

PROPOSED NEW HERITAGE CENTRE, BACK, ISLE OF LEWIS



FEASIBILITY STUDY REPORT

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FINAL VERSION



E siarmanagement2010@gmail.com
T 07719 784789

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1.0 EXECUTIVE SUMMARY

Heritage is one of the islands' greatest assets. It inspires people and it requires safeguarding for future generations. It has significant potential to help the islands' economy grow through cultural tourism, but it can only achieve this through a shared vision and a collective approach to protection, preservation and development.

As public-sector resources come under pressure, the heritage sector has become largely characterised by community organisations fuelled by volunteer effort who have stepped in to maintain and promote heritage, culture, arts, and the Gaelic language. This achieved through the provision of museums and archives of local heritage, genealogical information and the creation of exhibitions, events, facilities and other services related to the historical, cultural, natural and geographical aspects of their area. This is being delivered with energy and determination but using relatively few resources.

The COVID-19 situation has demonstrated the importance of community hubs and the vital role that the voluntary sector plays in sustaining rural communities. In the post-COVID, post-Brexit landscape, impacts of depopulation and an ageing society have become more obvious and this is being evidenced in a variety of ways. One current challenge is that, as public bodies have smaller workforces to support health and social services, coupled with a smaller number of unpaid family carers, dependency on volunteer input increases. This presents very challenging circumstances under which to support older citizens into the future. There is a rise in numbers of people living alone; the proportion of lone pensioner households is one of the highest across Scotland, and is likely to be exacerbated. These conditions give opportunities for community organisations to participate in the responses available by providing social activities linked to culture and heritage that can help to combat the negative effects of these challenges.

Stepping into this landscape, Comann Eachdraidh Sgìre a' Bhac (Back Historical Society, referred to as 'CEBac'), a relatively young heritage organisation, commissioned a feasibility study to advise on the prospects of securing suitable accommodation for the organisation to grow. CEBac currently hires space within the Loch a'Tuath Community Hut in the centre of Back but has no dedicated accommodation.

Siar Management was appointed to organise the production of a feasibility report and a professional team was formed to provide the technical information. Grant assistance was secured from Crown Estate Funding which enabled a preliminary design with technical and other supporting information to be produced.

Initial discussions with CEBac indicated that a new-build solution on vacant land close to the Community Hut would be the most effective solution. An options appraisal confirms that this marginally offers the best value at this early stage.

Back Community Council has also expressed interest in part of the site to develop a horticultural 'polyclub' facility and the existing workshop has been used by the local authority Social Justice team. This offers an opportunity to aggregate a number of community activities on the proposed site which will help to increase social capital and wealth building over the longer term.

The report provides an early-stage design for an ambitious heritage centre in the heart of Back that would enable CEBac to realise its long-term ambitions of becoming an anchor organisation for the surrounding community.

2.0 BACKGROUND

2.1 Client

CEBac is a voluntary, non-profit organisation set up to preserve and share all aspects of the history, culture and traditions of the Back area in Lewis. It has 13 trustees and a further 4 committee members with a wider membership of 184 adults and 56 juniors. CEBac's geographic coverage is essentially from Coll to Gress along the eastern seaboard.

It is a Scottish Charitable Incorporated Organisation inaugurated in early 2019 (Charity number SC049033). Prior to the COVID-19 outbreak, CEBac met monthly to discuss projects, published books and also organised local lectures and events in Gaelic and English. Some of this activity continued online during the period of public health restrictions. It has a website and accounts on *Facebook*, *Twitter* and also *Youtube* where over 20 videos have been uploaded to date.

To date, it has hired space in the Loch a'Tuath Community Hut in Back for events and previously also rented a small unit at Gordon Diesel's filling station for office accommodation. It lacks permanent exhibition facilities and dedicated storage for artefacts and cultural materials.

Funding has recently been obtained to purchase a portacabin as a temporary premises while a permanent facility is being planned and delivered. It is intended to situate the temporary structure on disused land near to the centre of Back that will subsequently house CEBac's permanent accommodation.

2.2 Professional Team

Siar Management is a small practice, established in 2010, that offers project management, project co-ordination and management consultancy services. It was approached by CEBac to discuss the provision of a feasibility study for the development of premises. Initially, this was considered to be through the renovation of an existing community building but discussions later moved to the construction of a dedicated building that CEBac would control.

Following agreement from CEBac to progress with a study, Siar Management selected a team of construction professionals through tender invitation to deliver the technical elements as follows.

- Architect and Principal Designer – BARD Ailteir, Glasgow/Tolsta
- Quantity Surveying and Cost Consultant – IMQS, Stornoway
- Civil and Structural Engineering – Total Design, Back

Given the limited budget for carrying out the feasibility study, it was clear that all the desired services that would give increased certainty were not going to be delivered at the first stage of the process. Siar Management set out a number of services for pricing by these construction professionals to clarify what could be achieved within the cost parameters.

2.3 Current Facilities

On the positive side, the Community Hut is an ideal central location with parking in the adjacent former school yard, and the meeting room is spacious and well separated from the main hall so that separate events can run simultaneously. However, this aged building is extremely energy inefficient and can be very uncomfortable for users in the winter. It suffers from a range of other drawbacks, such as limited access for less able-bodied people and not having a broadband connection.

One option for CEBac is to encourage the Community Hut operators to carry out renovation and secure permanent space in the building, however, it would be difficult to achieve this latter aim given the number of parties using the premises. The second option is to investigate the possibility of developing dedicated premises for its activities on an adjacent derelict site.

A simple options appraisal undertaken by Siar Management (detailed in Section 6.0 below) indicates that the new-build option is marginally the best economic solution for CEBac. Initial discussions have taken place with Comhairle nan Eilean Siar (CnES), owners of the adjacent site, and CEBac has been encouraged by CnES to develop further proposals.

A new-build option would give CEBac ownership and control of premises to allow it to expand its activities and improve its offering to the community and visitors. It currently operates with modest income and expenditure and does not employ staff. It envisages continuing that broad operating model into the longer-term with an increase in the scale of activities to include social programmes but not undertaking any significant trading. There is a desire to attract visitors to view exhibits/artefacts and browse archive materials but not to create a café or retail outlet as some of its contemporary organisations have aspired to. Social programmes to tackle the effects of isolation, increase intergenerational cohesion and support public services are also of interest.

CEBac interacts with a range of stakeholders, including its members, volunteers who provide key local knowledge, the local authority, local residents, senior citizens' groups, schools, suppliers, funding bodies, Gaelic agencies, etc. The information provided through this preliminary feasibility exercise will be shared with a number of these stakeholders plus potential funding organisations in order to progress to more detailed stages of the project over time.

If it can be delivered, the project is expected to deliver significant economic and social benefits to the community, such as:

- Establishing a permanent cultural facility in the area
- Promoting the tourism and heritage sectors and increasing visitors to the area
- Creating modern multi-purpose, first class community and visitor facilities
- Providing employment during and post-construction
- Bringing redundant land back into community use
- Providing social programmes for elderly and socially isolated residents
- Benefiting local businesses and potentially creating indirect jobs over the longer-term
- Delivering training and education programmes
- Creating a low carbon exemplar project within the community sector.

As indicated, a small amount of funding has been secured by CEBac to undertake preliminary feasibility works but, unfortunately, there are no funds beyond that to continue the project at this point.

2.4 Brief For Proposed Facilities

The footprint and basic accommodation within the existing Community Hut is considered to be a useful model for new premises. The existing building has a large function space, kitchen, store, meeting space and toilets within a footprint of approx. 170m² (main dimensions roughly 22m x 7m).

From this, an initial accommodation schedule for the new CEBac premises was created as follows :

Table 1

Space	Area (m ²)
Function/exhibition	80
Office/archive	20
Kitchen	15
Store	20
Toilets/cleaner's store	25
Circulation	20
Total	180

In terms of design, CEBac is keen to explore options for a single storey, low energy building (preferably net zero with the introduction of renewable energy technologies), offering excellent thermal insulation complemented by good airtightness with a modelled EPC rating of 'A'. Also, inclusion of underfloor heating provided by ground or air source heat pump and an emphasis on natural ventilation. Ground source is preferred due to durability and higher CoP value but may not be practicable given the site constraints. Selection of interior materials and finishes should be cognisant of health in the building with attention given to natural finishes and avoidance of known risks. External materials should offer low u-values, be durable and involve limited maintenance.

The function/exhibition space would be used to house artefacts and exhibits, host talks/music events and hold meetings. CEBac does not intend to display sensitive materials that require any particular environmental controls, however, daylighting may need to be controlled to avoid deterioration through ultraviolet exposure over time. CEBac would intend use this space regularly, daily in the summer with light refreshments for visitors offered, and weekly in the winter when talks/music performances are organised. Additional community programmes could also be delivered to enable cater for senior residents and encourage intergenerational transfer. Good acoustic performance is desirable but not essential, CEBac utilises PA equipment with bilingual translation for its public events. The office/archive area should be suitable to accommodate 2 workstations and storage to contain archive materials plus some seating around a table for visitors to view archive material. Assuming the easing of public health restrictions in the months ahead, capacities for the function/exhibition area would be a maximum of 30 people and 4 for the office/archive.

Main services are in close proximity, the public sewer runs through the site, water supplies are alongside the main road and overhead electricity infrastructure is nearby. A BT fibre broadband cabinet is located a short distance along the main road and there is a mobile phone mast in the area.

A construction budget in the range £300,000-£400,000 was initially suggested, exclusive of professional fees, statutory consent fees, utility connection costs, property purchase, legal fees, fittings and fixtures, furniture, equipment, etc. However, it was recognised that may prove to be inadequate to achieve the brief. It is expected that CEBac's charitable status will enable the project to be zero-rated for VAT.

The appointed Professional Team was tasked with proactively developing a suitable preliminary design and co-ordinating its activities amongst the team members. This included working closely with CEBac representatives and advisors to develop design and technical information as far as practicable within the budget constraints.

3.0 FEASIBILITY SERVICES

3.1 Professional Services Delivered

From the fees submitted during tendering, it was agreed with CEBac to proceed on the following basis.

Architectural design service to comprise :

- Site masterplanning
- Site plans, elevations, sections, floor plans
- Outline specifications/materials
- Planning authority consultation
- Principal Designer (to comply with Construction Design and Management Regulations 2015)

Bard Ailteir, as Architect, also provided 3D virtual modelling of the building (exterior shell and main spaces) and 2 visualisations (interior and exterior) at no extra cost in order to assist with funding applications and stakeholder consultations. Preliminary discussions with the Local Authority Building Control team were also undertaken as part of the fee offered.

Civil/structural engineering services comprising the following were provided by Total Design

- Site masterplanning support
- Access and parking proposals including enquiries to CnES Technical Services, if necessary
- Utility provision and capacity including enquiries to Scottish Water and SSE.

Total Design also provided fees for the following services but these were not possible within the budget available and will need to be addressed at a later stage in the project

- Topographical survey (priced separately as an option)
- Trial pits and foundation recommendations (priced separately as an option)
- Site plans, levels/contour plans and structural advice if necessary.

In relation to the last point, Total Design, however, agreed to provide structural mark-ups on the architectural drawings to assist with developing the design as part of its contribution. As an alternative to contour plans, Bard Ailteir undertook some limited levels across the site.

IMQS was able to offer the full quantity surveying services requested comprising

- Elemental budget cost estimate
- Building economics advice.

Siar Management acted as the project co-ordinator and report author with advice provided on

- Vision/mission and aims/objectives
- Options appraisal
- Programme
- Procurement
- Capital funding
- Land/legal commentary
- Conclusion/recommendations/next steps.

4.0 SOCIO-ECONOMIC CONTEXT

4.1 Context

Communities in Lewis face many of the challenges experienced in remote rural areas across Scotland, such as an ageing population, high fuel poverty, dependency on traditional industries facing decline, low levels of facilities to develop key sectors such as tourism, plus distance from services.

4.2 Demographics

The islands have an older profile than the Highlands and Islands area average and population decline has arguably been the Outer Hebrides' greatest challenge over recent decades. The estimate for 2019 was 26,720 which represents a fall of 15% compared to 1981. Estimates for between 2018 and 2028 indicate that the 50-54 year age group will see the largest percentage decrease (-24.1%) and the 90+ age group is projected to have the largest increase (+41%) in the Outer Hebrides. In 2028, the largest age group is projected to be the 75-79 age group, in comparison to the 50-54 age group in 2018, highlighting the ageing population. Impacts from a high number of elderly residents, low birth rates and outward migration of younger people have been telling in recent decades. There have been some periods of net inward migration from time to time, such as in 2018-19 when a total of 800 left the Outer Hebrides and 850 arrived, leaving net migration of +50, however, natural change between deaths and births remains strongly negative. A consequence of this is reducing school rolls and an ongoing rationalising of primary schools, facilities often considered to be the at heart of small communities.

Over the period 2009-2019, 11 data zones¹ (31%) in the Outer Hebrides experienced an increase in population while 25 data zones (69%) experienced a decrease. The details for the datazones within CEBAc's geographical area are shown below in Tables 2 and 3.

