



COMMUNITY
OWNERSHIP
SUPPORT SERVICE

Development Trusts Association Scotland



SUSTAINABLE NEW USES FOR OLD BUILDINGS

www.dtascommunityownership.org.uk

June 2016

The Community Ownership Support Service (COSS), delivered by the Development Trusts Association Scotland (DTAS), has been funded by the Scottish Government to support the sustainable transfer of publicly held assets into community ownership. This adviser led service provides advice and information on all aspects of asset transfer on a Scotland wide basis.

This publication was researched and written by Christopher Brooks; a Master's Degree graduate and participant in the Centre for Scottish Public Policy's internship programme and Andrew Ward; a community regeneration practitioner and consultant at Creetown Initiative, a social enterprise and community anchor organisation.

CONTENTS

Introduction	4
2. Step One - Why?	6
2.1 Current State	7
2.2 Building Significance	7
2.3 Community Support	8
2.4 Who Owns The Building?	8
2.5 Layout	8
3. Step Two - Prepare	10
3.1 Feasibility study	10
4. Step Three - Build Your Business Case	11
4.1 Governance	11
4.2 Partnerships and Joint Developments	12
— 4.3 Case Study: <i>The Garrison House - Millport</i>	13
4.4 Cafés	14
4.5 Building Preservations Trust Approach	14
— 4.6 Case Study: <i>The Berwick-upon-Tweed Building Preservation Trust</i>	16
4.7 Public/Private Partnership Approach	19
4.8 Local Environment	19
4.9 Local Demand	19
— 4.10 Case Study: <i>Wasps Studios</i>	20
4.11 Attracting People to the Building	22
— 4.12 Case Study: <i>Out of the Blue</i>	23
— 4.13 Case Study: <i>New Lanark</i>	24
— 4.14 Case Study: <i>Community Central Hall</i>	27

5. Step Four - Operations, Detail and Cost 29

5.1 Business Development Strategy	29
5.2 Operations	30
5.3 Staffing	31
5.4 Volunteers	33
5.5 Energy	34
5.6 Heritage	36

Summary 38

6.1 Working with Consultants and Learning from Others	38
6.2 Things to Think About	39

7. A Useful Exercise 41

Development	41
Operational	42

8. Resources, Publications and Contacts 43

Contacts	44
----------	----

INTRODUCTION

Built heritage can represent a powerful symbol of a community's past. Large civic buildings have been, and often remain, a focal point of public affection. When these buildings are deemed surplus to requirements and are allowed to fall into a state of dereliction, concerned communities across Scotland are reacting and considering taking them into community ownership. This can offer numerous opportunities, such as protecting local heritage, providing a platform from which services can be delivered and creating a focal point for communities. However, this process also generates a number of challenges, not least of which is the question of how to ensure that the building can operate on a financially sustainable basis. Addressing these challenges should be at the heart of a community's planning process and considered at every stage in the development of a new future for an old building.

Focusing on financial sustainability, this introductory guide examines the opportunities and challenges involved with taking former civic buildings into community ownership. The guide features a range of case studies, which provide examples of successful, financially sustainable community-owned buildings. Contained within these examples is a wealth of experience, advice and ideas.

Taking over a building is a big step for a community and brings with it substantial responsibility. It can appear a daunting prospect but there is support and guidance available at each stage of the process.

When this guide refers to the "building", "community asset" or "project" it generally means:

- Large, older buildings that were a centrepiece of a community in the past. This includes town halls, mills, clock towers, tollbooths and former schools.
- The guide also applies to smaller buildings such as churches and community halls, the type of buildings more likely to be of interest to rural communities.
- These buildings often have a listed status because of their age and importance.

Whilst some of the advice in this paper may also apply to new buildings, this guide is primarily tailored towards communities with ambitions of sustaining buildings that fit the above criteria.

This guide is not, however, a simple one size fits all. With different buildings, community ideas and physical environments, come unique challenges and opportunities. The aim of this guide is to provide a wide range of inspiring ideas, underpinned by viable business models. It also provides details of support organisations and experts who can provide advice and support for groups embarking on the asset transfer journey.



Johnston School, Kirkcudbright

The Johnston School Kirkcudbright is typical of the type of buildings that communities are looking to save. This building closed around 2009. It sits in a prominent high street position and is an important landmark. Gifted to the community by a local merchant in 1847 as a free school, the community are looking for new ways for the building to serve and benefit the community.

