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## Feasibility Studies : A Guide to Good Practice :

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### FEASIBILITY STUDIES

#### A guide to good practice

*A series of topics to help community groups and their consultants promote successful community projects.*

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#### 1. INTRODUCTION

##### Projects in Communities

Community projects meet the needs of local people in community councils, playgroups, youth clubs, advice shops, arts centres, enterprise centres, sports grounds, village halls, church centres, housing improvement areas, and other activities throughout Scotland.

A community project is generally identified and then promoted or managed by local people, for community benefit rather than profit for themselves.

The objective is to improve the local environment by the provision of facilities, services or surroundings, in a sustainable way.

In addition to assist communities to realise these objectives.

This will be achieved by the employment of a range of professionals acting as facilitators and assisting these communities to express their views in a coherent way that is understood by funding agencies, developers and local administrations.

Many professionals – architects, planners and landscape architects – are experienced in working with local communities. They can help create developments and provide the co-ordinating management with surveyors, valuers, investment accountants, lawyers, builders and other professionals as required, to ensure projects are put on a sound physical, legal and financial footing.

The first step in the whole process is the 'Feasibility Study'. This good practice note is about how to tackle this study and is for the information of both community groups, acting as client, and their consultants.

#### 2. FORMATION OF THE CLIENT GROUP

Before a feasibility study is commissioned it is necessary to have a 'client' who will initiate, commission, guide, accept and pay for the work.

The best time to have a study carried out is not always clear, particularly for a new group or project. There may be months or years of talking about ideas, sounding them out with other groups or potential funders, or looking for possible development sites etc.

Initially a group may be a simple collection of like minded persons sharing a common vision, and there would be no barrier to this type of group, through a selected member, initiating a feasibility study. However, if the study is to be translated into a definite proposal it is the case

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that the results will have more credibility if they are presented by a properly formed and recognised group with appropriate registration and accountability.

Where a simple environmental improvement is proposed that would be wholly funded by, for example, the local council or enterprise agency, a group with local credibility, such as a community council or preservation trust, would be likely to have more influence than an ad hoc group.

A community council would also be suitable if the objective of a project was simply to show the development potential of a site, and market this in conjunction with the site owner, without the group itself having any responsibility for implementing the project.

Where the project involves seeking financial contributions for a particular proposal, like environmental works or facelifts to a street of privately owned buildings, the usual solution is for a trust to be set up for that specific purpose on which the funders are represented.

Where the project involves ownership, physical development, or any type of business activity, and may include the receipt and use of loans or grants from major funding organisations, the group requires to become a corporate body, usually a company.

Company formation is a specialist activity in itself and can be achieved quickly although great care needs to be taken in the descriptions contained within the company articles and memorandum of association.

It is likely that the type of activities envisaged by community organisations are for the most part non-profit making and will appropriately be carried out by a registered charity. Charities are more likely to be supported by and benefit from national and local funding organisations than ordinary companies

Indeed there are comprehensive directories of charitable trusts that will donate funds to registered charities only.

An application to the Office of the Scottish Charity Regulator 2<sup>nd</sup> Floor, Quadrant House, 9 Riverside Drive, Dundee DD1 4NY, however, may take some time to process and long term planning is necessary if the vehicle intended to be responsible for the ultimate project is a charitable company.

[www.oscr.org.uk](http://www.oscr.org.uk)

### 3. WHEN SHOULD A FEASIBILITY STUDY BE CARRIED OUT?

There is always a tendency to be tempted into the premature commissioning of a study as once initial ideas have been discussed the group will be eager to see something happen.

Before either seeking financial contribution for such a study or commissioning one the client group should be satisfied that they have taken account of all local policies that may be affected by the proposal, consulted where appropriate at both local and district level, prepared and agreed a draft brief, and have both the appropriate organisation to manage the study, carry the proposals to further stages, and where required, implement the project.

