uk



University of the
Highlands and Islands
Orkney College



University of the
Highlands and Islands
Shetland College

The Highland Council

Inverness Common Good Fund Grants Sub-Committee

30 January 2017

Inverness BID

Report by Inverness City Area Manager

Agenda Item	7
Report No	GSC 02/17

Summary

This report invites Members to consider applications from Inverness BID.

1. Background

1.1 Inverness BID have submitted five applications for funding from the Inverness Common Good Fund.

1. Operation Respect Easter/Summer 2017 see Appendix 1
2. Inverness Community Safety Partnership 2017 see Appendix 2
3. Inverness Gull Project 2017 see Appendix 3
4. Inverness Street Festival 2017 see Appendix 4
5. Coach Ambassador 2017 see Appendix 5

1.2 Appendix 6 contains up to date accounts and bank statements.

1.3 A total of £43,540 is being applied for as detailed in Appendix 7. This includes projected costs for Operation Respect Festive 2017. A detailed report on this is to be provided later in the year which will include funding for the Street Pastors. The application towards the Floral Displays 2017 which was considered at the City of Inverness Area Committee on 1 December 2016.

2. Partnership working

2.1 The Partnership with BID is now well established. A specific cost centre to fund Partnership Projects was created. In financial year 2016/17 the agreed budget for "Partnership Working – BID" is £106k.

2.2 In February 2016 the anticipated percentage contribution for the five projects (including the Floral Decorations) in Paragraph 1.1 from the Common Good Fund was 55% (reduced from 81% for all previous projects). The percentage contribution for the actual costs for all projects including the Operation Respect Festive 2016 is 55%. The percentage contribution being requested from for 2016/17 is reduced to 53%.

2.3 The 2017/18 application seeks total funds of £103.7k compared with expenditure of £106.2k last year. Comparative costs per project are set out in Appendix 8.

2.4 BID is increasing its contribution to these projects in 2017/18 by £6k (over

10%). BID's contribution to the Floral Displays Summer project represents 6% of their total levy income.

3. Financial Implications

3.1 The cost to the Partnership Working Budget will be £103,689.

Recommendation

The Sub-Committee is invited to consider the applications from Inverness BID as detailed in the Appendices to this report and to make a recommendation to the Area Committee either to accept or refuse the applications for funding.

Signature: David Haas
Designation: City Area Manager
Date: 23 January 2017

Background Papers:



APPLICATION FORM FOR ORGANISATIONS APPLYING FOR GRANT AND DISCRETIONARY FUNDING AND FUNDING IN KIND FROM THE HIGHLAND COUNCIL – Over £10,000 – Common Good Funds

Name of Organisation:

Inverness BID Limited

Name of Project or Activity Requiring Support:

Operation Respect - Task Team Easter & Summer 2017

Which of the Council's funding streams are you applying to?
(Please provide closing date details where applicable)

Inverness Common Good Fund

Is the amount you are applying for:

- £5,000 or under Under £10,000 £10,000 or over

Total amount applied for: £5790

Estimated cost of funding in kind applied for: £ None.....

Please detail what funding in kind has been applied for e.g. Council staff time, use of premises or equipment, waiving of fees or administration support

What type of organisation are you? (please tick all that apply)

Third Sector (voluntary or community) organisation		Community Council	
Registered Charity If yes – Registration number		Company Limited by Guarantee If yes – Company Number SC339914....	✓
Other - please specify.....			

Please remember guidance to completing the application form is available [here](#). Appropriate links to the guidance are situated throughout the form: [This page](#)

For official use only			
Application reference number			

PART 1: ABOUT YOUR ACTIVITIES OR PROJECT

Guidance on completing part 1: **ABOUT YOUR ACTIVITIES OR PROJECT**

1.1 What is the name of your activity or project?

Operation Respect - Task Team Easter & Summer 2017

1.2 When will your activity or project take place? (specifically those for which you are seeking an award from The Highland Council)

Start date ... 14th April 2017

End date Saturday 2nd September 2017

Location... Inverness City Centre.

1.3 What activity or project do you want us to support?

For example..

- *Aims of the project and how you are going to do it*
- *Help with running costs or for a specific project or activity?*
- *Who will benefit*

Please note that the Council will be unable to provide any resources not specified on this form or supporting information.

The Operation Respect – City Centre Programme has operated in the Easter, Summer and Winter holiday periods for the past 7 years. The project meets the objectives of the Single Outcome Agreement in that it acts to reduce crime and the fear of crime.

It has demonstrated the benefits and value of a crime prevention and public reassurance scheme at these peak times of City Centre activity by residents & visitors alike.

Integral to the success of these programmes has been the operation of a Security Task Team on the city centre streets.

The value of the Task Team is demonstrated by the results recorded by the Task Team in the Easter and Summer 2016 holidays when they dealt with a total of 401 incidents. The majority of these were either reported via the Shop Safe Radio system or from the Task Team through their pro-active patrols.

These incidents have covered criminal activity, anti-social behaviour, preventative actions as well as generally assisting the public.

The project is supported by Police Scotland who acknowledge that the Task Team is an integral part of Operation Respect. The aim is to reduce street violence, disorder, anti-social behaviour and the Task Team are invaluable with their local knowledge.

With tourism being such a major industry for Inverness & the Highlands such a programme in the Spring/ Summer of 2017 offers both positive benefits for the visitors to the area as well as underpinning this vital economic sector in the Easter & Summer holiday periods when Inverness attracts the peak number of visitors.

The operating period would again be focused on both the 2 week Easter holiday break and the longer Summer holiday period of July, August and September

The total cost of this year's scheme is £11,580

In previous years this has been met 50% by the Inverness Common Good Fund and 50% by BID and thus support is requested of £5,790

The balance of £5,790 would be contributed by Inverness BID Limited from the levy collected from the city centre businesses.