2. STEP ONE – WHY?

The first step is to ask the question “Why take on a building?” The most successful community projects usually start with an activity or service which requires a building. Projects where the building comes first can struggle because, invariably, activities are falsely manufactured to create a reason for saving the building. Saving buildings is quite often motivated by sentiment, but sentiment alone will not pay the bills. It is important to adopt a pragmatic approach from the outset.

If the reason for taking on a building is purely to save it, there are a number of questions you must ask:

- **What is the current state of the building?**
- **What is the significance of the building?**
- **What level of community support is there for the idea of saving the building?**
- **Who owns the building?**
- **Have you got a ready-made use for the building?**

If you have an activity or service that needs a building, you should still ask:

- **What is the current state of the building?**
- **What is the significance of the building?**
- **Will the building’s current layout and dimensions suit the activity or service you want to deliver?**
- **If not, what level of alteration will be required and what is the likely cost?**
- **Will planning allow major alterations, or if the building is listed or in a conservation area, how will Historic Environment Scotland view the proposal?**

In the event that you have an activity or service which needs a building, funders will ask you to carry out an options survey. This studies whether the building you have chosen is the right option for the activity or service you are proposing. If you are looking to save a specific building, an option survey is not necessary. You must still consider whether the activity or service you choose can realistically take place in your building. All too often when communities are trying to save buildings, the projects require such a level of change to a building, that the cost is unachievable and never likely to secure funding.

2.1 Current State

To ascertain the condition of a building you will need professional help; an architect and/or surveyor. You may need dry rot/wood, flood risk, asbestos, bats, drainage and structural specialists, all of which will cost money. The building's current condition will have a serious impact on project costs.

2.2 Building Significance

There is a stronger chance you will secure funding if the building is deemed to be significant. A listed building is not necessarily a significant one. Funders, especially Heritage Funders have limited funds. Although they may want to save every building, in practice they simply cannot.



Sorbie Tower

Sorbie Tower, the ancestral home of the Hannay Clan, is an A-Listed castle of significance, and yet, funding the general up-keep/restoration of this building has proved difficult. Not least finding a sustainable use other than a private dwelling has been challenging. The key point is “even if a building has major heritage value”, funding cannot be guaranteed.

2.3 Community Support

If you don't have the support of your community for a project involving a building, you are unlikely to secure support from funders. It is important therefore that you demonstrate your community support. Proof of community support can come in the form of copies of questionnaires, signing in sheets at meetings, press clippings and photographs.

See COSS publication, *Involving Your Community*, page 44.

2.4 Who Owns The Building?

Ownership is an issue that funders will want to see resolved. It is not always necessary to own a building, a long lease will suffice for some funders. BIG Lottery does however, prefer ownership. You might want to own the building, in which case the views of the current owners will be important and have a bearing on the price. Some buildings were built by benefactors and gifted to communities, later moving into council ownership / stewardship. In which case, there may be an opportunity to make the case for a transfer for a nominal fee. Likewise, the Community Empowerment (Scotland) Act 2015 gives communities a range of new rights and should make the transfer of an asset much easier.

2.5 Layout

The layout and physical attributes of a building are very important when considering how it will be used in the future. For example, a large church will have one major space, suitable primarily for larger gatherings. Changing that space, by sub-dividing it into a reduced area to accommodate smaller gatherings will be expensive. Likewise expanding small spaces will be expensive. These outlays will greatly impact on the overall cost of the project.

The answer is to use the space to what it is best suited. This will keep down costs and make projects more likely to secure funding. If this can't be done, keep in mind that structural change is particularly expensive with older buildings and if a building is listed, structural change might not be given permission.



**St Joseph's Church in Creetown,
Dumfries and Galloway**

This much loved building sits prominently over-looking the village square. Built of local granite and whinstone, the community are desperate to put the building to use. Even though it is B-Listed, it is not considered a building of significance, and as such, funding the project has been an uphill struggle.

3. STEP TWO – PREPARE

Once you have established that you want to save a building, the second step is preparing to manage your project. You will need to demonstrate in theory how the project will work, its need and its likelihood of securing grant support. Developing the business case will lead to a business plan. In some cases a feasibility study may be beneficial prior to the business plan being created. Whether you undertake the feasibility study and business planning in-house or by bringing in external help, you will need resources to support this work.