Table 2

Datzone	2011 Population	Change	2019 Population
Gress-Tolsta	727	+2.0%	742
Coll-Back	908	-2.7%	889
Tong-Upper Coll	1,088	-0.2%	1,086
Composite	2,723	-0.2%	2,717

(Source : NRS/CnES Socio-economic Update 43)

Table 3

Datzone	Population	Under 16	16-64	65+
Gress-Tolsta	742	16%	56%	28%
Coll-Back	889	17%	61%	22%
Tong-Upper Coll	1,086	24%	58%	18%
Aggregated	2,717	20%	58%	22%
Lewis	18,982	16%	59%	25%
Outer Hebrides	26,720	16%	59%	25%
Scotland	5,454,000	17%	64%	19%

(Source : NRS/CnES Socio-economic Update 43)

¹ Data zones are groups of 2011 Census output areas which have populations of around 500 to 1,000 residents and there are 6,976 data zones in Scotland.

Nationally, the number of households is projected to increase by 5% (120,000) to 2.60 million in 2028. The number is projected to decrease by 2.3% from 12,773 to 12,478 households in the Outer Hebrides. Over the period 2018 to 2043 the Outer Hebrides is projected to have the highest decrease in households at 11%. Statistics for the housing stock are shown in Table 4 below.

Table 4

Datazone	Dwellings	Occupied	Vacant	L/T Empty	Sec Home
Gress-Tolsta	332	88%	7%	2%	5%
Coll-Back	414	92%	5%	3%	3%
Tong-Upper Coll	481	94%	4%	2%	2%
Composite	1,227	93%	5%	2%	3%
Outer Hebrides	12,773	88%	8%	4%	6%
Scotland	2,640,000	95%	3%	2%	1%

(Source : National Registers of Scotland)

4.3 Economy

Compared to the Highlands and Islands and Scotland, the Outer Hebrides has a higher share of employment by industry in agriculture, forestry/fishing, public administration and defence. Primary sectors such as agriculture and forestry/fishing remain important to the Outer Hebrides economy as they account for 28% of the workforce, double the Highlands and Islands average. The number of fishing vessels increased over the period 2014-19 with Stornoway as the third highest district in Scotland. The number of fishers also rose by over 4% in this period and Stornoway is the district with the highest number of crofters employed as fishers.

As the population has fallen, economically active levels have reduced to a greater extent, although the percentage still compares well with the Scottish average. Around two-thirds of employees are in full-time employment which has been consistent over recent years, with an equal split between men and women. Private businesses per head of the adult population is the 5th highest across Scottish local authority areas. Accordingly, self-employment at 10.6% remains higher than the Scottish average, in line with the Highlands and Islands trend. Small business numbers have increased slightly over the last 10 years but the number of micro-businesses has risen more significantly from 915 in 2010 to 1,050 in 2019. Women are much less prevalent in self-employment, although still above the national average. School leaver destination rates are positive and above the Scottish average.

The Outer Hebrides has fewer managerial level employees than other areas, particularly the island local authorities, and much less than the Scottish average. Gross weekly pay in the Outer Hebrides increased by 8.5% to £562 from 2019 to 2020 but remains the 8th lowest across Scottish local authority areas, less than Orkney and considerably lower than Shetland.

Prior to COVID-19, the islands' tourism industry was thriving and growing, attracting over 5% of the total Scottish tourism bed nights and regularly topping international travel polls and awards. A key part of this attraction was the islands' stunning natural and cultural heritage which includes the UK's only dual UNESCO World Heritage Site (St. Kilda). Tourism accounts for around 10% of the local economy and helps to sustain many rural businesses and communities across the islands. Income from the sector grew from £53 million in 2014 to £65 million in 2017 and was on track to reach £74 million by 2020 prior to the onset of COVID-19. Continued investment in the tourism infrastructure of the islands, providing a variety of rich and memorable experiences, will be vital to maintain and grow the value of the tourism economy.

4.4 Quality Of Life

The Outer Hebrides face more extreme weather and longer winters than elsewhere in the UK which is manifested by fuel poverty and extreme fuel poverty statistics, particularly as the housing stock is typically less energy efficient than on the mainland. Added to a lack of energy choice, this all results in generally higher energy use and a greater degree of fuel poverty, especially amongst the elderly. The islands have a higher cost of living than mainland Scotland. These factors create the conditions for more social isolation and loneliness, which increase risks to health for people with dementia and depression. NHS-WI advises that a warm, well maintained home is the core requirement for the successful delivery of community care services.

Scottish House Condition Survey 2016-18 local authority tables (published in February 2020) shows that the Outer Hebrides has the highest levels of fuel poverty at 36% (Scottish average 25%). The islands have the highest percentage of owner-occupied households in fuel poverty at 27%, along with Highland (Scot. avg. 16%) and the greatest percentage of social housing in fuel poverty at 68% (Scot.avg. 40%). The Outer Hebrides contains the most older households in fuel poverty at 45% (Scot.avg. 27%). Focusing on extreme fuel poverty reveals that the Outer Hebrides shows the highest percentage of households at 23% (Scot.avg. 12%) and the greatest percentage of owner-occupied households in extreme fuel poverty at 20% (Scot.avg. 9%). In addition, the area has the highest percentage of social housing in extreme fuel poverty at 32%, along with Orkney (Scot.avg. 15%) and the highest percentage of older households in extreme fuel poverty at 30% (Scot.avg. 14%).

The Outer Hebrides has the 3rd lowest mean household income at £24,500 (Scot.avg. £28,100). Gross Disposable Household Income (June 2020). The islands also have the lowest GDHI per head in the Highlands and Islands area and the fourth lowest across Scotland. Gross Domestic Household Income in the Outer Hebrides was £17,931 in 2018, in comparison to the Scottish average of £19,572.

People living in rural areas tend to have a higher life expectancy than those living in urban areas, generally living longer and spending more years in good health. However, the Outer Hebrides continues to have the highest gap in life expectancy at birth between men and women in Scotland, along with Dundee City, at 5.6 years (after rounding up). In other indicators, the proportion of the adult population who are overweight (72%) or obese (33.5%) is increasing and among the highest in Scotland - the islands lag behind in terms of adults meeting recommended regular physical activity levels. This may be a contributory factor in higher-than-average Coronary Heart Disease, and stroke prevalence. Many long-term conditions are mental health related, including depression, dementia and other mental health conditions. The Outer Hebrides tend to have high levels of such conditions relative to the rest of Scotland, which in part reflects the older population profile. Overall projections are for a 73% increase in dementia cases over the next 20 years.

The delivery of care and support to older people relies on a network of linked professionals across the NHS, local authority, third and independent sectors, who provide medical care, nursing care, therapeutic care, day care, home care and residential care. The majority of older people with assessed care needs being supported at home by the home care service, involving care and support for people in their own residences to help them with personal and other essential tasks. It is a key service in supporting older people to remain at home. The NHS faces significant challenges in meeting the assessed need and demand for care at home services, more acute in some of the most remote and rural areas and is exacerbated by care at home staff having to travel very large distances to visit older people.

5.0 STRATEGIC PLANNING

5.1 Vision/Mission/Values

The organisation's purposes are clearly set out in its constitution :

- The advancement of the heritage, culture and history of the Back area, in the furtherance of social welfare and education of the local community and its cultural history
- To bring together all individuals and organisations which share such interests
- To raise and hold funds towards the furtherance of the foregoing purposes
- To take all other lawful steps deemed necessary for the fulfilment of the purposes of the society.

This is an important foundation in shaping day-to-day activities but may not be sufficient for embarking on a major capital project. Further useful steps would be to set out a vision (long-term destination), articulate the mission (how to achieve the vision) and determine the values (principles) that will be adopted along the way – these are important to hold an organisation together as it delivers significant change. Additional revenue generating activities may be necessary to add to the existing suite of events in order to make optimum use of the new accommodation and justify the investment. Opportunities will undoubtedly exist within the community to fill gaps and deliver additional services so a gaps and SWOT² analysis would be advisable.

Projects are generally introduced to bring about enhanced performance, deliver change and enable organisations to adapt, improve and grow in line with its vision. Projects are unique and transient, bringing people together temporarily to achieve identified objectives.

5.2 Consultation

Consultation with the community is a vital part of project development and will form an important element in funding applications. Consultation exercises may have to be repeated a number of times over the life of a project where there is a long timeframe or if major changes occur. Written evidence is required to demonstrate support for the project from stakeholders and the community to support funding applications, in particular. Various methods can be adopted, including survey questionnaires and online voting. Good communication that builds relationships and trust with potential participants is critical to effective consultation. Useful links to consultation resources are provided at the end of the report.

Consultation with public agencies and sectoral organisations is important, particularly to obtain public funding. A summary of some relevant public strategies are provided at 5.3 to 5.4 below.

5.3 National Strategies

Scottish Government

The Scottish Government's **National Performance Framework** (NPF) draws on the *United Nations Sustainable Development Goals* and aims to create a more successful country, give opportunities to all people living in Scotland, increase the wellbeing of people living in Scotland, create sustainable and inclusive growth, plus reducing inequalities and giving equal importance to economic, environmental and social progress.

NPF national outcomes are that people :

² Strengths/weaknesses/opportunities/threats

- grow up loved, safe and respected so that they realise their full potential
- live in communities that are inclusive, empowered, resilient and safe
- are creative and their vibrant and diverse cultures are expressed and enjoyed widely
- have a globally competitive, entrepreneurial, inclusive and sustainable economy
- are well educated, skilled and able to contribute to society
- value, enjoy, protect and enhance their environment
- have thriving and innovative businesses, with quality jobs and fair work for everyone
- are healthy and active
- respect, protect and fulfil human rights and live free from discrimination
- are open, connected and make a positive contribution internationally
- tackle poverty by sharing opportunities, wealth and power more equally.

There are a range of National Indicators being used to measure progress covering economic, social and environmental factors.

The Islands (Scotland) Act 2018 required the preparation of a **National Islands Plan** which was duly launched in December 2019 with a lifespan of 5 year. An annual progress review is necessary and a range of quantitative and qualitative measures and indicators are being developed by Scottish Government. The Plan includes proposals in relation to

- increasing population levels
- improving and promoting sustainable economic development
- improving and promoting environmental wellbeing
- improving and promoting health and wellbeing
- improving and promoting community empowerment
- improving transport services
- improving digital connectivity
- reducing fuel poverty
- ensuring effective management of the Scottish Crown Estate
- enhancing biosecurity.

Social Enterprise Strategy

Scottish Government supports the social enterprise sector in recognition of its contribution to the core purpose of increasing sustainable economic growth, helping to deliver a shared ambition of greater national prosperity while ensuring that there is fairness in how Scotland's wealth, resources and opportunities are distributed.

Scottish Government's Social Enterprise Strategy 2016-26 sets out 3 main priorities as follows.

1. We will enable thousands more people to find out about and start social enterprises in the places they live, work or study through
 - Local Development
 - Social Entrepreneurship and Innovation
 - Social Enterprise in Education
 - National Recognition
2. We will ensure that all social enterprises have the resources, knowledge and networks they need to achieve their potential through
 - Social Finance
 - Business Support
 - Collaboration
 - Leadership Development

- Workforce Development
 - Demonstrating Social Value
3. We will enable more consumers, public authorities and businesses to understand and purchase from social enterprises through
- Public Markets
 - Consumer Markets
 - Business Markets

5.4 Regional/Local Strategies

Highlands and Islands Enterprise

The **HIE Strategy 2019-22** sets out 3 priorities to

- grow successful, productive and resilient businesses
- create the conditions for growth
- build strong, capable and resourceful communities

Building strong, capable and resourceful communities involves focusing on :

- **Capacity and innovation** to encourage strong community participation in place-based work; enhance community and social enterprise knowledge, skills, capacity, governance and innovation; encourage networking opportunities, leveraging community benefits and capitalising on culture and heritage as economic drivers; actively promote opportunities for the Gaelic language and indigenous dialects where it adds economic value; and, support communities and social enterprises to explore and identify innovative models and solutions to social issues and opportunities such as child and adult care.
- **Community assets** to deliver the Scottish Land Fund, in partnership with the National Lottery Community Fund, to ensure that Scotland's communities have access to physical assets on which to build their resilience; promote uptake of contemporary ownership structures to enhance robust governance and financial viability; and, work with asset owning communities to secure the investment required to deliver economic, environmental and social outcomes.

CnES and HIE have come together to create **Reimagine and Reform : Post-COVID 19 Economic Recovery Strategy**. As well as highlighting the clearly negative impacts of the crisis on the islands' economy, it suggests some potential opportunities

- Population movement towards island and rural areas, as businesses/employees can work remotely away from urban conurbations (downside danger of economically inactive seeking a safe retreat)
- Increasing focus on local production and shorter supply chains where products/produce are created closer to the point of consumption e.g. local food production
- More interest in local holiday destinations than overseas locations
- Moving away from increased centralisation towards more dispersed public sector and health care models
- Building greater levels of local market resilience/capacity through alternative structures/enterprises with alignment of locality and social objectives
- New ways to market and deliver produce and services to consumers through digitally enabled local businesses
- Reinvigorating renewable energy through local decarbonisation plus adapting and mitigating against climate change.

The Strategy sets out three key themes to be pursued

- “Community Wealth Recovery” that builds on the concepts of localism, community capacity and resilience and that positively prioritises local supply chains and local procurement
- “Green Recovery” that maximises the Outer Hebrides unrivalled renewable resources, that aspires to achieve Net Zero Carbon by 2035 and that ensures a robust set of climate change mitigations and adaptations
- “Digital Recovery” that ensures high speed digital infrastructure to every domestic property and every business premises by 2022 and uses that infrastructure to stimulate new business opportunity.