Feasibility studies are likely to contain elements that change with time, for example cost, market conditions or even local aspirations. It is a waste of client and contributors money if, once having carried out the feasibility study, which has shown a positive outcome, there is not the organisation to take this forward. Similarly if there is a protracted delay this may render the study out of date, and therefore unattractive to funders unless it is re-assessed.

The group should therefore be in a position to take the project forward, on the assumption the result is positive, before initiating the feasibility study.

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### 4. WHAT IS A FEASIBILITY STUDY?

A feasibility study from an architect or other professional will help determine options and whether the preferred or optimum option for a particular site is achievable and sustainable given the likely resources available.

The findings will be presented in the form of a report that will include sketch designs and visual presentations of the scheme. This report may often contain a project history, the need for the project, options examined, legal and planning implications, construction and maintenance costs, ways in which the project may be achieved, likely sources of finance, and the 'next steps' necessary for achieving the project.

Many community developments start off as a collection of bright ideas from local people. These ideas often give rise to many questions relating to achievability in terms of building or land use, demand, prime and maintenance costs, management, ownership, value for money, planning and other legal issues, acceptability to the local community and administration.

These questions are often very difficult for a community group to answer on their own and to present in a professional, well argued, logical and coherent way that is understood, relied on and supported by providers, developers or funders.

The feasibility study, prepared by a professional, is designed to present the case in just such a way. It examines any given ideas and translates these into definitive proposals to make the best possible case to enable the selected idea to be understood in all its aspects and adopted by others and become a reality.

### 5. WHAT IS IN THE STUDY?

There is no fixed list of contents for a feasibility study, just a series of common questions that should be addressed.

In the beginning are questions of objective, need, organisation, management of the project, ownership, demand, and location.

The question of market for or demand for, and likely usage of any facility are often the most crucial aspect of any feasibility study. These may often govern the capital and running costs that are practical to achieve in any project. The finest building is of little use if it does not meet the needs of, or is supported by, the community, or if there are insufficient funds to maintain and operate it.

This is followed by a design phase that translates idea into physical and/or financial proposal, and addresses such subjects as function, use, accommodation, cost.

Following this phase subjects covering achievability and sustainability need to be addressed. Individual elements may examine such subjects as establishment and management, operational and maintenance costs, potential income, and proposed methods of fund raising, which may be by public grant aid or through the provision of commercial investment.

Any funder has to be convinced of the likely soundness of their investment. In the commercial sense, in terms of return on capital invested, or in the case of local councils or enterprise agencies, in terms of the contribution the project makes to supporting their policies and strategies, usually related to service provision, economic development, or environmental enhancement.

The final phase of this type of feasibility study should set out the 'next steps' for the guidance of the commissioning group. This will enable that group to make approaches, in the right sequence, to clear any planning or legal hurdles and approach selected and appropriate funding organisations.

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### 6. WHO SHOULD CARRY OUT THE STUDY?

Ideas are often varied and diverse in content and scale. For example, they can range from a specific project like the re-use of a derelict building or the rehabilitation of an unkempt village green, through larger physical initiatives such as the redevelopment of a gap site or waste ground, where initial options are many, to projects that incorporate the provision of services to support a local community.

Selection of an appropriate type of consultant either acting on their own, or to lead a team of varied professionals, depends on the complexity of the proposal. Choosing the right consultant is therefore crucial to the successful achievement of a project.

In addition to being technically competent to carry out the main aspects of the study, the consultant should be amenable to and supportive of working with community groups.

His business should be located close enough to enable him to be in regular contact with the client group and the community, He should also have experience in the range of activities likely to be required for this particular study, from public consultation, through research and project management, to fund raising.

For a project involving either the rehabilitation of a building or a new building where the majority of factors such as management, organisation or funding sources are known, an architect should be able to provide the required service. Similarly a landscape project would appropriately be referred to a landscape architect.

Where however the project is more diverse or complicated there may be a requirement for contributions by a range of professions such as lawyers, accountants, market analysts, surveyors, planners, engineers, entrepreneurs, media promoters, investment analysts and the like.