If your organisation does not have financial resources, staff or volunteer capacity, your project could struggle. So at this point you should consider how the development work will be funded. Who will manage the process, will volunteers cope, or do you need staff? You will also need things like a computer, printer and phone, you will have stationary and postage costs, and there may be travel expenses. Each of these items adds up and you should take steps to meet these future costs. In some cases, the local council will have funds that will cover these initial costs. Investing in Ideas and the Architectural Heritage Fund are alternative sources.

3.1 Feasibility study

Whether a feasibility study is necessary will depend on the complexity of the building/project. You might even commission a feasibility study in order to find a useful purpose for your building. If you are using an outside consultant, choose carefully. Take care with the tender brief, stating clearly what it is that you want to achieve. Make sure that the consultant does not simply produce something they think you want to hear. You want an honest appraisal. If the project isn't likely to work, it is better to know it at this stage.

A feasibility study should test a specific idea or investigate a number of options. It should be backed up by reliable data, evidence and practical, workable assumptions.

4. STEP THREE - BUILD YOUR BUSINESS CASE

Creating a project centred on a building has the potential to create an income stream, however not all projects need to do this. Some projects might solely focus on saving the building where the running costs simply achieve a break-even point. Creation of an income stream will add new factors to the equation and governance issues may have to be investigated.

4.1 Governance

In virtually all building project cases, your organisation will need to be legally constituted. There are a number of options, the most commonly used structures being “Company Limited by Guarantee, with Charitable Status” or “Scottish Charitable Incorporated Organisation (SCIO)”. There are other models but these are the two most commonly used. If you are setting up a constituted body, it is always advisable to take professional guidance as to which represents the best model for you. Bear in mind that some funding bodies will insist on certain criteria within your Memorandum and Articles (M&As). In some cases, for example Building Preservation Trusts,

the Architectural Heritage Trust have model M&As they require you to follow, in order for them to fund you. It is important to consider at an early stage who you are likely to approach for funding and what their requirements are. Even if you are already a legally constituted body, you may have to adapt your existing M&As at some stage to meet funders requirements. It’s also very important to think about the activities you are likely to engage with and how these fit with your group’s aims and objectives. If you are already constituted, do your objectives allow you to undertake these activities?

4.2 Partnerships and Joint Developments

A major challenge for community controlled buildings is that of long-term maintenance and running costs. These costs include heating, energy, water, repair and overcoming the challenges associated with Listing. While funding exists from groups such as Historic Environment Scotland to support the initial renovation of the building, it may be difficult to secure sufficient funds to completely cover these costs. In this respect the model adopted by Anchor Tenants and Joint Developments is well worthy of consideration.

One way to operate a building is by working in partnership with other local community groups, the public sector or private enterprise. While this option may not suit everyone, it has been used by a number of particularly successful community organisations to make a building sustainable.

A group, which has successfully applied this partnership approach, is Cumbrae Community Development Company, who manage the Garrison House on Millport.

4.3 Case Study: The Garrison House - Millport

Public Sector Anchor Tenants - NHS Ayrshire and Arran / North Ayrshire Council



Copyright: CP Kelly

Garrison House, which sits in its own grounds at the heart of the small town of Millport on the island of Cumbrae, is a B-listed building originally dating from the middle of the 18th Century. Almost destroyed by fire in 2001, the building had most recently been used as local council offices with facilities such as a library and museum. By the end of 2001, demolition seemed to be the only fate in store for the building.

Determined that this would not happen, Cumbrae Community Development Company (CCDC) set about developing a project that would save the building. After much hard work, CCDC secured the support of The Heritage Lottery Fund and The European Regional Development Fund. With additional funding from Local Regional Funders and Historic

Scotland, they produced a successful business case for redeveloping the site and building. The vision was for a multi-purpose site that served and gave benefit to the local community, whilst providing services to visitors.

In terms of partnership, the building has had North Ayrshire Council and the NHS as anchor tenants from the offset. However council services have been reduced in recent years and the future is unclear as to what level of services the council will continue delivering from the facility. Other tenants include a small arts and craft business and the hope is that more private business lets can be developed in the future. The group is also hoping to have a community pharmacy operate from the site, something that is being considered by the NHS.