In addition to the above, delivery of the “Islands Deal” will become a critical component of the overall recovery effort.

CnES has completed a **Corporate Strategy 2020-2022: Recovery and Renewal** update with 3 strategic themes identified: Community and Public Services; Economy; and, Energy and Climate Change. These are explained further below.

Community and Public Services

“We aim to promote and support community ownership, empowerment and resilience, capitalising on our natural and cultural assets, to improve population stability and balance.”

The following outcomes are noted

- empowered communities maximising the value of our natural, human and cultural resources, and empowered to support social and economic regeneration
- a place-based model of empowered local governance and delivery of public services, with increased democratic legitimacy and accountability
- vibrant, healthy, resilient and well-connected communities with a good demographic balance
- in partnership with Scottish Government, Community Planning Partners, the third sector, the business community and communities themselves, the development of a whole-service approach to the planning, funding and delivery of public services, leading to a demonstrable Single Island Partnership
- capital investment in assets and infrastructure reflective of the needs of our communities and leveraging in funding from other sources.

Economy

“We aim to maximise economic opportunity with a focus on digital connectivity, high value growth sectors and partnership working, to reduce the economic disparities between the islands and the rest of Scotland. We will support local business diversification, resilience and local supply chains, focusing on the concept of localism within the economy to better withstand future shocks.” The following outcomes are noted

- our homes and businesses have access to high-speed digital infrastructure
- our businesses are innovating, diversifying and are more resilient
- our people have access to higher value and more diverse economic opportunities.

Energy and Climate Change

“We aim to demonstrate leadership in reducing our islands carbon emissions and to maximise the socio-economic benefits derived from our unrivalled Renewable Energy resource, while also utilising our renewable resources to meet our energy needs, and decarbonise the islands while adapting to, and mitigating against, Climate Change.” The following outcomes are noted

- our Islands are on track to achieve Net Zero by 2035, ten years ahead of the rest of Scotland

- our Islands are deriving significant economic and community benefit from our renewable energy resources
- our Islands are self-sufficient in meeting our energy needs, with an impact on energy costs.

Outer Hebrides Tourism

Outer Hebrides Tourism's Destination Strategy sets a future vision within a clear period of growth. Its vision is for the Outer Hebrides to be one of Scotland's must-visit destinations.

- Visitors on a main holiday
- Marine visitors
- Visitors on a short-break

There are six key thematic areas which form the basis of the destination strategy

1. History with Mystery
2. Living Gaelic
3. Closer to Wildlife
4. Atlantic Larder
5. Mind, Body & Spirit
6. Epic Landscapes

Fig 1



Great Places Strategy

The purpose of this recently launched document is to develop a place-based heritage strategy with a ten year vision and an accompanying action plan for the Outer Hebrides. A number of priorities have been identified that relate to the ambitions of CEBac.

Young People

- Develop a programme of inter-generational learning activities at the community level with Comainn Eachdraidh and Community Heritage organisations across islands.
- Work in partnership with education to create immersive educational experiences for primary and secondary school children utilising Gaelic place names, stories, and songs as tools for teaching, providing children the opportunity to learn through a range of subjects about their natural and cultural environment and heritage by embedding this into the curriculum.

Collaborative Programming And Storytelling

- Develop an ambitious programme of inter-island umbrella themed years covering the 10 years of the strategy to upgrade the 'experience' of island heritage
- Inclusive representation of all of the islands' communities will be included in the programming, ensuring that the stories of the diverse communities that have made the islands' their home from the ancient to the present day are being told.
- Nurture, develop, celebrate and document our islands' contemporary culture, as it will be the heritage of the future.

Networked Community Heritage

- Strengthen the development of the networked community heritage trail by working with heritage organisations to develop complementary projects, products, experiences, and facilities that work in parallel with overall Islands Deal Destination Development creating and providing an immersive, authentic and sustainable community heritage experience.
- Ensure that significant high-profile heritage centres and sites are stimulating the visitor flow across smaller community venues on all Islands.
- Support communities to develop projects to engage with, document, and explore their surrounding landscapes and in particular Gaelic place names of their area. A particular focus of this will be around inter-generation activities enabling the tradition bearers to pass on knowledge and information to the younger generations of the community.
- Support Comainn Eachdraidh and Community Heritage organisations to preserve, present and promote the heritage of each area for the social wellbeing of current and future communities.

Gaelic

- Research, preserve documents, develop and promote Gaelic collections at the community level.
- Research, preserve, and promote community engagement with the archaeology and built heritage of Gaelic culture (e.g. castles, churches, houses, sheilings, etc). This could include looking at stories associated with these remains.
- Through project themes of Gaelic place names, stories, and songs the issue of language decline will be addressed supporting activities that will conserve and invigorate community use of Gaelic. Gaelic will be strengthened in communities through a range of activities.
- Through increased heritage interpretation and sign-posting across the whole island chain communities will be supported to develop projects to engage with, document, and explore Gaelic landscapes

Infrastructure

- Connect and interpret through trails, digital and physical, the whole and combined story of the heritage, culture, landscape, and archaeology, geographically and thematically to unlock potential across all the islands, providing a cohesive thread of how to connect communities and heritage themes together. This will ensure distinctive and dispersed storytelling that encourages visitor flow into communities.
- Promote Gaelic interpretation, digital and physical, throughout the islands to enable visitors and locals alike to journey through the 'Gaelic landscape' encompassing the historical heritage, and changes of the islands through the communities and place names.
- Increase the digital capacity across the sector with improved digital access for all collections, archives, and information related to the assets to ensure preservation.

Actions	<ul style="list-style-type: none"> ➤ Carry out research into local gaps/opportunities ➤ Review vision/mission and purpose in order to optimise benefits from the new accommodation.
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6.0 OPTIONS APPRAISAL

6.1 Main Options

There are two options that CEBac is considering regarding its future accommodation.

Option 1

Continue renting office space for periods in the summer and hiring space in the Loch a'Tuath Community Hut in Back to run its events. The accounts provide details of the annual income and expenditure associated with this option. It is assumed that there is no capital expenditure associated with this option as the Community Hut is owned and operated by a third party. This is the equivalent of a 'Do Nothing' scenario which means the organisation continues as before with no material change, any future property improvements carried out do not directly impact on CEBac.

Option 2

Acquire land at the former school site next to the Community Hut and construct dedicated accommodation to enable CEBac to showcase exhibits/artefacts, operate an archive and accommodate staff that may be employed from time to time. This option would let activity expand and gives scope for generating additional income. Expenditure would clearly increase considerably as CEBac would be responsible for owning and operating its own premises.

A third option could be the complete renovation of the Community Hut or acquiring other premises in a different location, either an existing building or land to construct a property on. None of these are considered worthy of further consideration, as, firstly the decision on whether to renovate the Community Hut is not within the control of CEBac and no other suitable properties or land are available in a location to match the current opportunity.

A simple appraisal of the options could be undertaken as follows.

Table 5

Factors	Hut	New	Comments
Central location	√	√	Being adjacent, both options are centrally place
Display/exhibition		√	New-build offers scope for permanent display/exhibition
Income generation		√	New-build offers more scope for increasing income
Storage		√	New-build offers potential for including on-site storage
Access		√	Both have access but the Hut has more limitations
Car parking	√	√	Both have access to the same parking area
Broadband		√	New-build offers access to fixed broadband
Overheads	√		Existing option has much lower overheads
Employment		√	New-build offers potential for on-site employment
Carbon reduction		√	Existing option is inefficient, new-build will be efficient

The above indicates that the new-build clearly offers more advantages over the existing arrangements.

6.2 Income and Expenditure

Income and expenditure for each option can be set out and this is assumed as follows.

Table 6

Income	Optn 1	Optn 2	Comments
Donations	£8,198	£15,000	Assumed growth in amounts from community/benefactors
Book sales	£4,952	£10,000	Assumed growth in sales from having own premises
Calendar sales	£1,979	£2,500	Assumed growth in sales from having own premises
Grants	£3,283	£5,000	Modest increase assumed to assist with projects
Refreshments	0	£3,275	New income stream from exhibition/archive visitors ³
Membership	0	£1,000	Assumed growth in members from having own premises
Totals	£18,412	£36,775	Increased overall by a factor of 2.0

Table 7

Expenditure	Optn 1	Optn 2	Comments
Heat/light/power	0	£1,500	Based on high energy performance of new build
Rates	0	0	Assumed that charitable status avoids liability
Insurance	0	£2,500	Assumed amount based on building size
Broadband	0	£600	Assumed standard superfast fibre-optic package
Postage/stationery	£149	£250	Slight increase assumed
Rent	£272	0	New-build will be owned by CEBac
Fundraising costs	£7,653	£13,911	Based on same percentage of income as existing
Repairs/maintenance	£286	£500	Assumed increase for new build
Room hire	£110	0	Hire not required
Office/administration	£448	£500	Modest increase assumed
Sundry	£230	£500	Minor increase assumed
Plant/machinery	£241	£250	Minor increase assumed
Fixtures/fitings	£145	£250	Modest increase assumed
Totals	£9,534	£20,761	Increased overall by a factor of 2.2

Annual Surplus	£8,878	£16,014	Increased overall by a factor of 1.8
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A more detailed appraisal can be carried out using Net Present Value, which is used to calculate the present value of the cash flows over time to determine which option is more financially worthwhile now. This requires a series of assumptions to be made about each option which should be tested to make sure that there are no misunderstandings and/or undue bias towards one of the options.

Future income and expenditure require to be discounted using a rate of interest, typically based on the base rate plus an increase to reflect the risk of the project and developer over a 25 year period, which is the typical timeframe used for a building project.

An amount is added to the first year's income and expenditure for the new build funding and costs, and capital grants received (placing a small burden on CEBac to fund-raise privately itself prior to the new build project proceeding). Depreciation on the building is not included for the new build option as it can be offset against grants received. Further development of these proposals is likely to introduce additional benefits that can be monetised which would presumably increase the margin in favour of new build.

³ Based on 10 visitors per day spending £2.50 each over 131 days in the summer

7.0 PROPOSED SITE

7.1 Location

The site under consideration was originally occupied by Back School and lies in the heart of the village (refer to Appendix I for a location plan). It has been a prominent eyesore in the area ever since the school buildings were removed. Situated on the main road through the district, it is near to a popular local services cluster including a shop at one end and the large Free Church of Scotland at the other, the site is ripe for development to bring it back into public use for the benefit of the community.

7.2 Physical Features

The site extends to around 1,710sqm in total (0.17 hectares or 0.42 acres) and has a small workshop located to the east of the area. There are a number of steel containers situated in the north-east corner. It is next to the main road and is bounded by a mix of community and residential properties. There is a slight fall in levels from the rear of the site towards the main road. Utilities information obtained indicates that the site is close to mains sewerage, water and electrical services. A sewerage pipe is noted a running through the site but it is not clear at this stage whether this is an adopted main or a private branch. The capacities of these services have not been investigated. There is also telecommunications infrastructure in this location, specifically fibre-optic and mobile telephony services.

Due to the limited budget available, it has not been possible to undertake site investigation so the sub-structure materials are unknown. It is possible the site may contain contamination from previous uses which could need special treatment.

7.3 Land Use Policy

The site is not identified in the current Local Development Plan for any specific uses and has not been included as a potential residential site in the 2021 Housing Land Audit undertaken by the local authority.

7.4 Historical

There is a strong connection to the community and historical association as a former Comunn Eachdraidh in the area used the school buildings after they had been vacated by the education authority. Many of the volunteers involve with CEBac will have either been educated there themselves or else related to many who were.

8.0 DESIGN PROPOSALS

8.1 Building Description

CEBac has identified this site for a new heritage centre, a proposal that would satisfy a long overdue need for a local meeting place and facilities to conserve and record the local history of the area. It is envisioned that the new construction will be welcoming, friendly and fully accessible to all.

A long, linear plan is devised stretching from front to back of the site. An entrance is positioned midway down this span within a fold of walls towards the east, aligning to a chimney and the heart of the plan. Upon entering, the selection of options is immediately apparent – public zones such as the kitchen and exhibition/gathering areas open out and are framed by a ridge light that directs western light deep into the volume. Subsidiary accommodation and the archive are located to the rear, where the strong enveloping roof form is folded downwards.

BARD Ailteir has utilised a simple palette of materials: white painted masonry, natural slate roof structured with timber rafters and small areas of turf. These are the staples of traditional construction in the islands, but are reinvented through new forms here. Towards the road, larger masonry elements create a signboard to the passing public, and a larger blade creates a visual terminal to the building whereupon a large barometer is placed, creating an eye-catching reminder of our reliance on the natural environment.

BARD Ailteir had devised the building to anchor it into the streetscape, creating considered public space around and integrating directly to the street, allowing a visual connection to the immediate environs as well as the further context such as the church, the shoreline and reefs at Vatisker looking towards the Minch and the Sutherland mountains, plus the inland Loch a' Tuath. Nearby Lighthill was used by sailors to navigate by night in Loch a' Thuath – it is anticipated that Comann Eachdraidh Sgìre a' Bhac will be a renewed beacon in the landscape, establishing its presence on this significant site once again.