While these contributions can be made

individually, and incorporated into any report, it is more usual to have the professionals working as a team, with a nominated leader. The advantages of this are that alternatives or even conflicts between views can be aired and eliminated in team discussion, an agreed joint proposal will be contained in the report, and one person will be in charge and responsible for the output.

The community group should therefore consider any outstanding questions or gaps in their information, and the range and depth of the required solutions, before considering an appointment.

Where the issues are complex a usual method of tackling this is for the client group to consider the most important aspects of the project, select a consultant experienced in that discipline, invite him to act as 'lead consultant' and to submit a proposal including details of his proposed 'team'.

If it is intended that the feasibility study result in, say, a building project, it would be normal to retain this consultant to design and supervise the works in due course. It is therefore wise to select a consultant or team for the feasibility study that would be capable of seeing the project through to completion.

Unless there is an obvious candidate, selection should be made from a shortlist. Where a single consultant only is required the shortlist can be made out after inviting potential candidates to submit details of their or their firm's qualifications and experience related to the required type of work, and from examples of previous feasibility studies they may have prepared.

In the event that competitive submissions are required, the same procedure can be applied to determine which consultants will be invited to submit proposals, although in this case the initial selection list might be up to six candidates, of which three will be invited to participate.

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Remember that the consultant is there in the role of facilitator to advise the client group and assist them to achieve their project, and will advise on any of these points.

If the client group are inexperienced or are unaware of any suitable consultants to approach, the RIAS Client's Advisory Service can give valuable assistance.

### 7. PREPARATION OF THE BRIEF

It is most important that the client group are clear about what they expect to receive at the end of a feasibility study, and that this is fully understood and agreed by the consultant before any work is undertaken, otherwise the result may not be as expected and lead to disappointment or frustration.

It is also important that value for money is obtained from the commission, both from the point of view of the client group and any external funders.

Good clear direction and communication are therefore required between the client group and the consultant.

This is achieved by setting out clearly what is required by the client group, usually in the form of a brief. This will describe the project, outline the objectives and what is expected from the final report.

The brief will also contain all the known facts about the project that are currently known, for example land/building ownership, arrangements for access, contact names and addresses, who is to be the main 'client', suggested arrangements for initial and interim consultations and reviews, and timescale if this is important.

The greater the amount of factual information made available at the beginning, the simpler basic research work will be. This will enable the consultant to concentrate on the more creative aspects of his feasibility study.

Brief preparation in itself can be a specialist exercise and it is not expected that a community group should be able to think of all the questions to be investigated and answers expected of a feasibility study.

The client group should therefore set out what it can, submit this to a selected consultant 'as a draft brief' and request the consultant to submit a proposal, based on their brief.

Where the study principally concerns a building, information on a programme of work is available from such publications as the RIAS 'Architect's Appointment', which gives guidance on the physical design aspects of a study.

Consultants are experienced at preparing proposals based on 'draft briefs' and will be only too pleased to discuss fully with the client group their aspirations before preparing this.

### 8. THE PROPOSAL

A proposal, prepared by the consultant, will set out clearly his interpretation of the client's requirements and expected output from the feasibility study.

This ensures that both parties understand and agree the nature, time and cost of the study to be carried out. It also provides a basis for assessing the commitment that the group are entering into when a commission is issued.

The content will include all the background information gleaned from the 'draft brief' and discussions with the client group. It will set out all the steps that it is intended to take, including any background research and consultations.

It will also set out the methodologies to be employed to carry out the research and arrive at conclusions, and specify the output, the format in which it will be presented, the number of copies if in report format, and the number of presentations allowed for.

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The proposal will confirm the management and reporting arrangements. An indication of timescale including any interim reviews and consultations will be included.

The consultant will also outline who within his organisation will be responsible for and lead the study and give details of any external team members, where specialist advice is required. These personnel details are usually expanded in appendices containing curricula vita of the senior staff involved.

All costs associated with the study will also be included.

Where say, a simple architectural project is involved these costs may be calculated to reflect charges for particular stages related to the estimated value of the project.