1.4 Does your activity or project involve building or landscaping work?

Yes No

If yes please answer both a) and b) below.

a) Does your organisation (Please tick):
Have ownership of the land or building

Yes No

OR

Hold at lease of at least 5 years N/that cannot be ended by the landlord?

Yes No

b) Is planning permission needed for your project? Tick one option below.

Planning permission not required

Planning permission required and has been granted

1.5 Please tell us how your project or activity will help the Council to meet its Public Sector Equality Duty to:

- Get rid of unlawful discrimination, harassment and victimisation;
- Make sure that people from different groups* are treated fairly and have equal chances to use services and that there is more equality between groups*;
- Make sure that people from different groups* get on together.

*Groups are people who have "protected characteristics" in the Equality Act: age, gender reassignment, pregnancy and maternity, religion or belief, sexual orientation, disability, marriage and civil partnership, race and sex.

For example are people with protected characteristics likely to face barriers; how you intend to tackle these barriers; does your project promote inclusion?

N/A

1.6 Where relevant and appropriate please describe any contribution your project may make towards promotion of the Gaelic language?

N/A

1.7 Please tell us if you have spoken to anyone about your application for advice and support – e.g. Local Highland Council Elected Member, Community Council Member, Council Staff, local Council for Voluntary Service (CVS) – If yes, please provide details:

Advice has been sought from David Haas, the City Manager

1.8 Please tell us about any funding in kind you are seeking from the Council:

Detail i.e. premises, facilities, staff time, waiving of fees	Estimated value
N/A	

1.9 Please provide a breakdown of how much will your activities/project will cost and how much **Funding you are applying for from The Highland Council:**

Item/Activity	Breakdown of Total Costs £	Year 1 £	Year 2* £	Year 3* £	Total £
Staffing	Security Task Team	£10,780			£10,780
Other Costs e.g. property costs, transport, equipment, insurance, marketing	Clothing	£400			£400
	Sundry	£400			£400
Total Project Cost £		£11,580			£11,580
Total Funding Request £		£5,790			£5,790

1.10 **Other funding relating to this project** Please include other funders and own resources and income. Continue on separate sheet if required.

Organisation and status of application	Year 1 £	Year 2* £	Year 3* £	Total £
Inverness BID Limited	£5,790			£5,790
Successful <input checked="" type="checkbox"/> Unsuccessful <input type="checkbox"/> Awaiting Decision <input type="checkbox"/>				
Successful <input type="checkbox"/> Unsuccessful <input type="checkbox"/> Awaiting Decision <input type="checkbox"/>				
Totals	£5,790			£5,790

*See guidance notes for specific funding stream to see if you are able to apply for more than one year of funding.

- 3.3 a) When did your organisation start? Month...April.....Year 2008.....
- b) What geographic areas and/or communities of interest (e.g. Young people, people with disabilities, older people, people from an ethnic minority background) does your organisation cover?

Inverness BID Limited (a not-for-profit company) was established in 2008 to assist the marketing and economic development of the city centre area.

Businesses in the city centre/BID area pay an extra 1% on their business rateable value to BID to help fund programmes of activity which are focused on generating economic vibrancy for the city. This investment compliments that of the Highland Council and the other city centre stakeholders to the benefit of the users and the economy of the city centre.

- c) Is there any restriction on who can join your organisation?
 Yes No If yes, what are they and why do you have them?

Under statute Inverness BID Limited (a not for profit company) restricts its membership to those businesses based in Inverness city centre who pay BID levy or who apply for voluntary membership.

- d) How many people are on your governing body or management committee? ...16...
- e) Are there Highland Council Elected Members or Officers or Community Councillors on or attending your Management Committee or Board? *(please note that this will not affect your application)*

Yes No

If yes, please provide names:

Highland Council Elected Members	Role i.e. Office Bearer, Voting Member, Ex-official / advisory, other
Cllr Helen Carmichael	Director

Community Councillors	Role i.e. Office Bearer, Voting Member, Ex-official, other

Council Officers	Role i.e. Office Bearer, Voting Member, Ex-official, other

3.4 Does or has your organisation receive(d) any other funding from The Highland Council? Please provide information relating to Council funding for the last 3 years:

Yes No

If yes –

a) What is/was it for, and from which Service or Ward budget was it provided?

Year 1: See Appendix A
Year 2:
Year 3:

b) How much funding do/did you receive?

Year 1: See Appendix A
Year 2:
Year 3:

c) Estimated value of existing funding in kind, and from which Service or Ward budget was/is it provided?

Year 1: N/A
Year 2:
Year 3:



APPLICATION FORM FOR ORGANISATIONS APPLYING FOR GRANT AND DISCRETIONARY FUNDING AND FUNDING IN KIND FROM THE HIGHLAND COUNCIL – Over £10,000 – Common Good Funds

Name of Organisation:

Inverness BID Limited

Name of Project or Activity Requiring Support:

Inverness Community Safety Partnership

Which of the Council's funding streams are you applying to?

(Please provide closing date details where applicable)

Inverness Common Good Fund

Is the amount you are applying for:

- £5,000 or under Under £10,000 £10,000 or over

Total amount applied for: £9,000.

Estimated cost of funding in kind applied for: £ NONE.....

Please detail what funding in kind has been applied for e.g. Council staff time, use of premises or equipment, waiving of fees or administration support

What type of organisation are you? (please tick all that apply)

Third Sector (voluntary or community) organisation		Community Council	
Registered Charity If yes – Registration number		Company Limited by Guarantee If yes – Company Number SC339914....	✓
Other - please specify.....			

Please remember guidance to completing the application form is available [here](#). Appropriate links to the guidance are situated throughout the form: [This page](#)

For official use only			
Application reference number			

PART 1: ABOUT YOUR ACTIVITIES OR PROJECT

Guidance on completing part 1: ABOUT YOUR ACTIVITIES OR PROJECT

1.1 What is the name of your activity or project?

Inverness Community Safety Partnership

1.2 When will your activity or project take place? (specifically, those for which you are seeking an award from The Highland Council)

Start date (month and year)... 1st April 2017.....