8.2 Visuals

Graphical materials have been provided at Appendix II. These comprise a proposed site layout, floor plan, building sections and 2 digital visualisations.

8.3 Specification

An outline specification for the building has been provided at Appendix III.

8.4 Services

Information provided by Scottish Water shows that there are mains water and wastewater services running close to the site. The capacities of these services have not been investigated at this stage. A quotation should be obtained at the next stage of project development in order to provide some further clarity (occupancy estimates for the building will be required). A plan of the Scottish Water network is provided at Appendix IV.

The overhead 11 kilovolt electricity network lies a short distance from the site and it is assumed that supplies can be provided to the building using the existing infrastructure. A quotation should be sought from Scottish and Southern Electricity Networks at the next stage of project development in order to provide some further clarity (an indication of loading for the building will be required).

8.5 Statutory Consents

Planning permission will be required for the building and site development works. The planning team at CnES will undertake the necessary consultations for the application with neighbours (within 20 metres), other local authority departments (Environmental Health, Technical Services/Roads) and external agencies such as the Scottish Environmental Protection Agency, NatureScot, etc. Depending on the responses received, follow-up action may be necessary to deal with consultee requirements.

The 2018 Local Development Plan guides land use for the area. It provides a range of landscape character types to determine the appropriate development strategy. The applicable type for this area appears to be Rural Settlement and the guidance provided is as follows :

The principal policy objective is to accommodate development to meet sustainable growth for local needs, particularly for residential, agriculture, tourism and service activities. Housing clusters and economic development proposals will be supported provided they are of an appropriate scale and do not threaten residential amenity. Development proposals within Rural Settlements will be assessed against all of the following:

- a) A siting and design appropriate to the established rural character and settlement pattern of the local area.*
- b) Residential proposals should be of a lower level of density and respect the character of the individual settlement.*
- c) Developments on 'croft land' should not adversely affect the operational use and sustainability of the croft, unless the development is required for reasons of over-riding public interest. Proposal sites should be sited to use the least amount of productive croft land where practical and should not fragment the croft in such a way that affects its potential to be used for cultivation or other 'purposeful use'. Proposals should ensure access to the croft is maintained and of a suitable width for agricultural machinery to access. At a minimum this should be 4 metres in width.*

Planning application and advertising fees could be in the region of £1,500-£2,000 for a project such as this.

A building warrant will also be required for the property to ensure compliance with the relevant building standards. Significantly more details will be required for this application to assess compliance with energy performance, disabled access, fire safety, etc. The timing of this typically falls between the granting of planning permission and the tendering stage. Fees are based on the estimated construction cost and could be in the order of £3,000-£4,000.

Preliminary discussions undertaken by BARD Ailteir with the Planning Service and Building Control teams have not highlighted any major obstacles with the design proposals, albeit these are at a very early stage of development.

8.6 Engineering Surveys

There have not been any engineering surveys undertaken at this stage and these should be addressed as soon as possible in the next phase of planning. The initial design now allows these to be focused in the appropriate parts of the site. Quotations were received from Total Design for these tasks as follows.

Site investigation/foundation recommendation	£500 + VAT
Site plans/levels/contours	£300 + VAT
Topographic survey	£350 + VAT

9.0 ENERGY AND CLIMATE CHANGE

9.1 Energy Sources

All planning applications for new buildings must demonstrate that the carbon dioxide emissions reduction target, as required by Scottish Building Standards, has been met; with at least 15% of this target being met through the use of low or zero carbon technology. This guarantees that the building will offer very good energy performance.

The selection of energy sources are an important consideration and are generally addressed as follows for different demands :

- Lighting - Electricity
- General Power - Electricity
- Cooking – Electricity and/or gas
- Hot Water – various
- Heating - various

Several options are available for low carbon energy systems and advantages/disadvantages can be summarised below.

Table 11

Source	Advantages	Disadvantages
Direct Electric	Convenient, low capital cost Potential to use renewable electricity	Very high energy and running costs
Electric via Heat Pumps	Convenient Low energy and running costs Potential to use renewable electricity	High capital costs
Oil Boiler	Convenient Medium Capital Costs Fuel cost highly variable	High Carbon fossil fuel
Natural Gas		Not available
Liquified Petroleum Gas (LPG)	Convenient Medium Capital Costs Low running costs Can be used as cooking fuel Fuel cost variable	Medium Carbon fossil fuel
Wood Chip/Pellet (Biomass)	Carbon neutral fuel	Manual handling of fuel High capital costs

The brief analysis above would exclude oil and LPG due to high carbon impacts and biomass is generally operationally unviable due to logistics. Direct electric remains an option given the limited energy sources available but can be used with renewable energy technologies to reduce carbon emissions and running costs. A number of the above sources involving electricity can be linked to renewable energy technologies as discussed below in Table 12.

The provision of space heating will be the largest user of energy on the site and a number of options exist as discussed in Table 12 below.

Table 12

Options	Advantages	Disadvantages
Wood Chip/Pellet Boiler (Biomass)	Carbon neutral fuel All components can be internal to buildings (except chimney)	Manual handling of fuel (may change in future) Security of fuel source
Solar Photovoltaic	Electricity generated has multiple uses	Visible external panels Bulk of generation in summer when demand is low
Solar Water Heating	Cost effective source of heat for hot water	Visible external panels Bulk of generation in summer when demand is low
Air Source Heat Pumps	Low energy and running costs	External plant exposed to air/weather Can be less effective in cold weather
Ground Source Heat Pumps	Low energy and running costs Plant not exposed to air/weather	High capital cost Significant internal plant
Water Source Heat Pumps	No potential on this site	
Wind Turbine	Electricity generated has multiple uses Generation profile matches building load better than photovoltaic	High visual impact from distance Ongoing maintenance can be expensive
Battery Storage	Not renewable technology in itself but can greatly increase the potential of wind and PV, especially with current grid constraints	High capital costs
Micro Hydro	No potential on this site	

Solar photovoltaic panels need a large area to collect energy and south or south-east facing building roofs tend to be used. One major drawback is that solar panels will generate most of their electricity in the summer months when demand is usually lower. Although Feed-In Tariff support is no longer available to provide revenue from renewable generation, this does potentially re-open the door to seeking public funds in the form of grants towards capital costs for renewables.

Another solar technology is solar thermal panels which absorb the sun's heat and use it to heat up water, stored in a cylinder. The liquid flowing through the panels is a mix of water and antifreeze. The main purposes of this technology are space and water heating. As photovoltaic panels have reduced significantly in cost, thermal panels have become less popular given the additional mechanical infrastructure that is needed to carry the heated water from the panels.

Air source heat pumps draw heat from the outside air by cooling it, and delivering that heat into the building, usually by heating water. The heated water is then pumped around radiators or underfloor heating pipes. The heat pump is driven by an electric compressor and will typically

use an average of 1 unit of electricity for every 3 units of heat delivered into the building i.e. it will provide a Coefficient of Performance (COP) of 3.

Heat pumps perform better if delivering heat at lower temperatures (around 45°C). They are, therefore, better suited to underfloor heating systems rather than radiators that are designed to work with boilers running at higher temperatures (around 80°C). The performance of an air source heat pump can be reduced in winter when the outside air temperature is lower, which is when most of the annual heating is required. A ground source heat pump overcomes this by using the relatively stable temperatures underground to provide the source of heat. Ground source systems are more expensive than air source systems due to the high cost of the ground loop.

A well-designed ground source heat pump system can deliver a seasonal COP of around 4, representing a drop in electricity consumption of 25% compared with an air source system. However, a poorly designed ground source system can use considerably more electricity. The performance is heavily dependent on the effectiveness of the ground loop. An undersized ground loop will greatly reduce the performance. As the ground loop constitutes a significant part of the system cost, the temptation is to reduce the specification but, unless the local ground thermal properties are very well understood (which they rarely are), it is recommended to err on the safe side and oversize the ground loops.

Ground loops can take two forms: horizontal, where a coil of pipe (slinky) is stretched out and buried in a trench about 1 to 2 metres below the surface; or vertical, where boreholes are drilled deep into the ground. Vertical boreholes are more expensive as a specialist drilling rig must be brought over from the mainland, but they are less susceptible to seasonal changes in surface ground temperature and, adequately sized, generally provide a higher COP.

Wind turbines have been a popular form of renewable energy generation for a considerable period, particularly during the years when Feed-In Tariff support was first available. Reduced support levels have meant that demand has fallen, particularly for smaller/domestic generators where payback periods are much less attractive now. It can be difficult to install turbines in built-up areas as there are impacts on neighbours through visual amenity and sometimes noise. There are fewer suppliers available in rural areas to undertake maintenance, insurance can be difficult to obtain and replacement of major parts can be necessary in the early years of operation.

Given the relatively limited site area and lack of information on ground conditions, BARD Ailteir has opted for air source heat pumps in the proposed design at present. These are used extensively by the local housing association and are proving to be a good solution so far.

9.2 Energy Storage

The key benefit of incorporating energy storage technologies is to maximise renewable generation by avoiding having to import electricity from the grid due to a mis-match between on-site electricity supply and demand. It can be important to maximise on site electricity usage, as the costs of importing electricity are almost always greater than the reward for exporting.

The dominant technology for battery energy storage is lithium-ion due to its high energy and power density and reducing costs. These reducing costs are due to the development of lithium-ion technology for use in electric vehicles and personal electronic devices. The battery lifetime will depend on the manufacturer and specific battery chemistry used. As batteries age, they will start to fail but, generally, battery modules can be warranted for up to 20 years of operation. The capital costs to implement a battery system are significant and to date have been a barrier

to most schemes. All larger scale battery applications appear to have been funded through specialist support schemes such as the Low Carbon Network Fund.

Without renewable generation such as wind and solar, and without the ability to export excess electricity to the grid, it is difficult to justify energy storage. Therefore, for now, any renewable electrical energy generation has been sized such that all the electricity generated is used on site.

9.3 Electric Vehicles

CEBac may wish to consider acquisition of an electric vehicle for commercial use, such as transporting guests to/from a pick-up point and around the site. Whilst there are numerous small cars available, there appear to be only two fully electric larger vehicles such as MPVs currently on the market. These are the Nissan e-NV200 Combi class and the Tesla model X. A further model by Mercedes (EQB) has been promoted but not yet launched.

The two existing options are compared in Table 13 below.

Table 13

Category	Vehicle	Nissan e-NX200 Combi	Tesla Model X
Battery capacity		40 kWh	100 kWh
Driving range (real range)		115 miles	260 miles
Seats		7*	7
Charge power		6.6 kW	16.5 kW
Charge time		7.5 hours	7 hours
Fast charging time available		Yes	Yes
Price from		£29,255	£87,090

*can be folded away or a van version is also available

Electric vehicles qualify for 'enhanced capital allowances' which are a type of first year allowance as they have zero CO² emissions. This means that any taxable profit can be reduced by the total cost of electric/low emission vehicles.⁴ Both models identified qualify for the UK Government's 'plug-in' grant which will pay for 35% of the purchase price, up to a maximum of £3,500. There is no application required for this grant, however, as the discount will be included in the dealer's price. Electric vehicles below £40,000 in price qualify for zero road tax. Above this, a secondary tax of £320-£336 is typically payable.

Servicing is required according to the manufacturer's recommendations just like any car. In the case of the Nissan E-NV200 Combi, this is every 18,000 miles travelled by the vehicle. At the present time, there are no commercial garages that can provide servicing in Lewis, although it should be possible to obtain an MOT. Although regular servicing is still required, there are fewer parts that could need fixed and a large number of problems that may occur can often be software related which can be fixed remotely by some EV manufacturers.

The Nissan E-NV200 Combi vehicle and electric components are covered for 5 years or 60,000 miles under their warranty and the battery is covered for 8 years or 100,000 miles.

Before any decision is made on a purchase, CEBac should seek professional guidance on the expected tax benefits from its accountant.

⁴ <https://www.gov.uk/capital-allowances/first-year-allowances>

10.0 COSTS

10.1 Capital Cost

Once an area and mix of accommodation has been identified, the capital cost is a function of the specification and quality of the desired property in particular. There are a number of options that were considered by CEBac at the early stage of developing the brief, such as an industrial or agricultural building with a basic specification, a domestic dwelling that could be modified to suit its requirements or a bespoke design to suit CEBac's long-term ambitions. Discussions with the Architect focused on the latter option and that has resulted in a visually striking, high-quality structure that offers the functionality required and provides low running costs for the organisation. As the initial design was being reviewed it became clear that costs were likely to far exceed the budget originally envisaged and a savings exercise was conducted to simplify the structure and remodel key features.

Leading on from this, a budget cost report has been provided by IMQS for the preferred option which provides an estimate of the expenditure required to construct the proposed building at this point in time. The report advises the following breakdown of capital expenditure.

Table 14

Item	Amount	%age
Substructure	£ 77,650	9%
Superstructure	£404,255	46%
External works	£132,095	15%
Preliminaries	£76,750	9%
Professional fees	£103,615	12%
Risk/contingencies	£80,635	9%
Total	£875,000	100%

This represents around £3,200 per m² which is at the upper range of construction costs for community facilities of this nature, reflecting the high quality of the building (as well as the overheated construction market). The pay-off is expected to be low maintenance and running costs for the organisation.