Where the feasibility study is less well defined or more complicated it is usual for a table to be included that outlines the time required to carry out each phase of the study. Against this is set the name of the team member and his 'charge out' rate. The whole cost is then added up with allowances for other reimbursement items such as travelling, subsistence, stationery and telephones together with value added tax, giving a total cost for the study.

The proposal should also set out the cash flow for the study by indicating the size and timing of any staged payments, usually in terms of completed stages and a timescale in weeks from the commencement of the study, not in calendar dates. Timescale is important to funders. This detail can often be tied into the timing of financial contributions from others and is of great assistance to both them and the client group.

It is important that this proposal is closely studied and agreed with the client group, as, once accepted, it is the basis of a contract between the client and the consultant, and delay, time waste and uncertainty, particularly in cost, may result if it is constantly changed during the study. Changes should be avoided wherever possible.

This proposal forms a sound basis for the attraction of financial contributions to enable the feasibility study to proceed.

### 9. ONCE A PROPOSAL IS ACCEPTABLE

Once the client group has reached agreement on the feasibility study and the consultant or team to carry this out, the successful consultant should be informed that the client group are minded to make an appointment subject to appropriate funds being raised.

It should be made clear however that no work should commence or expenditure be incurred until the client group has confirmed to itself the availability of adequate funds to complete the study and issued a formal letter of appointment.

In the case of more than one submission, the unsuccessful applicants should be informed as soon as possible. It is also preferable that they should be given the option of discussing with the client group why they were unsuccessful, so that they can benefit from the experience and prepare a more appropriate submission in the future.

Remember that every submission has taken time, effort and cost to produce and an increase in the consultants 'learning curve' is all that he has to show for his endeavours.

Fundraising, based on the selected proposal, may then commence. Once this has been achieved any outstanding detail or amendment to the brief or proposal should be agreed with the consultant, including a commencement date, who should then submit this in writing as an addendum to his proposal submission.

Following this a formal appointment should be made by letter to the consultant agreeing to his proposal (with amendments and commencement date as necessary). This should be signed by a responsible member on behalf of the client group or organisation as it confirms a contract between the two parties.

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### 10. THE NEXT STEPS

The feasibility study itself should come to reasoned conclusions, possibly options, outline the next suggested steps, and include details of any further studies necessary to achieve the overall objective. It will in effect form the brief for any future stages in the project.

The main uses of the completed study will be to advise and inform the client group and local community, and persuade others to participate in either carrying out the project or in providing supporting funds.

For example if the objective was a simple environmental improvement scheme, no further work may be necessary other than to persuade the local council or enterprise agency to take on the design and implementation of the project. In this case the feasibility study will be of great value to them as local support for, justification, and likely costs and benefits, will have been made in a professional way that can be relied upon. This would enable the local council or enterprise agency, without further work, to budget for the resources necessary to complete the project.

Again if the objective is to promote a good idea and provide a development opportunity for others to take up, the feasibility study will act as a marketing tool and be complete in itself as far as the original client group is concerned.

If the objective is a new or reconditioned building which the client group, now with a corporate identity, intends to own or manage or take forward on its own, there may be a requirement for a further study to more closely define and detail costs and proposals. This would be a follow-up to the initial confirmation that came out of the feasibility study. It would also allow the actual clearance of legal formalities, such as ownership, outline planning or other consents to be either obtained or discovered and overcome, before approaches are made to funders or investors.

If this objective is seen to be achievable without

further investigation, funding is in place, and the new or reconditioned building is ready to get under way, the next steps are relatively simple as they have been defined many times before in other projects. Further information and guidance can be obtained from the RIAS in respect of the appointment of an architect or other consultants.

A completed, well designed study, should be sent to a wide selection of targeted sources of funds together with suitable covering letters and attractive summary leaflets. The funders themselves will then respond with application forms or requests for additional information to satisfy their own administrative procedures.