End date (month and year)... 31st March 2018.....

Location... City of Inverness.....

1.3 What activity or project do you want us to support?

For example:

- *Aims of the project and how you are going to do it*
- *Help with running costs or for a specific project or activity?*
- *Who will benefit*

Please note that the Council will be unable to provide any resources not specified on this form or supporting information.

Project Details

The Scottish Government funded the work of the original Crime Reduction Partnership for an initial 3-year basis. The Highland Council then asked BID's predecessor, Inverness City Centre Management (ICCM) to take over this role and duties with support funding from the Inverness Common Good Fund.

With the dissolution of ICCM in December 2008, BID was asked to take over this role with funding & support from Inverness Common Good fund. That funding was at a reduced level compared with that given by ICGF to ICCM.

This application follows the creation of the ICSP pursuant to a decision taken by the Inverness City Committee (ICC) in April 2010.

As part of its core activity, BID has taken responsibility for the provision of administrative support and programming of the Inverness Community Safety Partnership (ICSP) which co-ordinates community safety initiatives in the wider Inverness area. It is also responsible for a number of community safety projects specific to the BID area.

As explained since 2010 the Inverness Community Safety Partnership has taken over an expanded roll for community safety in the wider Inverness. ICSP partners include representatives from;

- Police Scotland
- Highland Council

- Inverness BID
- The Voluntary Sector
- Highlands & Islands Fire and Rescue Service
- NHS Highland
- Crimestoppers
- Inverness Drug & Alcohol Forum
- Street Pastors
- Inverness Prison

ICSP appoints a Chair and Vice-Chair from its partners on an annual basis. The current Chair is Chief Inspector Ian Graham of Police Scotland

The activity and programmes of ICSP is co-ordinated and implemented by Inverness BID through its Community Safety Manager who has very significant experience in community safety having previously spent 30 years working at a senior level with Northern Constabulary.

As part of its remit, ICSP is responsible for;

- Acting on behalf of ICSP, Inverness BID will be responsible for delivery/co-ordination of a wide range of community safety programmes for residents and visitors including Operation Respect - a jointly funded programme with the Scottish Government, Highland Council, Northern Constabulary, BID and other stakeholders including the Street Pastors, Stagecoach, NHS.
- Oversight of Community Safety initiatives that may be undertaken by any of the partner agencies within the boundaries of the geographical remit of the Inverness Partnership, being the 7 City Wards.
- co-ordination of the activity of the partners of the Inverness Partnership in relation to all Community Safety / Business Crime initiatives;
- formulation and review of objectives for Community Safety / Business Crime initiatives on an annual basis;
- Where practicable to assist with the delivery of Community Safety initiatives;
- co-ordinate good practice and make best use of funding opportunities;
- deliver an annual report to the Inverness City Committee on the activities of the Crime Reduction Partnership and its proposals for the forthcoming year; and
- the management of media engagement in all supported activity.

Inverness BID will also service the business community through a number of Community Safety Initiatives. Safeinverness (now managed by BID as a project) operates as a Business Crime Reduction Partnership, sharing information between its members in the Inverness Business Community

Best Bar None works with the vital night time economy and encourages excellence in training and performance in the licensed trade.

Financial Details

In its role as servicing agent for the ISPC, BID is responsible for the staffing/ overhead costs of the designated Community Safety Manager and will be contributing to the programme budget for ICSP of £20,000 making a total cost of the project of £29k

Benefit of Project

The Inverness Community Safety Partnership will be responsible for the delivery of community safety projects for the benefit to residents, visitors and businesses in Inverness. It seeks through its programmes to reduce crime and the fear of crime in conjunction with working with its partner agencies.

In addition to the above ICSP has been invited by the Scottish Business Resilience Centre to work with them on a pilot project to achieve their new City Excellence Award. This will involve participation by all the partners which will be co-ordinated by BID.

1.4 Does your activity or project involve building or landscaping work?

Yes No

If yes please answer both a) and b) below.

a) Does your organisation (Please tick):
Have ownership of the land or building

Yes No

OR

Hold at lease of at least 5 years that cannot be ended by the landlord?

Yes No

b) Is planning permission needed for your project? Tick one option below.

Planning permission not required

Planning permission required and has been granted

1.5 Please tell us how your project or activity will help the Council to meet its Public Sector Equality Duty to:

- Get rid of unlawful discrimination, harassment and victimisation;
- Make sure that people from different groups* are treated fairly and have equal chances to use services and that there is more equality between groups*;
- Make sure that people from different groups* get on together.

*Groups are people who have "protected characteristics" in the Equality Act: age, gender reassignment, pregnancy and maternity, religion or belief, sexual orientation, disability, marriage and civil partnership, race and sex.

For example, are people with protected characteristics likely to face barriers; how you intend to tackle these barriers; does your project promote inclusion?

There are no barriers to groups benefiting from this Project.

1.6 Where relevant and appropriate please describe any contribution your project may make towards promotion of the Gaelic language?

N/A

1.7 Please tell us if you have spoken to anyone about your application for advice and support – e.g. Local Highland Council Elected Member, Community Council Member, Council Staff, local Council for Voluntary Service (CVS) – If yes, please provide details:

Advice has been sought from David Haas, Inverness City Manager

1.8 Please tell us about any funding in kind you are seeking from the Council:

Detail i.e. premises, facilities, staff time, waiving of fees	Estimated value
N/A	

1.9 Please provide a breakdown of how much will your activities/project will cost and how much Funding you are applying for from The Highland Council:

Item/Activity	Breakdown of Total Costs £	Year 1 £	Year 2* £	Year 3* £	Total £
Staffing	Employment Costs	£19,000			£19,000
Other Costs e.g. property costs, transport, equipment, insurance, marketing	Programme Costs	£10,000			£10,000
Total Project Cost £		£29,000			£29,000
Total Funding Request £		£9,000			£9,000

1.10 **Other funding relating to this project** Please include other funders and own resources and income. Continue on separate sheet if required.