The costs exclude various items such as :

- Removal of contamination or deleterious material from the site and any specialist testing
- Loose furnishings and fixtures
- Specialist equipment and fitting
- Statutory fees such as planning permission and building warrant
- Site purchase price and any legal fees/charges
- Charges for connecting to utility services
- Inflation and any fluctuations arising from ongoing Covid-19 and Brexit material price variations
- VAT.

At 20% of the capital costs, VAT is clearly a significant liability, however, charitable organisations are generally eligible for zero-rating if undertaking new build projects which means either no VAT is incurred for construction costs (with the consent of the main contractor) or else the VAT can be reclaimed. Note that VAT will be payable on items outwith the construction contract such as professional fees.

10.2 Cash Flow

Once an indicative funding package emerges, a detailed cash flow forecast should be produced for the project at an early stage in order to identify financing arrangements. Cash flows for large projects can be difficult and, if funding bodies release grant on receipts, it may be necessary to take out a loan for part or all of the construction period. Low interest loans have been provided by CnES in the past and can be vital in managing project cash flows.

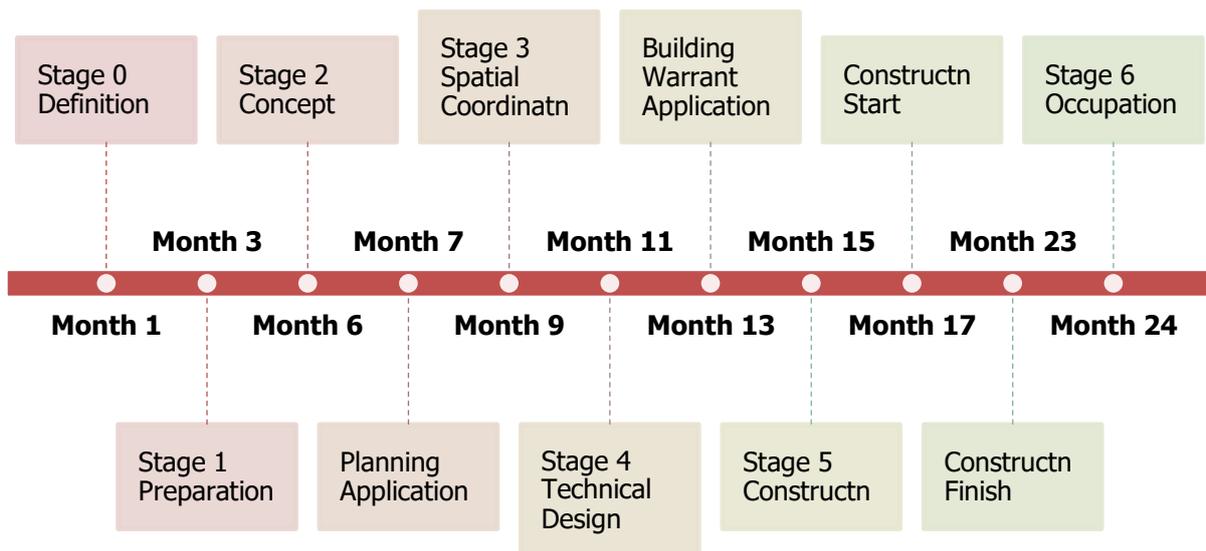
It is likely that CEBac will be asked to produce a business plan for the project by funding bodies given its scale. Financial assistance and expertise may be available from the Scottish Land Fund and Highlands and Islands Enterprise for this task.

11.0 PROGRAMME

11.1 Time Schedule

The programme or time schedule for the design and construction elements of the project will revolve around some key activities, such as obtaining planning permission and building warrant. Each of these are essential to enable projects to proceed to tendering and construction and can bring major changes to the design. Construction projects generally take 2-5 years from concept to completion. A time sequence based on 24 months is shown at Fig 2 below for illustration. The point in the sequence at the time of completing this report would be between Stages 1 and 2.

Fig 2



This basic timeline is based on the RIBA Plan of Work⁵ which is a useful tool showing the key sequences for projects, briefly explaining what each stage entails. There will be some key dependencies between tasks and stages that CEBac will need to understand to deliver the project effectively.

11.2 Influencing Factors

At present, the local construction market is extremely active and most of the contractors and suppliers are heavily committed to ongoing projects, particularly housing developments that currently dominate the development pipeline. Procurement is virtually all through local businesses which means that labour, plant and materials are under sustained pressure, leading to longer timeframes and skills shortages as well as higher prices.

The timeline above does not include land acquisition or capital fund raising, each of which can add considerably to the project timeline.

Actions	➤ Prepare an initial master programme for the project as timescales for different tasks become clearer.
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⁵ Royal Incorporation of British Architects Plan of Work

12.0 PROCUREMENT

12.1 Overview

Given the likelihood of significant public funding being necessary to realise the project, procurement will play a major part in securing services and delivering infrastructure. Public-sector funding bodies will generally require CEBC to purchase goods and services in an open, public and structured manner.

The most recognisable means to achieve this is by using the Public Contracts Scotland (PCS) online portal. This is a free-to-register service and enables clients to upload tender information and suppliers to submit tenders, all within a digitally secure environment.

Organisations may be tempted to create a large number of small packages to minimise the procurement requirements but that can have a negative impact on an organisation's resources through taking up more management time. It also introduces more contractual interfaces between contractors and/or suppliers with gaps that may need to be plugged and a higher contingency sum required as more risks fall to the client. Smaller packages tend to reduce cost efficiencies and add cost. For projects such as this, the typical approach is to create 2 main packages, the first for appointing construction professionals in a team structure and the second for securing construction services.

12.2 Professional Team

The first step would be to appoint a professional team (Design Team) for the overall project across each phase. This would be preferable to different appointments for each phase that would create a loss in design cohesion, speed and efficiency. The disciplines required would be an Architect, Quantity Surveyor, Civil/Structural Engineer, Mechanical/Electrical Engineer and Principal Designer. The Architect would normally act as team leader to co-ordinate the work of the individual team members. Additional advisers should be considered for elements such as heritage and information technology, plus designers are likely to be required for graphic products – these tend to be procured separately. A project manager could also be appointed to oversee the design team and report directly to the client.

The design team would prepare design and technical information for each phase of the project and upload these to the PCS portal for suppliers (contractors) to tender for. The Quantity Surveyor would prepare tender reports in each case recommending the appointment of a supplier (contractor).

Each member of the Design Team would typically be appointed directly by the client in accordance with their relevant professional terms and conditions. Based on the budget cost of £770,000 discussed above (excluding professional fees), design team fees could be as shown below.

Table 15

Team Member	%age Fee	Amount
Architect	5.5%	£42,350
Quantity surveyor	2.0%	£15,400
Civil/structural engineer	1.5%	£11,500
Mechanical/electrical engineer	1.5%	£11,500
Principal designer	0.5%	£3,850
Project manager (optional)	1.0%	£7,700
Totals	12.0%	£92,300

Project fees can roughly be split in terms of the different RIBA stages as follows.

Table 16

RIBA Stages	Stage Description	Amount of Fee
0-1	Strategic definition, preparation and brief	5%
2	Concept design	10%
3	Spatial co-ordination	15%
4	Technical Design culminating in a competitive tender of the works (or accurate pricing)	35%
5	Construction	30%
6	Handover	5%

12.2 Construction Services

The types of contracts that could be entered into for the works involved are shown in Appendix V below. There are various routes that could be adopted and the Design Team appointed would advise on the most appropriate.

A procurement plan prepared in advance of tendering would be able to identify the risks and advantages of each route and offer recommendations about contract arrangements.

Some routes that may appear attractive can have hidden dangers that only construction professionals tend to be aware of. For example, design and build often seems attractive to inexperienced clients because there is a fixed price and a perceived guarantee of cost. However, projects rarely proceed without changes occurring and, whilst the price will remain fixed, the contractor has to manage changes/higher costs, so the specification and quality of the end product can reduce unless these details are set out in significant detail.

The local construction market has traditionally been geared towards traditional-style contracts where contractors are given fully developed designs by Architects/Engineers and asked to price the elements required to deliver the building.

The broad procurement approach suggested above offers the ability to vary different contract styles between sections of the works and potentially achieve better value for money.

In light of the volume of housing development being carried out across the Outer Hebrides in recent years, the supply-chain has become more heavily focused on timber framed construction. This is extending to non-housing projects in order to maximise efficiency and the suppliers have been able to manufacture kits to accommodate a wide range of designs. This has the benefit of reduced timescales for clients and reduced labour for contractors. These kits have a fairly long lead-time, however, and this needs to be factored in. Timber framed design can be included in a wide range of procurement approaches, the client would normally negotiate the kit details and the contractor would then take over responsibility for ordering and delivery.

Actions	<ul style="list-style-type: none"> ➤ Consider whether a project manager or project co-ordinator is required ➤ Prepare a brief and tender documents to enable the appointment of a design team when additional funding has been secured.
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13.0 LAND OWNERSHIP

13.1 Existing Ownership

The preferred site is currently owned by CnES. The site is 1,710sqm in total and classed as non-operational by CnES (referred to as 'Back Old School Land') although part of the area is occupied by a community workshop (see Appendix I).

There are known to be 2 interests expressed in the site, from CEBac and Back Community Council which is proposing to erect a polycrub on a small area. At this stage, it appears that the consensus is for CEBac to acquire the site and make an arrangement with Back Community Council e.g. lease.

Some discussion has also taken place with CnES around it entering into a lease with CEBac initially to allow the siting of a portacabin in advance of the acquisition which could take some time to conclude. Ideally, the lease would have a mechanism to facilitate sale such as a capital sum to be paid or formula. Otherwise, CEBac could risk being subjected to uplifts in value to reflect its special status.

Ideally, the current land owner would be willing to sell the property to the relevant community organisation. A valuation would be required and some negotiation would take place around the purchase price. Based on previous transactions of this type, it may be possible to negotiate a discount against the valuation to assist the community in progressing with the proposed redevelopment of the site. A solicitor would be necessary to negotiate legal terms with the land owner, undertake searches and conclude the formal arrangements such as concluding missives and registering title.

13.2 Ownership Routes

The route to ownership may not be straightforward if the owner is reluctant to sell the site. The prospective purchaser could take advantage of the Community Asset Transfer Request provisions under the Community Empowerment (Scotland) Act 2015. The community transfer body can ask to buy or lease the land, or to have other rights, for example to occupy or use the land for a particular purpose. Once an asset transfer request has been made, the relevant authority is not allowed to transfer the property to anyone else until that request process has been completed, including any appeals. This does not apply if the property was advertised for sale, or if negotiations had started to transfer it to another party, prior to the asset transfer request being made. If there is more than one community transfer body interested in the same land, they should try to work together to agree a single request.

Another route to acquisition is the Community Right To Buy arrangements under Part 2 of the Land Reform (Scotland) Act 2003. This enables communities to register an interest in land that comes onto the market and creates a pre-emption right or a first opportunity to buy when the site is offered for sale. Communities participating in this route to acquisition must have proposals that will create sustainable development. Eligible bodies for this option are companies limited by guarantee, Scottish charitable incorporated organisations or community benefit societies.

It is understood that CnES officers submitted a report to the Transportation and Infrastructure Committee in mid-June recommending that the site is made available for community purposes. This should, hopefully, pave the way for a negotiated sale to a suitable community organisation.

For the avoidance of doubt, title searches have not been carried out and deeds have not been reviewed. It is strongly recommended that legal advice is obtained from a qualified and experienced solicitor.

Actions	<ul style="list-style-type: none">➤ Determine the legal entity that will acquire the site and clarify the formal arrangements for each interested parties➤ Instruct a valuation of the land once the area is clearly identified➤ Appoint a suitably qualified and experienced Solicitor.
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14.0 FUNDING

14.1 Overview

The recent period following the lifting of public health restrictions has seen a plethora of funding streams being announced. A large proportion of these have been revenue focused with short application windows, aimed at sustaining existing community activities over the short-term. Some funding bodies have now started to invite capital funding applications and these streams are likely to be heavily subscribed. A brief list of some of the likely funding sources are provided below.

One major omission below is National Lottery streams. Recent experience has shown that heritage organisations tend to be directed to the Heritage Lottery Fund which focuses more on the activities undertaken within facilities rather than the capital build aspects.

14.2 Scottish Land Fund (SLF)

Funded by the Scottish Government and delivered in partnership by The National Lottery Community Fund and Highlands and Islands Enterprise, SLF offers grants between £10,001 and £1 million to fund the purchase of land or land assets, as well as practical support to develop aspirations into viable projects.

There is a two-stage application process with SLF. Stage 1 is to gather basic information about the project and organisation to check applicant eligibility. Organisations can also apply for a technical assistance grant to help develop the project. Organisations invited to proceed beyond Stage 1 will continue to work with an SLF adviser to develop the project and meet the eligibility requirements for Stage 2. At Stage 2, organisations will be asked to complete a full application form for funding towards acquisition.

Stage 1 technical assistance grants can fund specialist advice and/or professional fees including the preparation of feasibility studies and business plans, valuations and surveys as well as some costs towards community engagement. These grants can be between £2,500 and £30,000. SLF will not fund salary costs, asset or land purchase with a technical assistance grant. As part of the application for technical assistance funding, SLF expects to see some community support for the project; a clear explanation of the community need that the project aims to address; competitive quotes; and, details of the asset to be acquired.