It is advisable that potential funders are targeted either before or during the preparation stage of the feasibility study, so that their main criteria for assessment are covered in the submission.

For example local councils have planning policies to be complied with and have a specific interest if the proposal may require adoption of roads or revenue expenditure on maintenance. However they are likely to be supportive if the project in turn is supportive of other council objectives such as the provision of community services.

Economic development agencies, on the other hand, are likely to have an interest if the proposal supports their policies of economic development, business and employment creation, training or environmental enhancement.

If private funding or investment is the objective the emphasis will be on market demand, capital cost, and return on capital invested.

The study and accompanying letters of application should therefore reflect the policies of the targeted funders.

The next steps thus depend on the nature of the project but in any event the feasibility study becomes the primary tool to enable further action to take place.

When the project proceeds it is important to keep

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Records of the procedures and decisions made for your own benefit as well as that of others contemplating similar projects.

### 11. WHAT DOES A FEASIBILITY STUDY COST?

Every study is unique and tailor made to suit the circumstances and the objectives.

There is no set figure or percentage cost. However as a guide very simple studies for say, a village hall extension or environmental improvement, might be as low as £500-£1,000. Larger or more complex studies involving many different professionals or involving extensive survey work may stretch to five or six figures.

The more accurate the brief, or comprehensive the groundwork carried out by the client group, the more likely accurate costs will be prepared.

In rare circumstances it may be difficult to estimate costs prior to a study being commenced.

It is important therefore that the proposal, submitted by the intended consultant, details all the services to be provided and the costs based on an itemised list shown against time charges, and that this figure is not exceeded by the consultant without prior written agreement from the client group.

A typical feasibility study as funded by the Community Projects Fund is usually in the £1,500-£3,000 range, for small – medium sized building projects that will ultimately cost in the region of £100,000 - £500,000. Where a business plan is involved this cost may be more.

This figure often conceals unpaid work done by the consultant in the expectation of getting full fees if the project goes ahead.

### 12. RAISING FUNDS FOR THE FEASIBILITY STUDY

Where it is intended to raise financial

contributions towards a feasibility study by a community group a firm costed proposal prepared by the professional consultant who it is intended should carry out the work is of great value and is often a pre-requisite of many funding agencies.

This is a good indication that the fund-seeking group has understood their requirement, can manage the study, and that it will be carried out by competent advisors to an agreed and transparent cost.

It is unlikely that the scale of a community based feasibility study will be of such a scale or complexity that competitive tendering is required to obtain proposals

Some funding organisations however may require this and enquiries should be made at the outset to ascertain any conditions that potential funders may require before a formal application is made.

If competitive submissions are required it is best to restrict these to a minimum, say three, as each one involves the submitter in time and money to prepare the submission.

There may be two main circumstances when competitive submissions are required. The first is where there is doubt which of a number of alternative ways of tackling a problem is best and the client group wish to consider different methods of approach and choose what they feel is the optimum for a given budget. The second circumstance is where the general work is set but potential funders require competitive tenders.

In either case both the client group and their funders wish to obtain best value for money. Assessing submissions is a skilled and time consuming task as the methods proposed, expertise employed, and likely quality and detail of the final reports will have to be compared. Also a case will have to be argued and set down to justify the final selection.

Best value for money does not mean cheapest price. This is why it is essential to prepare as



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complete a brief as possible at the outset and obtain detail proposals, so that the actual work to be carried out can be compared and appraised.

Remember that even if only one submission is required the potential funders will wish to satisfy themselves that the proposal represents value for money, and they will not only look at the detail in a proposal, but probably compare charge rates and costs with other similar submissions for other projects.

### 13. OPPORTUNITIES AND PROBLEMS

There are opportunities in a feasibility study; opportunities to create a project which otherwise may not happen. Often when the needs of local groups, local councils and potential sponsors are investigated, new ideas develop.

What starts off as an idea for a church social centre, may end up including training, business advice, playgroups and youth clubs.

There are many examples of successfully finding new uses for historic buildings.