Organisation and status of application	Year 1 £	Year 2* £	Year 3* £	Total £
Inverness BID Limited - Confirmed	£20,000			£20,000
Successful <input checked="" type="checkbox"/> Unsuccessful <input type="checkbox"/> Awaiting Decision <input type="checkbox"/>				
Successful <input type="checkbox"/> Unsuccessful <input type="checkbox"/> Awaiting Decision <input type="checkbox"/>				
Totals	£20,000			£20,000

*See guidance notes for specific funding stream to see if you are able to apply for more than one year of funding.

1.11 Please tell us how you know that there is a need for this activity or project and how your approach will meet this need. This might include:

- a. Community support for your project (e.g. surveys, etc.)
- b. Statistics which show the need for your project (e.g. unemployment figures, crime statistics)
- c. Evidence from similar projects which shows that they have worked (e.g. research from elsewhere or evaluations of previous local work)

The need for this Project was recognised by the Inverness City Committee in 2010 and its role continues to be supported by the member organisations.

The Project has received funding from the Common Good Fund as follows:

2016/17	£10,000
2015/16	£12,000
2014/15	£14,000
2013/14	£14,000

1.12 Is this a new or additional activity or project? – Yes No

If yes, what change will your activities or project make in your community?

If No, how has your activities or project been funded in the last three years?

Jointly funded by Inverness Common Good Fund & BID

- 1.13 Please tell us how you will know that your activities or project is working and that you are benefiting your community. You only need to provide targets for the years in which your project will operate. See the detailed guidance for examples of targets.

How you will know you have made the change?		
Year 1 Measurable Outcome	Year 2 Measurable Outcome	Year 3 Measurable Outcome
Achievement of business objectives as set down by ICSP – Response from member agencies – Interaction with public		

- 1.14 If it is intended that this activity or project continue beyond the period of Council support, how will it be funded?

The Inverness Community Safety Partnership helps the Council achieve its goals and objectives in community safety for residents and visitors alike



APPLICATION FORM FOR ORGANISATIONS APPLYING FOR GRANT AND DISCRETIONARY FUNDING AND FUNDING IN KIND FROM THE HIGHLAND COUNCIL – Over £10,000 – Common Good Funds

Name of Organisation:

Inverness BID Limited

Name of Project or Activity Requiring Support:

Inverness Gull Project

Which of the Council's funding streams are you applying to?
(Please provide closing date details where applicable)

Inverness Common Good Fund

Is the amount you are applying for:

- £5,000 or under Under £10,000 £10,000 or over

Total amount applied for: £12,000

Estimated cost of funding in kind applied for: £ None.....

Please detail what funding in kind has been applied for e.g. Council staff time, use of premises or equipment, waiving of fees or administration support

What type of organisation are you? (please tick all that apply)

Third Sector (voluntary or community) organisation		Community Council	
Registered Charity If yes – Registration number		Company Limited by Guarantee If yes – Company Number SC339914....	✓
Other - please specify.....			

Please remember guidance to completing the application form is available [here](#). Appropriate links to the guidance are situated throughout the form: [This page](#)

For official use only			
Application reference number			

PART 1: ABOUT YOUR ACTIVITIES OR PROJECT

Guidance on completing part 1: ABOUT YOUR ACTIVITIES OR PROJECT

1.1 What is the name of your activity or project?

Inverness Gull Project

1.2 When will your activity or project take place? (specifically those for which you are seeking an award from The Highland Council)

Start date (month and year)..... 1st April 2017.....

End date (month and year)..... 31st July 2017.....

Location..... City of Inverness

1.3 What activity or project do you want us to support?

For example:

- *Aims of the project and how you are going to do it*
- *Help with running costs or for a specific project or activity?*
- *Who will benefit*

Please note that the Council will be unable to provide any resources not specified on this form or supporting information.

Background and Project Update

In response to concerns expressed by the public, councillors and businesses at the number of gulls in the Inverness area and the mess and disturbance they were causing, in late 2011 Scottish Natural Heritage were asked for advice on what could be done to reduce the problems. There followed a joint report from the Policy and Advice Manager of Scottish Natural Heritage with the Inverness City Manager to the Inverness City Committee on 13th February 2012 on the options for managing urban herring gulls in Inverness.

The report noted the continuing significant increase of the gull population since the last census and stressed that without intervention the number of breeding gulls were projected by SNH to grow by 7% per annum. It concluded that the problems that the gull population were causing could best be managed by direct intervention to the breeding cycle by nest & egg removal as licensed by the Scottish Government.

In approving the report the committee agree to:

- 1) delegate power to the City Manager, in consultation with the Members of the Donations Working Group, to formulate a course of action based on the actions recommended by (the) report which will include a programme of nest and egg removal within the BID area;
- 2) a budget of up to £30,000 for the pilot (project in) 2012 Summer to be drawn from the large grants budget of the Common Good Fund

Inverness BID had undertaken the original review of other gull management schemes including liaising with the successful project in Dumfries. BID were asked to deliver the project of egg and nest removal in both Inverness city centre and the Longman and as part of that intervention programme a total of 661 nests and nearly 1400 eggs were

removed in the May-July 2012 breeding period.

In his review of the 2012 programme SNH Advisor Andy Douse supported the success of the work undertaken and concluded that "it is thus essential that the programme of control work is maintained if management of the city centre gull problem is to be effective".

Mr Douse went on to say that the project had established that access to the majority of nesting roofs was possible and this means that the programme is likely to be viable and effective in controlling the gull population in the long term.

Although a budget of £40k (ICGF £30k & BID £10k) was set aside for the 2012 Gull Project based on the costs of the similar project in Dumfries, the total costs incurred were limited to £18k which was funded in the agreed proportions.