Organisations in receipt of a technical assistance grant need to complete all work and have spent the grant before submitting a Stage 2 application. This is expected to be submitted within 6 months of the date of the Stage 1 confirmation letter (within 3 months if there has not been a technical assistance grant).

Stage 2 acquisition grants can be between £10,000 and £1,000,000 and may include some revenue costs associated with the acquisition of assets. SLF advisers will be able to signpost organisations to other potential sources of funding for this stage of the project. The grant is towards the value of the land, land assets and buildings as determined by an independent open market valuation, which must be current (less than 6 months old). The purchase price may be higher than this. SLF will also fund reasonable professional, title mapping and legal fees associated with the purchase.

14.3 Scottish Government Regeneration Capital Grant Fund (RCGF)

RCGF monies of £25m are disbursed annually to local authorities by the Scottish Government for projects with a strong community element. It is a competitive process involving two bidding rounds. Stage 1 bids require to be submitted by the end of April each year and successful local authorities are invited to submit more detailed proposals in September. A decision is normally given in February/March of the following year and projects must have started or be committed to starting by December that year. RCGF funds are targeted towards construction and renovation works. Bids can only be submitted by local authorities so contact should be made with the CnES Community Regeneration team in the first instance.

14.4 Comhairle nan Eilean Siar

Any RCGF monies awarded could attract an element of match funding from CnES if capital resources are available. At present, capital funds are heavily committed until the next programme is agreed.

The CnES Business gateway team offers a number of loan products plus a range of free training workshops covering issues such as marketing, digital skills, business planning, book-keeping, etc.

14.5 Crown Estate Funds

CnES receives a substantial allocation of Crown Estate Scotland revenues each financial year (to replace the Coastal Communities Fund) and CnES has decreed that the majority of these funds are to be distributed to 12 self-defined communities which have been identified through recent consultations. The criteria for eligible projects is : directly or indirectly create jobs or sustain existing jobs; contribute to population retention; fit with local plans and priorities; successfully deliver intended outcomes; be sustainable on withdrawal of funding; and, represent good value for money.

There have been 2 rounds of grant applications and awards to date and a third round is anticipated shortly. Awards to date have tended to be at smaller levels of grant for smaller projects and large projects have only enjoyed limited success so far.

Crown Estate Scotland itself has launched various funding streams in recent months, currently it has 2 Challenge Fund opportunities open. These opportunities tend to be based on proximity to its own onshore and marine assets.

14.6 UK Levelling Up Funds

The UK Levelling Up Fund (LUF) will invest up to £4.8 billion from 2021/22 to 2024/25 across the UK, with about £400 million invested in Scotland. The Fund will be jointly managed by HM Treasury, the Ministry of Housing, Communities and Local Government and the Department for Transport. Funding will be delivered through local authorities and the Scottish Office will be consulted in the assessment of relevant bids.

Local authorities have been categorised as 1, 2 or 3, based on the UK Government's assessment metrics, with Category 1 representing the highest level of identified need. Preference will be given to bids from category 1 areas but bids from categories 2 and 3 will still be considered for funding on their merits of deliverability, value for money and strategic fit, and could still be successful if they are of exceptionally high quality (the Outer Hebrides is in Category 2).

Projects must have strong stakeholder support, including support from the local MP, and while Members of Parliament do not have a veto over bids, UK Government is encouraging a productive relationship between local authorities and their MPs. Projects should be aligned to and support UK Government's Net Zero goals. Each bid submitted by local authorities can be a bid for an individual project or a package bid consisting of multiple projects; both types of bid can request up to £20 million of funding.

Some streams have already launched and closed, including

- Community Renewal Fund
- Community Ownership Fund

Further information is awaited for the Shared Prosperity Fund which is due to be open from April 2022 as a replacement for EU structural funds.

14.7 Island Communities Fund

Scottish Government is investing £30m in delivering the National Islands Plan over 2021-26 and is delivered through the Islands Programme.

The Islands Programme will support projects that encourage population growth and stem population decline; deliver on net-zero ambitions in a way that no-one is left behind; and support a green economic recovery from the ongoing impacts of the COVID-19 pandemic. The Islands Team will work with key island stakeholders and across Scottish Government to ensure that investments align to local priorities, while contributing to ongoing collaborative priorities for population work in our island communities, and creating/supporting sustainable employment opportunities

14.8 Highlands And Islands Enterprise (HIE)

HIE adopts an account management approach which involves working intensively with eligible community organisations and social enterprises over a sustained period of time. An account manager will assist with developing a growth plan (similar to a business plan), usually spanning a 3-5 year period, and provide the necessary support to implement it. There are no pre-determined levels of intervention set, rather packages are tailored to include advice and grant funding, as well as running events and workshops to meet specific needs. HIE tends to form part of the secondary tier of funding for major projects, behind the likes of RCGF and Big Lottery, but can still contribute significant sums. In the Outer Hebrides, HIE has discretion to work with non-account managed organisations as well, particularly in providing advice.

14.9 Western Isles Development Trust (WIDT)

WIDT was established as a body to secure funding from renewable energy projects and to use these funds to support community organisations in the area.

A main fund offering discretionary amounts of grant supports the alleviation of fuel poverty and promotes renewable energy schemes. There is also a Small Projects Fund able to offer up to £2,000 per application to support

- (a) the advancement of citizenship and community development;
- (b) the prevention or relief of poverty;
- (c) the advancement of environmental protection or improvement;
- (d) the advancement of education; and
- (e) the advancement of the arts, heritage, culture or science including the Gaelic language.

This smaller stream is currently closed pending a review of monies available.

14.10 Scottish Community Landfill Fund

Projects seeking this type of grant assistance need to fulfil one of the following objectives.

Table 17

Object A:	The reclamation, remediation, restoration or other operation on land to facilitate economic, social or environmental use.
Object B:	Community based recycling, re-use and waste prevention projects.
Object C:	To provide, maintain or improve a public park or other public amenity.
Object D:	The conservation or promotion of biological diversity through the provision, conservation, restoration or enhancement of a natural habitat or the maintenance or recovery of a species in its natural habitat.
Object E:	The maintenance, repair or restoration of a building, other structure or a site of archaeological interest which is a place of religious worship, or a site of historic or architectural or archaeological interest and is open to the public.
Object F:	The provision of financial, administration and other similar services to projects.

Funding for the Outer Hebrides is administered by Third Sector Hebrides who should be contacted for further information regarding a potential application. Application rounds typically close on 30th March, 30th June, 30th September and 30th December.

14.11 Other Funding Sources

A community share offer or similar crowdfunding campaign is a possible avenue for raising funds, however, that would usually necessitate the creation of a co-operative society which would create further complications as monies raised may have to be loaned back to CEBac. The society would have shareholders to manage and Annual General Meeting to organise which would add an administrative burden. Community Shares Scotland can provide further assistance if this route is being considered.

There are a vast number of private trusts and organisations that could provide part of the funding package. Experience prior to the COVID-19 outbreak highlighted that many only have small grant administration teams and often struggle to process applications in less than 6 months. Also, these smaller contributors only tend to provide a formal commitment once a significant proportion of the required funds are in place e.g. 40%.

Examples of other funding sources that have track-records of grant giving in the islands include :

- Tudor Trust (<https://tudortrust.org.uk>)
- Henry Smith Charitable Trust (<https://www.henrysmithcharity.org.uk>)
- Robertson Trust (<https://www.therobertsontrust.org.uk>)
- Hugh Fraser Foundation (<https://www.turcanconnell.com/the-hugh-fraser-foundation>)
- Garfield Weston (<https://garfieldweston.org>)
- Foyle Foundation (<http://www.foylefoundation.org.uk>)
- Barcappel Trust (<https://www.barcapelfoundation.org>)
- Stafford Trust (<http://www.staffordtrust.org.uk>).

Clearly, CEBac would be expected to provide its own contribution towards the eventual funding package. Typically, this is 5% or 10% of the total amount.

Actions

- Approach larger local and national funding bodies to discuss eligibility and potential applications.

15.0 GOVERNANCE

15.1 Client Readiness

Clients unfamiliar with large projects can be easily overwhelmed and face a constant struggle to meet all the funders' requirements. Community organisations, in particular, that are largely reliant on volunteer effort, can default to acting in an informal ad-hoc manner and can be unprepared for the demands that are placed on them. It is better to set out a reasonably robust and well thought out approach from an early stage that can be adapted to suit circumstances as the project develops. The opposite is a growing sense of frustration and resentment towards funding bodies that seem to make demands that are difficult to meet and can lead to poor morale and draining of individuals' motivation/energy.

There are a range of client skills required to deliver successful projects of these types, including

- Budgetary/financial management
- Legal/property transactions
- Construction/project management
- Business management/administrative
- Marketing and promotion
- Specialist e.g. museum/conservation.

These skills are typically achieved through volunteers on the committee/directors on the board, as any staff are usually small in number and non-specialised. Clearly, there also needs to be personal attributes such as desire, motivation, energy and commitment; boards/sub-committees are often a compromise between key skills and characteristics, with availability always a strong factor in remote and rural areas.

Another area to be considered is the personal style and preferences (often called personality) of directors/staff. A board full of visionary, strategic individuals will create exciting and creative discussions but, without conscientious team players to take tasks forward, progress will not be achieved. A useful contribution at an early stage of the project would be for CEBac to undertake a Belbin⁶ model and/or DiSC⁷ exercise which helps to identify team member roles and identify gaps.

Conflict of interest needs to be monitored, a particular risk with small organisations where resources are limited and may need to take on a variety of roles. Any conflict of interest with suppliers and advisers should be avoided, if possible. Procurement of these parties should be robust, transparent and defensible. It is good practice for directors and staff to complete Registers of Interests at an early stage.

Professional advisers need to be kept as external specialists however tempting it may be to invite them onto boards. Funders will require these parties to be truly independent if they are to rely on their reports and information and such confidence should not be undermined.

Levels of authority for expenditure should be set out in advance as well to ensure that decisions are taken at the relevant board or staff level. Awarding of a construction contract for £1m could, for example, be referred to the board for final approval, whereas appointing a supplier for a £10,000 item of equipment could be delegated to an individual. As well as producing agendas, minutes and reports, it is advisable to establish a recording process for making key decisions. Pro-forma documents can be used to good effect to record key details.

⁶ <https://www.belbin.com/about/belbin-team-roles>

⁷ <https://www.discprofile.com/teams>

Projects of this scale require a robust paper-trail and a method of recognisable document storage. Voluntary committees where individuals are responsible for key actions often tend to manage documents on a task basis, each director adopting record management in line with his/her particular preference or style. It is preferable to have a transparent and consistent system from the outset and there are various "cloud-based" platforms available on the internet to allow storage and retrieval by a group of individuals e.g. Dropbox. With this there is clearly a bias towards electronic documentation and scanning which carries an administrative burden.

15.2 Project Review Process

It would be prudent for CEBac to adopt the Gateway Review™ process (developed by the Office of Government Commerce) or equivalent as a means of adding good strategic direction into projects. It sets up points or "gates" in a project when a robust and objective review would be undertaken, looking ahead to provide assurance that the organisation can progress successfully to the next stage with any relevant recommendations provided. This is typically a "peer review" process undertaken in a benign manner (rather than a formal audit), involving a review of documentation and discussions with key individuals involved in a project. The gates are typically :

Gate 0 tests whether stakeholders' expectations of the programme are realistic, by reference to costs, risks, outcomes, resource needs, timetable and general achievability (coincides with completion of RIBA Stage 3).

Gate 1 checks whether business requirements have been adequately researched and can be delivered, also confirms that the benefits to be delivered from the project have been identified at a high level and can be measured (coincides with commencement of RIBA Stage 4).

Gate 2 assesses the project's viability, its potential for success, the value for money to be achieved, and the proposed approach for achieving delivery of the project's objectives, and, if appropriate, assessing whether the project is ready to invite tenders (coincides with completion of RIBA Stage 4).

Gate 3 reviews that the recommended approach is appropriate before a contract is placed with a supplier/contractor, providing assurances on selection of suppliers and that both the client and the supplier can achieve a successful outcome after contract award (coincides with completion of the tendering process).

Gate 4 checks to see if the project solution is robust before operations/use start, how ready the organisation is to implement the changes that occur before and after delivery and whether there is a basis for evaluating ongoing performance (coincides with completion of RIBA Stage 5).

Gate 5 looks at the performance of the solution once it is in use to ensure that operations are proceeding as planned, that the expected outputs are being delivered and that the benefits are being realised (scheduled for around 1 year after operations commence).

15.3 Risk Planning

An initial, high level risk review has been carried out for the project and is provided at Table 18 below. Risk areas have been assessed under headings such as Governance, Delivery, Operational, Reputational and External categories with impact and likelihood scores multiplied together to give a total score (maximum of 25). At this stage, there are a variety of high-level

risks identifiable but measures can be put in place to reduce these as the project development stages progress.

Table 18

Risk Area	Score	Comments
Committee capacity	20	Recruitment of relevant skills may be difficult
Project leadership	20	Key short-term posts may be difficult to fill
Strategy	20	Delivery of strategic planning requires support
Policy framework	20	Can be challenging for small organisations
Cost management	25	Likelihood of cost increase in overheated market
Capital funding	25	Capital funding packages are difficult and time-consuming to assemble
Cash flow	20	Funding from a range of parties is complex to manage
Time management	20	Potential for significant slippage
Resources	25	Key skills/expertise may not be available
Business model	20	Susceptible to a wide range of risks
VAT	20	Large projects can have delayed VAT income
Community support	20	Project may have adverse impact on nearby residents and compete with other groups

A more detailed risk management plan should be developed for the project as it progresses to the next stage.