Talking to many different community groups, branches of the local council, and potential sponsors can result in finding uses, clients and funds for a building which would otherwise remain derelict or be demolished. With the advantage of a feasibility study the first step can be taken to firm up ideas which may eventually become reality.

The problems that have to be overcome along the way however, are many.

One common problem with architectural feasibility studies is that they can be too narrow. Questions of demand, funding and organisation are often inadequately covered. Some groups can address these issues themselves but others need further assistance but may have spent their funds before such assistance is obtained.

Another problem to be wary of arises when an idea is too loose and undefined in the first place,

unrealistic or put forward without consultation with, and support from, the local community.

Inadequate basic research may also negate a study if the proposed uses are at variance with local council planning or other policies. Similarly if land ownership has not been investigated and the land is either not available, proposed for another purpose, or is likely to be valued too highly by the owner to make a project of the type envisaged possible, a study would be futile.

It is therefore essential that the initial ideas are thought through, objectives are defined, local community support is secured, any land/building owner is approached, and the draft brief is thoroughly prepared before consultant proposals are sought.

The system of submitting and discussing a draft brief with potential consultants, and receiving from them a proposal based on this brief, is a double check that both parties have understood what is required.

It also provides an opportunity for the professional to include clarification of points and add additional items from his experience that may not have been envisaged by the client group.

Such a procedure will also ensure that any future problems of the type mentioned above are minimised and that any overall risk of the feasibility study being aborted or risk of the project being unsuccessful is practically eliminated.

### 14. SOURCES OF ADVICE OR INFORMATION

Information on feasibility studies and community architecture is published by various organisations but is not always easy to find. A useful first step would be to contact your local reference library that could research appropriate names and addresses for you. Your Local Authority may also have grants available for specific areas or initiatives

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Details of local council, enterprise agency, Scottish Executive, other service organisations and potential contacts can be found in 'Scotland's Year Book' which is published annually.

'Scotland's Year Book' Published by  
W M. Culross & Son, Ltd, Queen Street,  
Coupar Angus, Perthshire PH13 9DF  
Tel. 01828 627266

The RIAS Client's Advisory Service is also a good source of advice including the 'Conditions of Appointment' for architects and the Directory of Chartered Architects' Practices  
[www.rias.org.uk](http://www.rias.org.uk)

Other Professional Institutes and Organisations that may be able to offer advice :

Royal Town Planning Institute (Scottish Branch)  
57 Melville Street, Edinburgh EH3 7HL  
Tel. 0131 226 1959  
[www.scotland.rtpi.org.uk](http://www.scotland.rtpi.org.uk)

Landscape Institute Scotland  
c/o Marianne Robson, Edinburgh College of Art  
Department of Landscape, Lauriston Place,  
Edinburgh EH3 9DF  
Tel. 0131 221 6092  
[www.li-scotland.org.uk](http://www.li-scotland.org.uk)

Royal Institution of Chartered Surveyors  
In Scotland  
7-9 Manor Place, Edinburgh EH3 7DN  
Tel. 0131 225 7078  
[www.rics.org.uk](http://www.rics.org.uk)

The Association of Consulting Engineers  
Alliance House, 12 Caxton Street, London  
SW1H 0QL Tel. 0207 222 6557  
[www.acenet.co.uk](http://www.acenet.co.uk)

Historic Scotland  
For advice and possibly grants for buildings listed of architectural or historic importance  
Longmore House, Salisbury Place  
Edinburgh EH9 1SH  
Tel. 0131 668 8801  
[www.historic-scotland.gov.uk](http://www.historic-scotland.gov.uk)

Scottish Natural Heritage  
Great Glen House, Leachkin Road  
Inverness IV3 8NW  
Tel. 01463 725 000  
[www.snh.org.uk](http://www.snh.org.uk)

Historic Burghs Association of Scotland  
PO Box 1124 Stirling FK9 4ZW  
Tel. 0370 473959  
[www.sol.co.uk/h/hbas](http://www.sol.co.uk/h/hbas)

Scottish Environmental Protection Agency  
Erskine Court, Castle Business Park  
Stirling FK9 4TR  
Tel. 01786 457700  
[www.sepa.org.uk](http://www.sepa.org.uk)

The Reference Section of your Local Library.  
*They will be able to offer advice or obtain publications for you to consult.*

## 15. SOURCES OF FUNDING

Sources of funding for feasibility studies are relatively few, which is one of the reasons why the RIAS Community Projects Fund was set up. Most funding bodies, including local councils, will only consider applications after the feasibility study has been prepared.