Programmes in the Summers of 2013, 2014, 2015 & 2016

Following receipt of annual applications, the Donations Working Group have supported the continuation of the programme with contributions of:

2013: ICGF £15k
 BID £5k
 TOTAL £20k

2014: ICGF £12k
 BID £4k
 TOTAL £16k

2015: ICGF £12k
 BID £4k
 TOTAL £16k

2016: ICGF £12k
 BID £6k
 TOTAL £18k

Over the years the project has been extended to include additional properties in Carsegate as well as the city centre and the Longman.

A total of 8379 eggs have been removed over the 5 years of the project.

To put this in context, from the modelling that SNH has recently carried out the 2433 eggs that were removed in 2016 prevented between 659-1095 gulls being fledged i.e. reared to an age at which they can fly.

Based on a survival rate of 65% of gulls achieving breeding age (normally their 4th year) from being fledged, the 2016 egg removal programme has thus stopped from between 428 - 712 gulls joining the breeding pool.

To put these figures into further perspective if the gulls prevented in 2016 had reached breeding age, then SNH project that over their expected 8 year breeding life they would have produced between 3,650 and 6,464 fledged chicks.

Proposed Summer 2017 Programme

As stated It has always been accepted that to control and seek to reverse the growth in the gull population over so many years, intervention in the gull breeding cycle by continuously removing nests and eggs would need to be undertaken for the long term.

The SNH Scientific Adviser believes that it is essential that action is taken annually to reduce the problems caused by gulls and that failure to do so will mean that the population will revert to increasing by 7% per annum.

The first 5 years of the programme has reversed the trend of an annual increase in the gull numbers.

It is estimated that £18k per annum should again be sufficient to cover the programme for the Summer of 2017.

BID proposes that this cost be met with £6k being met from the BID levy paid by the city centre businesses with the Common Good Fund being asked to contribute the balance of £12k.

1.4 Does your activity or project involve building or landscaping work?

Yes No

If yes please answer both a) and b) below.

a) Does your organisation (Please tick):
Have ownership of the land or building

Yes No

OR

Hold at lease of at least 5 years that cannot be ended by the landlord?

Yes No

b) Is planning permission needed for your project? Tick one option below.

Planning permission not required

Planning permission required and has been granted

1.5 Please tell us how your project or activity will help the Council to meet its Public Sector Equality Duty to:

- Get rid of unlawful discrimination, harassment and victimisation;
- Make sure that people from different groups* are treated fairly and have equal chances to use services and that there is more equality between groups*;
- Make sure that people from different groups* get on together.

*Groups are people who have "protected characteristics" in the Equality Act: age, gender reassignment, pregnancy and maternity, religion or belief, sexual orientation, disability, marriage and civil partnership, race and sex.

For example are people with protected characteristics likely to face barriers; how you intend to tackle these barriers; does your project promote inclusion?

N/A

1.6 Where relevant and appropriate please describe any contribution your project may make towards promotion of the Gaelic language?

N/A

1.7 Please tell us if you have spoken to anyone about your application for advice and support – e.g. Local Highland Council Elected Member, Community Council Member, Council Staff, local Council for Voluntary Service (CVS) – If yes, please provide details:

Advice has been sought from David Haas, Inverness City Manager

1.8 Please tell us about any funding in kind you are seeking from the Council:

Detail i.e. premises, facilities, staff time, waiving of fees	Estimated value
N/A	

- 1.9 Please provide a breakdown of how much will your activities/project will cost and how much Funding you are applying for from The Highland Council:

Item/Activity	Breakdown of Total Costs £	Year 1 £	Year 2* £	Year 3* £	Total £
Staffing					
Other Costs e.g. property costs, transport, equipment, insurance, marketing	Egg & Nest Removal Programme	£16,500			£16,500
	Advisor	£1,000			£1,000
	Sundry	£500			£500
Total Project Cost £		£18,000			£18,000
Total Funding Request £		£12,000			£12,000

- 1.10 **Other funding relating to this project** Please include other funders and own resources and income. Continue on separate sheet if required.

Organisation and status of application	Year 1 £	Year 2* £	Year 3* £	Total £
Inverness BID Limited - Confirmed	£6,000			£6,000
Successful <input checked="" type="checkbox"/> Unsuccessful <input type="checkbox"/> Awaiting Decision <input type="checkbox"/>				
Successful <input type="checkbox"/> Unsuccessful <input type="checkbox"/> Awaiting Decision <input type="checkbox"/>				
Totals	£6,000			£6,000

*See guidance notes for specific funding stream to see if you are able to apply for more than one year of funding.

- 1.11 Please tell us how you know that there is a need for this activity or project and how your approach will meet this need. This might include:
- a. Community support for your project (e.g. surveys, etc.)
 - b. Statistics which show the need for your project (e.g. unemployment figures, crime statistics)
 - c. Evidence from similar projects which shows that they have worked (e.g. research from elsewhere or evaluations of previous local work)

The report to Inverness City Committee from the Inverness City Manager and the Policy and Advice Manager, Scottish Natural Heritage on 13th February 2012 established the needs and benefits of this project.

- 1.12 Is this a new or additional activity or project? – Yes No
- If yes, what change will your activities or project make in your community?

If No, how has your activities or project been funded in the last three years?

The project received part funding from Inverness Common Good Fund in the Summers of 2012 to 2016 as well from BID.

- 1.13 Please tell us how you will know that your activities or project is working and that you are benefiting your community. You only need to provide targets for the years in which your project will operate. See the detailed guidance for examples of targets.

How you will know you have made the change?		
Year 1 Measurable Outcome	Year 2 Measurable Outcome	Year 3 Measurable Outcome
Through the level of eggs and nests removed.		

- 1.14 If it is intended that this activity or project continue beyond the period of Council support, how will it be funded?

The report by Scottish Natural Heritage established that it would be necessary for a number of years to intervene in the gull breeding cycle by egg and nest removal to reverse the increase in the existing population and then reduce numbers.