15.4 Support Networks

Various support organisations exist for community organisations such as the Scottish Council for Voluntary Organisations (<https://scvo.scot>) and Development Trust Association Scotland (<https://dtascot.org.uk>). These bodies are often sources of valuable advice and expertise. Closer to home, the Outer Hebrides Heritage Forum (Comann Dualchas Innse Gall) is open to local community heritage organisations.

Actions	<ul style="list-style-type: none"> ➤ Review readiness of organisation and relevant skills - augment skills where necessary ➤ Develop more detailed risk planning.
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16.0 CONCLUSIONS

As COVID-19 restrictions ease, economic recovery and social renewal are key factors for policy makers and public-sector agencies. There is an opportunity to lock in the positive aspects of recent changes in a way that enables more flexible, local and environmentally sustainable approaches to business, work, travel and in the delivery of public services. The providers of social care, social housing, arts, culture and heritage, which are all vital to the functioning of Scotland's economy, are generally operated by organisations in the charitable or not-for-profit sector.

The report presents an ambitious capital project for a small volunteer-run organisation but there is potential for CEBac to grow so that it can respond to opportunities to build both economic and social capital in the Broadbay area.

There is a reliance on volunteer resources at present, however, which may need to be reviewed in the short-term as skills and capacity will come under strain as the project develops further. Given CEBac's relative inexperience in capital projects, professional advice will be essential across a number of fields.

This project offers stakeholders a range of benefits such as additional tourism products and services in an area lacking these at present, local partnership working with opportunities for new delivery models, future employment potential, strong green credentials, digital inclusion and community wealth building prospects.

Capital funding will be a major challenge and it is recommended that early enquiries are made to some of the potential key organisations, such as CnES and HIE. Prior to the COVID-19 outbreak, fund-raising for larger projects could take up to 18 months to complete and that is unlikely to occur any quicker now. Grant monies for community groups to recover and grow are currently available from a variety of sources and CEBac should be able to capitalise on this to develop the project further in the months ahead if it can respond to short deadlines and delivery periods.

Feedback from potential funders may, of course, re-shape the project from the model presented in this report and flexibility will be required to ensure that progress can be made towards implementation.

The report covers a wide range of topics, beyond the typical technical information, in an effort to better equip CEBac for the subsequent actions necessary to achieve progress, such as funding enquiries and applications. Whilst there is a good amount of technical information presented, there are omissions, tasks that could not be included within the budget available, so the level of certainty remains fairly low.

The local construction market is challenging at the present time due to the volume of work being undertaken, primarily driven by additional housing monies from Scottish Government, which creates much higher levels of uncertainty, and therefore, risk for clients. Rising prices and skills shortage are likely to be features over the short to medium-term.

17.0 RECOMMENDATIONS/NEXT STEPS

A number of steps have been recommended for CEBac as highlighted in the various sections of this report. These can be summarised as follows.

Strategic Planning/Governance

- Vision/mission/purpose/aims/objectives
- Market research/gap analysis/SWOT
- Constitution/legal structure
- Skills audit
- Member/community consultation
- Weekly activity timetable and user charges

Legal

- Land owning entity/leasehold
- Land valuation
- Solicitor appointment

Technical

- Project manager or co-ordinator appointment
- Trial holes (investigate substructure material) to be carried out by a suitably qualified and experienced Civil/Structural Engineer
- Topographic survey (site levels) to be carried out by a suitably qualified and experienced Civil/Structural Engineer
- Master programme
- Risk management plan

Financial

- Funding enquiries
- Fittings and equipment requirements
- Capital project cash flow forecast
- Financial forecasts

Realistically, given the current environment, these actions could take 6-12 months to complete.

BIBLIOGRAPHY AND USEFUL LINKS

Community planning

<https://www.communityplanningtoolkit.org/sites/default/files/Engagement0815.pdf>

Consultation principles

<https://www.scdc.org.uk/what/national-standards>

Procurement portal

<https://www.publiccontractsscotland.gov.uk>

DISC Profiling

<https://www.discprofile.com/what-is-disc>

Team roles

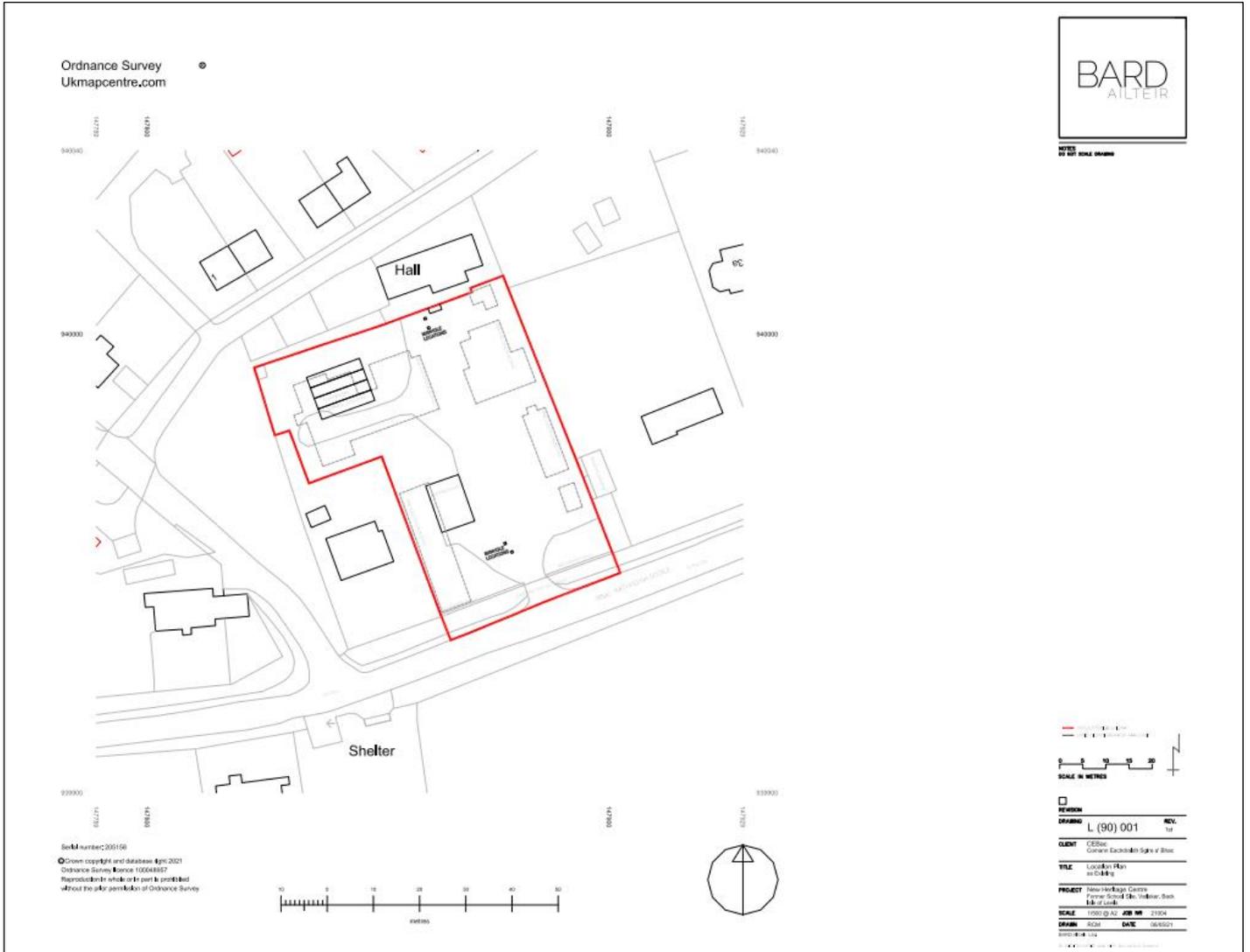
<https://www.belbin.com/about/belbin-team-roles>

RIBA Plan of Work

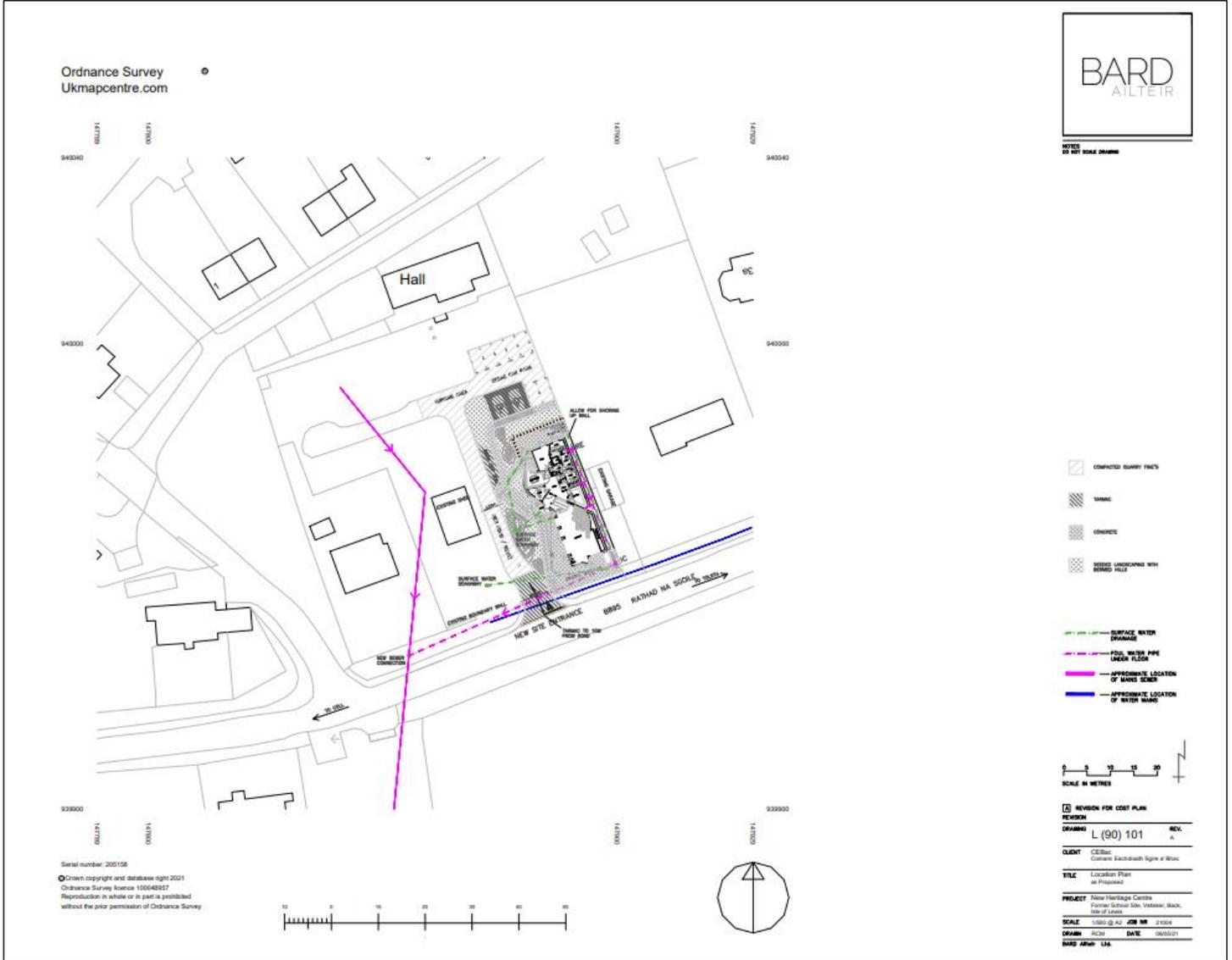
<https://www.architecture.com/-/media/GatherContent/Test-resources-page/Additional-Documents/2020RIBAPlanofWorktemplatepdf.pdf>