It is important that some funding is raised locally. This encourages external sponsors, shows a commitment by the community, and raises morale within the client group.

Many funders will therefore only make a partial financial contribution towards the cost of the study, and at best offer 'matching funding'.

Other agencies employ the concept of 'leverage' and are most supportive when a small percentage of cost contributed by them releases a larger percentage of other funds to enable the study, or project, to be carried out. This concept also shares any risk that may be attached to the project if the outcome is not clear.

A larger or more complicated study may therefore require the support of several funders,

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all of whom will have to be in place before the project can proceed.

While a group with a track record is likely to have a better chance of fund raising for a feasibility study, the provision of a sound comprehensive professional proposal by an experienced consultant will go a long way to overcome this obstacle.

Some sources of funding, other than the Scottish Community Projects Fund, depending on the type of project proposed are:

### Private Charities

*As listed in the 'Top Charities, Scotland' guide book published annually by CaritasData, Kemp House, 152-160 City Road, London EC1V 2NP  
Tel.020 7250 1777*

[www.caritasdata.co.uk](http://www.caritasdata.co.uk)

*'A Guide to the Major Trusts' Vols 1 and 2 published by the Directory of Social Change, 24 Stephenson Way, London NW1 2DP.  
Tel. 020 7209 5151.*

[www.dsc.org.uk](http://www.dsc.org.uk) and [www.trustfunding.org.uk](http://www.trustfunding.org.uk)

### National Lottery Distributors

*Arts, Sports, Charities and Heritage projects may attract feasibility study funding where appropriate as outlined below ;*

#### Scottish Arts Council

*12 Manor Place, Edinburgh, EH3 7DD  
Tel. 0131 226 6051*

[www.scottisharts.org.uk](http://www.scottisharts.org.uk)

#### Sportscotland

*Caledonia House, South Gyle,  
Edinburgh EH12 9DQ  
Tel. 0131 317 7200*

[www.sportscotland.org.uk](http://www.sportscotland.org.uk)

#### Heritage Lottery Fund

*28 Thistle Street, Edinburgh EH2 1EN  
Tel. 0131 225 9450*

[www.hlf.org.uk](http://www.hlf.org.uk)

Scottish Enterprise/Local Enterprise Company :  
*Details of your local enterprise company from Scottish Enterprise, 150 Broomielaw, Atlantic Quay, Glasgow G2 8LU .*

*Tel. 0141 248 2700*

[www.scottish-enterprise.com](http://www.scottish-enterprise.com)

#### Highlands and Islands Enterprise

*Details of your local enterprise company from Highlands and Islands Enterprise, Cowan House, Inverness Retail and Business Park, Inverness IV2 7GF*

*Tel. 01463 234171*

[www.hie.co.uk](http://www.hie.co.uk)

#### Scottish Council for Voluntary Organisations

*The Mansfield Traquair Centre  
15 Mansfield Place, Edinburgh EH3 6BB*

*Tel. 0131 556 3882*

[www.scvo.org.uk](http://www.scvo.org.uk)

Their Village Halls website has information on building projects and reference to some other useful publications

[www.scvo.org.uk/villagehalls/RunYourHall/ViewInformation.aspx](http://www.scvo.org.uk/villagehalls/RunYourHall/ViewInformation.aspx)

#### Architectural Heritage Fund

*9<sup>th</sup> Floor Alhambra House, 27031 Charing Cross Road, London WC2H 0AU*

[www.ahfund.org.uk](http://www.ahfund.org.uk)