BID has committed budget to the project for future years and it is proposed that a future application for funding be made to ICGF



APPLICATION FORM FOR ORGANISATIONS APPLYING FOR GRANT AND DISCRETIONARY FUNDING AND FUNDING IN KIND FROM THE HIGHLAND COUNCIL – Under £10,000 – Common Good Funds

Name of Organisation:

Inverness Business Improvement District

Name of Project or Activity Requiring Support:

Inverness Street Festival 2017

Which of the Council's funding streams are you applying to?

(Please provide closing date details where applicable)

Inverness Common Good Fund

Is the amount you are applying for:

£5,000 or under Under £10,000

Total amount applied for: £7.000

Estimated cost of funding in kind applied for: £.....

Please detail what funding in kind has been applied for e.g. Council staff time, use of premises or equipment, waiving of fees or administration support

None

What type of organisation are you? (please tick all that apply)

Third Sector (voluntary or community) organisation	<input type="checkbox"/>	Community Council	<input type="checkbox"/>
Registered Charity If yes – Registration number	<input type="checkbox"/>	Company Limited by Guarantee If yes – Company Number SC339914.....	<input checked="" type="checkbox"/>
Other - please specify.....			

Please remember guidance to completing the application form is available [here](#). Appropriate links to the guidance are situated throughout the form: [This page](#)

For official use only			
Application reference number			

PART 1: ABOUT YOUR ACTIVITIES OR PROJECT

Guidance on completing part 1: ABOUT YOUR ACTIVITIES OR PROJECT

1.1 What is the name of your activity or project?

Inverness Street Festival 2017

1.2 When will your activity or project take place? (specifically those for which you are seeking an award from The Highland Council)

Start date (month and year)... 12th October 2017.....

End date (month and year)... 14th October 2017.....

Location..... City of Inverness.....

1.3 What activity or project do you want us to support?

For example:

- *Aims of the project and how you are going to do it*
- *Help with running costs or for a specific project or activity?*
- *Who will benefit*

Please note that the Council will be unable to provide any resources not specified on this form or supporting information.

Inverness BID Limited

Inverness BID Limited (a not for profit company) was established in 2008 to assist the marketing and development of Inverness City Centre.

Project Details

The Eighth Inverness Street Festival will be held in Inverness city centre from Thursday 12th to Saturday 14th October 2017.

As in previous years the event is scheduled for the October school holidays period.

The Festival will again be organised Inverness BID who has agreed to contribute the sum of £12,000 from the BID Levy collected from the city centre businesses towards the overall event cost plus make available the staff to plan, stage and co-ordinate the Festival (not charged to the Project budget).

Eastgate Shopping Centre has agreed to continue to support the event with sponsorship of £8,000.

The Inverness Common Good Fund is requested to again support the festival as they did in 2016 with a contribution of £7,000.

Performers will again be programmed over the 3 days in the same venue as previous years - Inverness High Street, Victorian Market and Eastgate Centre.

As the festival, has developed it has attracted increasing public and media interest with last year's event being featured in all of the local media outlets.

The benefit of this ever-increasing marketing and profile was demonstrated by the 2016 customer survey which showed that 92% of those interviewed had come specifically to the city centre to see the festival.

The festival has built up an excellent reputation with the artists in this field who have all enjoyed working in the city and the welcome they have received from the public. As the festival is outside the traditional street entertainment period it has been possible to attract top quality performers from within the limited event budget.

The Inverness Street Festival has now developed as an attraction to visitors and residents alike and research shows that it brings people to the area.

It compliments the programme of events run by the Highland Council and it part of creating a vibrant feel to the city centre.

Since the Festival first started to receive funding support from Inverness Common Good Fund in 2013 this has been used to establish a community performance project with Eden Court as well as increasing the event marketing and strengthening overall level of the performers.

Eden Court has been delighted with the chance to programme and profile their outreach performers alongside professional artists at the festival. In 2016 the group performed as "Chefs A'roming" and the public reaction to their "show" was again very positive.

Eden Court have agreed to run a similar community project should similar funding again be available from the ICGF. The balance of the Common Good Fund contribution would again be used to improve the marketing for the event and for programme content.

1.4 Does your activity or project involve building or landscaping work?

Yes No

If yes please answer both a) and b) below.

a) Does your organisation (Please tick):
Have ownership of the land or building

Yes No

OR

Hold at lease of at least 5 years that cannot be ended by the landlord?

Yes No

b) Is planning permission needed for your project? Tick one option below.
Planning permission not required

Planning permission required and has been granted

1.5 Please tell us how your project or activity will help the Council to meet its Public Sector Equality Duty to:

- Get rid of unlawful discrimination, harassment and victimisation;

- Make sure that people from different groups* are treated fairly and have equal chances to use services and that there is more equality between groups*;
- Make sure that people from different groups* get on together.

*Groups are people who have “protected characteristics” in the Equality Act: age, gender reassignment, pregnancy and maternity, religion or belief, sexual orientation, disability, marriage and civil partnership, race and sex.

For example are people with protected characteristics likely to face barriers; how you intend to tackle these barriers; does your project promote inclusion?

The Festival is open to all and there are no barriers to any group benefiting from this Project

1.6 Where relevant and appropriate please describe any contribution your project may make towards promotion of the Gaelic language?

1.7 Please tell us if you have spoken to anyone about your application for advice and support – e.g. Local Highland Council Elected Member, Community Council Member, Council Staff, local Council for Voluntary Service (CVS) – If yes, please provide details:

Advice has been sought from David Haas, Inverness City Manager

1.8 Please tell us about any funding in kind you are seeking from the Council:

Detail i.e. premises, facilities, staff time, waiving of fees	Estimated value

- 1.9 Please provide a breakdown of how much will your activities/project will cost and how much Funding you are applying for from The Highland Council:

Item or Activity	Breakdown of Total Costs	Year 1	Year 2*	Year 3*	Total
Staff	Event Stewards	£1,500			£1,500
Other Costs e.g. property costs, transport, equipment, insurance, marketing	Marketing	£6,000			£6,000
	Entertainment Programme	£15,000			£15,000
	Community Project	£2,500			£2,500
	Staging	£2,000			£2,000
Total Project Cost		£27,000			£27,000
Other Funding relating to this project (including own resources and income) Continue on separate sheet if required	Eastgate Shopping Centre - Sponsorship	£8,000			£8,000
	Inverness BID	£12,000			£12,000
Total Funding Request The Highland Council	How much is being applied for within this application?				
	Inverness Common Good Fund	£7,000			£7,000

- 1.10 **Other funding relating to this project** Please include other funders and own resources and income. Continue on separate sheet if required.