APPENDIX I

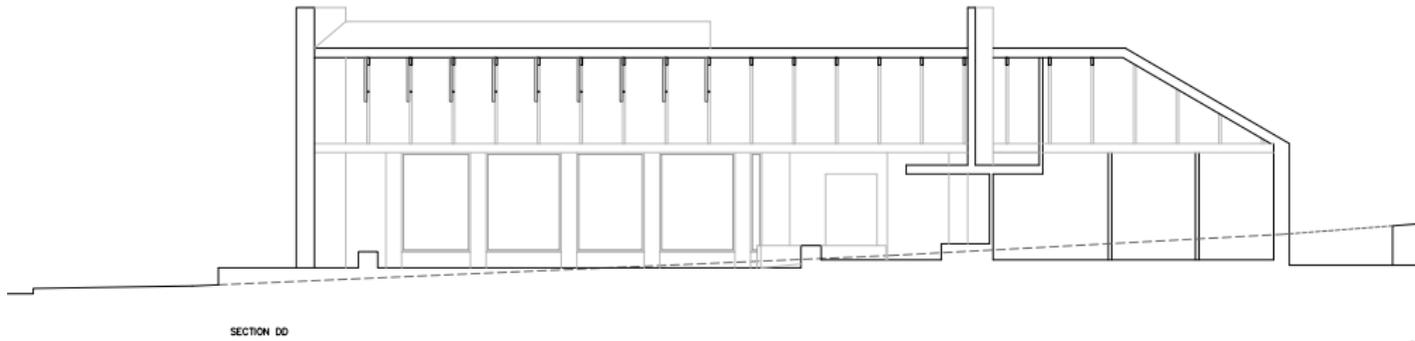
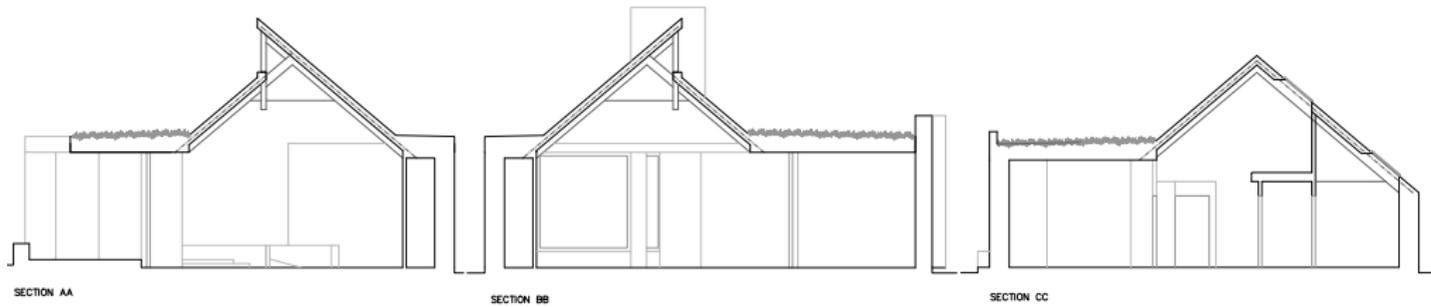
LOCATION PLAN



APPENDIX II
SITE LAYOUT



SECTIONS



GROUND FLOOR PLAN

NO	DATE	DESCRIPTION
1	22/10/11	ISSUED FOR PERMIT
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ENTRANCE VISUALISATION



INTERIOR VISUALISATION



APPENDIX III

OUTLINE SPECIFICATION

1.0 External works

Allow for excavation and retention using timber crib walling to rear of building.

Allow for creation of road, pavements as indicated, road surface compacted quarry fines, except first 10m of road which is to be tarmac.

Allow for road markings, possibility of former building foundations underground.

Possibility of ground contamination from former boiler house/ash pits.

Allow for shoring up existing concrete boundary wall between building and neighbours.

2.0 Insulation works

New external wall insulation to existing masonry walls generally (as per plan drawings).

Installation of additional insulation to ceilings in original building, and installation of insulation to coomb ceilings in existing building generally along with required ventilation to roofspace / attic as required. Upgrading of retained flat roofs at rear by installation of new insulation atop with single ply membrane and connected to new flat roofs for new extension to rear. Upgrading of suspended timber floor to accommodate insulation between floor joists.

2.1 External walls (inside to outside)

12.5mm Plasterboard, taped and filled. Painted white.

25mm service cavity formed by 25mm x 50mm battens at 600mm ctrs - VCL and air tightness membrane - 50mm insulation over inside face of timber studs. - 145mm x 45mm timber frame at max 600mm ctrs filled with mineral wool insulation - 9mm OSB or plywood sheathing board with breather membrane over. - 50mm well ventilated cavity.

Concrete blockwork on flat external skin – painted white.

2.1.2 Internal wall WT4 internal partition walls at toilets/store/archive, etc. :

1nr layers 12.5mm Gyproc Soundbloc wallboard

1nr 12mm layers moisture resistant plywood for wall robustness

75mm timber stud wall at max 600mm ctrs. filled with acoustic insulation

1nr 12mm layers moisture resistant plywood for wall robustness

1nr layers 12.5mm Gyproc Soundbloc wallboard.

2.2 Floor specification inside to outside :

Floor finish (see below) - 65mm screed with U/F heating pipework - VCL and air tightness membrane - 100mm rigid insulation - DPM - Reinforced concrete slab to engineer's specification - consolidated hardcore to engineer's specification.

2.2.1 Floor finishes lower ground floor area :

15mm slate flooring bonded to screed.

Upper ground floor area in public zones (excluding toilets) :

15mm engineered timber flooring bonded to screed toilet areas excluding IVS - vinyl with coved skirtings.

Store area and plant room - Non slip paint coating to screed.

2.3 Roof types :

Main slate roof – RT1 Superstructure 250mm x 50mm trusses at 1200mm ctrs, with 75mm x 50mm purlins at 600mm centres crossing over with sarking boards to top.

Inside to outside. - 9mm v lining board with stain between exposes portion of trusses (within main public areas) - 25mm service cavity formed by 25mm x 50mm battens on Intello plus airtightness membrane, - 90mm rigid Gutex multitherm insulation fixed to purlins - 75mm Thermafleec TF24 sheepswool insulation between purlins, - 22mm softwood sarking boards, - Breathable roofing membrane - Natural slate – Burlington or equal and approved.

Note: In toilet areas / store etc a flat ceiling will be installed as per sections – plasterboard finish. Allow for 300mm of rockwool insulation to flat ceilinged areas and allow for ventilation tiles top and bottom of roof for air flow.

Turf roofs – RT2 Inside to outside - 12.5mm plasterboard, taped and filled - 25mm service cavity formed by 25mm x 50mm battens on Intello plus airtightness membrane - 250mm x 50mm rafters with furring pieces on top to create fall - 18mm plywood deck with - 160mm rigid insulation Alwitra evalon single ply membrane / root barriers and water retention trays (45mm thick) - 90mm topsoil/seeded wildflower roof - Breathable roofing membrane

4.0 Windows :

ADW Window systems – triple glazed Aluminum windows – marine grade coated.

5.0 External Doors :

ADW Window systems – triple glazed Aluminum windows – marine grade coated 2.9

Soffits / Facias etc Soffits to be formed with 22mm thick douglas fir square edge cladding boards with 10mm gaps – black building paper behind. Facias to be formed with same – allow for lead flashings at aprons behind gutters etc.

Rainwater goods, Lindab or equal approved green rainwater goods.

General Notes:

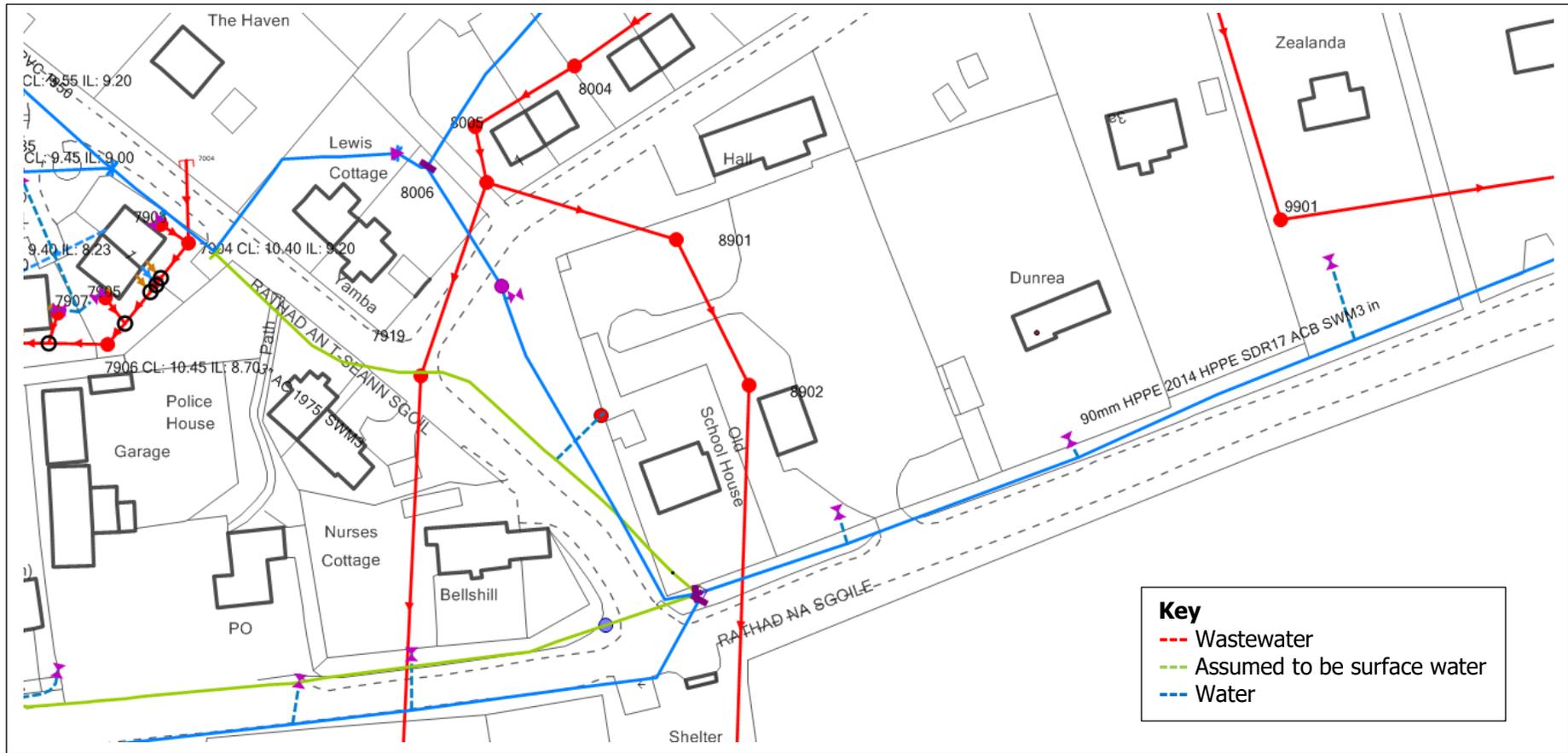
ALL WORKMANSHIP TO BE CARRIED OUT IN STRICT ACCORDANCE WITH THE CURRENT CODES OF PRACTICE (C.P.'S) ALL MATERIALS USED THROUGHOUT THE WORKS MUST BE TO THE LATEST BRITISH STANDARDS SPECIFICATIONS (B.S.S.'S) ALL TIMBER USED THROUGHOUT THE WORKS TO BE TREATED AGAINST FUNGAL OR ROT ATTACKS. ALL WORK TO BE IN ACCORDANCE WITH THE BUILDING STANDARDS (SCOTLAND) REGULATIONS 1990.

ALL ELECTRICAL INSTALLATION WORK TO BE IN ACCORDANCE WITH THE LATEST EDITION OF IEE REGULATIONS, RECOMMENDATIONS OF SCOTTISH POWER AND BS 7671:2001. ALL ELECTRICAL WORKS TO BE UNDERTAKEN BY A SELECT OR NICEIC APPROVED ELECTRICIAN. ALL DRAINAGE WORK TO BE TO THE SATISFACTION OF THE LOCAL AUTHORITY. ALL WORKS TO BE CARRIED OUT IN ACCORDANCE WITH THE HEALTH AND SAFETY AT WORK ACT 1974. ALL SCAFFOLDING AND BARRICADING TO BE IN COMPLIANCE WITH BS5973. ALL PROPRIETARY PRODUCTS TO BE FITTED IN STRICT ACCORDANCE WITH GOOD PRACTICE AND MANUFACTURERS WRITTEN INSTRUCTIONS. REPORT ANY DISCREPANCIES. REFER TO ENGINEER'S SPECIFICATIONS AND DRAWINGS THROUGHOUT.

BARD AILTEIR

APPENDIX IV

WATER/WASTEWATER NETWORK PLAN



APPENDIX V

CONSTRUCTION PROCUREMENT OPTIONS

Option	Description	Suitable	Advantages	Disadvantages	Practicalities
Traditional	Client led design, contractor builds as instructed	Most likely	Client controls design Familiar to local designers/contractors	Client takes more risk – contingencies needed Process takes longer	Very familiar and practicable route Builds on existing relationships
Design & Build	Contractor led design early, contractor designs and innovates	Possibly	Contractor takes more risk Contractor can save time and cost Cost is typically fixed	Client has less control Quality can reduce Difficult to price changes	Less familiar Costs tend to increase Can create difficult relationships Contractor fails to change methodology
Develop & Construct	Contractor led design later, client hands over advanced design and contractor can modify	Possibly	'Best of both worlds' benefits Client takes design to advanced stage Contractor can innovate on time and buildability	Can be difficult to apportion risk Can be difficult to agree design responsibilities	Hybrid suits local market Time savings may be lost in design handover negotiations
Partnering	Framework-style collaboration with contractor	Unlikely	Enables timescale to be shortened Brings contractor expertise in early Helps with complex issues	Significant level of set-up Costs can be high if no economies of scale Risks can take time to apportion	More suited to multi project clients or long-term programmes
Management	Sequenced work packages designed by contractor	Highly unlikely	Enables timescale to be shortened Engages different specialist contractors Maximises resources	Costs are variable or unknown Co-ordination is difficult/expensive	More suited to repetitive projects Can fail to take account of local climate



A 41 Newton Street, Stornoway HS1 2RW
T 07719 784789
E siarmanagement2010@gmail.com