#### The Big Lottery Fund

*Highlander House, 58 Waterloo Street  
Glasgow G2 7DB*

*Tel:0141 223 8600*

[www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk)

The Big Lottery Fund was created by merging the New Opportunities Fund and the Community Fund and currently will run to 2009. The fund will provide grants for charities and the voluntary sector, health education and the environment. In addition it has taken on the Millennium Commission's ability to fund large scale regeneration projects, with a fund for community transformation , from smaller grants at local level through to big capital projects intended to regenerate and revitalize communities

## Feasibility Studies : A Guide to Good Practice :

The Big Lottery Investing in Ideas Fund  
This specifically identifies feasibility studies  
[www.biglotteryfund.org.uk/programmes/investing\\_ideas/index](http://www.biglotteryfund.org.uk/programmes/investing_ideas/index)

The Big Lottery Awards for All Fund  
This will bring in professionals to work with voluntary groups  
[www.awardsforall.org.uk/scotland](http://www.awardsforall.org.uk/scotland)

Scotland UnLtd  
54 Manor Place, Edinburgh EH3 7EH  
Tel: 0131 226 7333  
[www.scotlandunltd.com](http://www.scotlandunltd.com)

Scotland UnLtd invests both finance and development support in individuals with entrepreneurial solutions to social problems. They offer small grants of up to £5,000.00 (10 times per year) to individuals to help them make their ideas real. Once a year, in December, they offer between 3 & 5 awards of up to £20,000.00 to individuals who are 'ready to go' in terms of developing a sustainable social enterprise.

### Climate Challenge Fund

The Climate Challenge Fund gives communities the ability to implement actions to reduce their carbon emissions. The Fund was allocated £27.4 million for the three year period 2008 – 2011. The allocation in 2008 – 09 was £8.8 million and for 2009-10 is £9.3 million and subject to parliamentary approval, will be £9.3 million in 2010 – 2011. A community group must be the lead player in any project which must include a measurable and significant reduction in carbon emissions with a positive lasting legacy beyond the three years of the funding programme. For more information about the Fund, criteria for projects and how to apply, go to <http://www.infoscotland.com/gogreener/303.html>

### Town Centre Regeneration Fund

The new Town Centre Regeneration Fund is aimed at improvements to Scotland's town centres and local high streets. The Scottish Government is making available £60 million in 2009-2010 with deadlines for application in July 5<sup>th</sup> 2009 and August 21<sup>st</sup> 2009.

These funds are designed to support business and community leaders to regenerate and grow town centres.

Details about the scheme and information on how to apply can be downloaded from :  
<[www.scotland.gov.uk/Topics/Built-Environment/regeneration/town-centres](http://www.scotland.gov.uk/Topics/Built-Environment/regeneration/town-centres)>

## 16. WHERE TO BEGIN?

It is now up to you to work with your colleagues to form a cohesive group, define objectives, make the necessary administrative arrangements, consult and gain as wide a support as possible for your ideas, carry out any background

research or fact finding, prepare a draft brief, select a consultant and receive a proposal, secure funding for the proposal, and manage the contract.

### Good luck!

Enquiries and Applications forms can be obtained from, and should be returned to :

*Scottish Community Projects Fund  
The Royal Incorporation of Architects in Scotland  
15 Rutland Square  
Edinburgh EH1 2BE [www.rias.org.uk](http://www.rias.org.uk)*

*The application form is available on e-mail (Microsoft Word 2000) and responses in this medium are acceptable with additional information forwarded in hardcopy if required.  
E-mail : [CByrne@rias.org.uk](mailto:CByrne@rias.org.uk)*

*Whilst the information in the guide is believed and understood by SCPF to be correct and valid, SCPF cannot give any warranty or guarantee whatsoever as to the accuracy/authenticity of the information upon which the guide is based and the reader is therefore advised not to place strict reliance on this information but instead to carry out whatever authentication is deemed necessary.*

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