Organisation and status of application	Year 1 £	Year 2* £	Year 3* £	Total £
Eastgate Shopping Centre - CONFIRMED Successful <input checked="" type="checkbox"/> Unsuccessful <input type="checkbox"/> Awaiting Decision <input type="checkbox"/>	£8,000			£8,000
Inverness BID - CONFIRMED Successful <input checked="" type="checkbox"/> Unsuccessful <input type="checkbox"/> Awaiting Decision <input type="checkbox"/>	£12,000			£12,000
Totals	£20,000			£20,000

*See guidance notes for specific funding stream to see if you are able to apply for more than one year of funding.



APPLICATION FORM FOR ORGANISATIONS APPLYING FOR GRANT AND DISCRETIONARY FUNDING AND FUNDING IN KIND FROM THE HIGHLAND COUNCIL – Over £10,000 – Common Good Funds

Name of Organisation:

Inverness Business Improvement District

Name of Project or Activity Requiring Support:

Coach Ambassador 2017

Which of the Council's funding streams are you applying to?
(Please provide closing date details where applicable)

Inverness Common Good Fund

Is the amount you are applying for:

- £5,000 or under Under £10,000 £10,000 or over

Total amount applied for: £9,750

Estimated cost of funding in kind applied for: £.....

Please detail what funding in kind has been applied for e.g. Council staff time, use of premises or equipment, waiving of fees or administration support

What type of organisation are you? (please tick all that apply)

Third Sector (voluntary or community) organisation		Community Council	
Registered Charity If yes – Registration number		Company Limited by Guarantee If yes – Company Number SC339914	✓
Other - please specify.....			

Please remember guidance to completing the application form is available [here](#). Appropriate links to the guidance are situated throughout the form: [This page](#)

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Application reference number			

PART 1: ABOUT YOUR ACTIVITIES OR PROJECT

Guidance on completing part 1: **ABOUT YOUR ACTIVITIES OR PROJECT**

1.1 What is the name of your activity or project?

Coach Ambassador 2017

1.2 When will your activity or project take place? (specifically those for which you are seeking an award from The Highland Council)

Start date (month and year) April 2017

End date (month and year) October 2017

Location: Inverness City Centre

1.3 What activity or project do you want us to support?

For example:

- *Aims of the project and how you are going to do it*
- *Help with running costs or for a specific project or activity?*
- *Who will benefit*

Please note that the Council will be unable to provide any resources not specified on this form or supporting information.

The joint Report of the Director of Community Services and the Inverness City Manager to the City of Inverness Area Committee on 28th January 2016 on "Developing Inverness as a Coach Friendly City" reported on the success of the use of Ardross Street as a Coach/Drop Off/Pick up point during 2015 and the important role played of the Coach Ambassador to:

"Act as liaison between residents and businesses on Ardross Street with the Coach Operators to ensure that any concerns are addressed timeously and effectively."

"Welcome people to the city, provide directions, answer questions visitors may have and encourage our guests to visit the many points of interest in the city centre."

The Coach Ambassador role was provided by Inverness BID at the request of the Highland Council initially fully funded by the Inverness Common Good Fund.

Given the success of the 2016 arrangements which welcomed more than 1900+ visitor coaches, with 93.64% of visitors surveyed saying the service was excellent, it is again proposed that BID provides a Coach Ambassador service daily (i.e Monday to Sunday) between April and October.

As in 2016 providing cover on a 7-day basis would require employment for more than 1 person particularly given the need for 2 people to be available when coaches from large cruise liners come to Inverness. This staff is budgeted together with a further provision for maps, clothing, communications and other sundry items to total £16,500 which is comparable with 2016 costings.

On 4th October 2016 Inverness was awarded Coach Friendly status by The Confederation of Passenger Transport UK (CPT) in recognition of the commitment made by Inverness to meet the needs of coaches, their drivers and their passengers to the city centre.

1.4 Does your activity or project involve building or landscaping work?

Yes No

If yes please answer both a) and b) below.

a) Does your organisation (Please tick):
Have ownership of the land or building

Yes No

OR

Hold at lease of at least 5 years that cannot be ended by the landlord?

Yes No

b) Is planning permission needed for your project? Tick one option below.

Planning permission not required

Planning permission required and has been granted

1.5 Please tell us how your project or activity will help the Council to meet its Public-Sector Equality Duty to:

- Get rid of unlawful discrimination, harassment and victimisation;
- Make sure that people from different groups* are treated fairly and have equal chances to use services and that there is more equality between groups*;
- Make sure that people from different groups* get on together.

*Groups are people who have "protected characteristics" in the Equality Act: age, gender reassignment, pregnancy and maternity, religion or belief, sexual orientation, disability, marriage and civil partnership, race and sex.

For example, are people with protected characteristics likely to face barriers; how you intend to tackle these barriers; does your project promote inclusion?

There are no barriers to any group benefitting from the project

1.6 Where relevant and appropriate please describe any contribution your project may make towards promotion of the Gaelic language?

N/A

1.7 Please tell us if you have spoken to anyone about your application for advice and support – e.g. Local Highland Council Elected Member, Community Council Member, Council Staff, local Council for Voluntary Service (CVS) – If yes, please provide details:

Advice has been sought from David Haas, The City Manager

1.8 Please tell us about any funding in kind you are seeking from the Council:

Detail i.e. premises, facilities, staff time, waiving of fees	Estimated value

1.9 Please provide a breakdown of how much will your activities/project will cost and how much Funding you are applying for from The Highland Council:

Item/Activity	Breakdown of Total Costs £	Year 1 £	Year 2* £	Year 3* £	Total £
Staffing		£14,500			£14,500
Other Costs e.g. property costs, transport, equipment, insurance, marketing	Maps, Clothing, Communications etc	£2,000			£2,000
Total Project Cost £		£16,500			£16,500
Total Funding Request £		£9,750			£9,750

1.10 **Other funding relating to this project** Please include other funders and own resources and income. Continue on separate sheet if required.

Organisation and status of application	Year 1 £	Year 2* £	Year 3* £	Total £
Inverness BID Limited - confirmed	£6,750			£6,750
Successful <input checked="" type="checkbox"/> Unsuccessful <input type="checkbox"/> Awaiting Decision <input type="checkbox"/>				
Successful <input type="checkbox"/> Unsuccessful <input type="checkbox"/> Awaiting Decision <input type="checkbox"/>				
Totals	£6,750			£6,750

*See guidance notes for specific funding stream to see if you are able to apply for more than one year of funding.

- 1.11 Please tell us how you know that there is a need for this activity or project and how your approach will meet this need. This might include:
- a. Community support for your project (e.g. surveys, etc.)
 - b. Statistics which show the need for your project (e.g. unemployment figures, crime statistics)
 - c. Evidence from similar projects which shows that they have worked (e.g. research from elsewhere or evaluations of previous local work)

Requested by Highland Council Officers and demonstrated by response from local businesses and Coach users Proposed in Report to City of Inverness Area Committee

- 1.12 Is this a new or additional activity or project? – Yes No
- If yes, what change will your activities or project make in your community?

Part funded with Grant of £17k in 2015 and £11,250 in 2016

If No, how has your activities or project been funded in the last three years?

- 1.13 Please tell us how you will know that your activities or project is working and that you are benefiting your community. You only need to provide targets for the years in which your project will operate. See the detailed guidance for examples of targets.

How you will know you have made the change?		
Year 1 Measurable Outcome	Year 2 Measurable Outcome	Year 3 Measurable Outcome
Positive feedback from local businesses, coach passengers and coach companies		

- 1.14 If it is intended that this activity or project continue beyond the period of Council support, how will it be funded?

BID feels that there will be a future need for these services and will look to jointly fund with Inverness Common Good Fund.

Inverness BID Limited
Profit and Loss Account
for the year ended 31 March 2016

	Notes	2016 £	2015 £
Turnover		382,696	353,789
Administrative expenses		(382,417)	(355,095)
		<hr/>	<hr/>
Operating profit/(loss)	3	279	(1,306)
Interest receivable		113	77
		<hr/>	<hr/>
Profit/(loss) on ordinary activities before taxation		392	(1,229)
Tax on profit/(loss) on ordinary activities	4	(23)	(68)
		<hr/>	<hr/>
Profit/(loss) for the financial year		<u>369</u>	<u>(1,297)</u>

Inverness BID Limited
Balance Sheet
as at 31 March 2016

	Notes	2016 £	2015 £
Current assets			
Debtors	6	6,366	3,411
Cash at bank and in hand		<u>39,957</u>	<u>28,558</u>
		46,323	31,969
Creditors: amounts falling due within one year			
	7	(16,791)	(7,806)
Net current assets		<u>29,532</u>	<u>24,163</u>
Total assets less current liabilities		29,532	24,163
Creditors: amounts falling due after more than one year			
	8	(30,000)	(25,000)
Net liabilities		<u>(468)</u>	<u>(837)</u>
Capital and reserves			
Profit and loss account	9	(468)	(837)
Members' funds		<u>(468)</u>	<u>(837)</u>

The directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006.

Members have not required the company to obtain an audit in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Peter Strachan
 Director

Approved by the board on 24 October 2016

Inverness BID Applications

		Amount Requested	Total Project Costs	%
1	Operation Respect Easter/Summer 2017	£5,790.00	£11,580.00	50.00%
2	Inverness Community Safety Partnership 2017	£9,000.00	£29,000.00	31.03%
3	Inverness Gull Project 2017	£12,000.00	£18,000.00	66.67%
4	Floral Displays 2017 *	£54,800.00	£84,000.00	65.24%
5	Inverness Street Festival 2017	£7,000.00	£27,000.00	25.93%
6	Coach Ambassador 2017	£9,750.00	£16,500.00	59.09%
		£98,340.00	£186,080.00	

* The application for Floral Displays 2017 was approved in principle at the City of Inverness Area Committee on 1st December 2016 subject to the Budget for 2017/18 being in place.

Inverness Common Good Fund Applications 2017/18 - (with 2016/17 as comparison)								
PROJECT FUNDING FROM INVERNESS COMMON GOOD FUND					11.1.17			
	Project Cost	ICGF	BID	Other	Project Cost	ICGF	BID	Other
	2017/18				2016/17			
Easter/Summer 2017 Task Team	£11,580	£5,790	£5,790		£11,580	£5,790	£5,790	
ICSP year to 31.3.18	£29,000	£9,000	£20,000		£30,000	£10,000	£20,000	
Gull Project 2017	£18,000	£12,000	£6,000		£16,000	£12,000	£4,000	
Floral Displays Summer 2017	£84,000	£54,800	£15,330	£13,870	£84,000	£54,800	£15,330	£13,860
Inverness Street Festival 2017	£27,000	£7,000	£12,000	£8,000	£26,000	£7,000	£11,000	£8,000
Coach Ambassador 2017	£16,500	£9,750	£6,750		£15,000	£11,250	£3,750	
Operation Respect Festive 2017	£10,698	£5,349	£5,349		£10,698	£5,349	£5,349	
	£196,778	£103,689	£71,219	£21,870	£193,278	£106,189	£65,219	£21,860
	101.81%	53%	36%	11%		55%	34%	11%