4.4 Cafés

There is much debate about community run cafés, with groups often thinking that a café is the answer to generating an income stream. Cafés can and often do make a real contribution to a project. This however is not always the case. Before adding a café facility to your project, a number of points should be considered:

- What café/tearooms already exist in the vicinity? What impact will a community run café have on these private businesses and would opening a community run café have a detrimental effect on community goodwill?
- Do you have you the expertise and capacity to run a café?
- What are the likely set-up costs?
- What space will you need?
- What footfall data is available, and what day/time variations are there?
- What will the staffing costs be?
- What will you offer, will you use local fresh produce, what will the café's USP?
- Is offering the café as a tenancy a better option?

Cafés and tearooms need regular footfall. If that is unlikely you may well have considerable food wastage and long periods where there are no customers. A cafe can be labour intensive and costly to run, so it is important that you do your research properly, backing up your assumptions with fact.

4.5 Building Preservations Trust Approach

The Building Preservation Trust approach is suitable for projects that are primarily focused on preserving a building. The Architectural Heritage Fund (AHF) is a registered charity and company limited by guarantee, founded in 1976 to promote the conservation and sustainable re-use of historic buildings at risk. Where a building is listed, scheduled, or within a conservation area and of acknowledged historic merit (and ideally involving a change of ownership and /or use), the AHF can help by:

- Being involved at the earliest stages of a project to give advice and information.
- Working constructively with organisations to identify viable new uses for redundant or under-used buildings.
- Providing vital financial assistance in the form of grants and competitive loans.
- Putting people in touch with other organisations working in their area.

The AHF's lending resources derive from government grants, donations and accumulated surpluses. AHF grant programmes are financed by interest on loans and bank deposits and grant-aid from English Heritage, Historic Environment Scotland, Welsh Historic Environment Service (CADW) and the Northern Ireland Environment Agency.

Building Preservation Trusts operate through a process of developing or renovating a property to make it more attractive to outside groups such as private business and property providers. This process is referred to as "de-risking". This is achieved through grant funding from various sources, with Board Members closely overseeing all repairs, restoration work and cash flow to ensure deadlines are met and overspending avoided. As this is largely an uneconomical phase of the project, the Trust "de-risk" properties to make them more attractive and economically viable prospects for future users.

The Trust operates as the "developer of last resort" and only comes into play when all other options have been exhausted and the building faces further decay or demolition. Accordingly, when the Trust enters into any redevelopment they consider financial viability, sustainability and the heritage value of the building to the community before they proceed. If after considering a Business Development Strategy, the Trust does not think that a property will be viable over a longer term period, they will not engage with it.

4.6 Case Study: The Berwick-upon-Tweed Building Preservation Trust

The Berwick upon Tweed Building Preservation Trust was founded in 1971 when a group of local people became concerned about the effects of dereliction on their town's built heritage. Since its

establishment, the Trust has been responsible for the successful restoration and rehabilitation of numerous historic and culturally important properties that had been at risk in and around Berwick.

Dewar's Lane Granary



Copyright: Berwick-upon-Tweed Preservation Trust

Listing Status: II (English Listing)

Built in 1769, the Dewar's Lane Granary is an important part of the Berwick upon Tweed built heritage and is a substantial property over 6 floors. Previously a busy place of work and trade, the building stood unused from 1985 and had fallen into considerable disrepair due, in part, to neglect and structural damage caused by a fire. Though others had looked at the building with a view to its renovation they had all, for numerous reasons, decided against it. Therefore, it became clear to the Trust that unless urgent repair work was carried out, the building would never be a realistic investment

and would almost certainly face demolition. This meant an important feature of Berwick's local heritage would be lost. Accordingly, the Berwick Building Preservation Trust stepped in as the Developer of Last Resort.

In 2001, the Trust commissioned a Feasibility Study, the results of which suggested that the Granary could have an economically viable future as a "multi-use" project, providing numerous services. In order to further the chances of success, the report recommended searching for a partner to assist in the venture.

4. STEP THREE - BUILD YOUR BUSINESS CASE

After a year of planning and contacting potential partners, the Youth Hostel Association agreed to join the project in 2004. However, the Trust took responsibility for the initial renovation.

The Trust secured the £4.7 million required for the restoration project and converted the Granary into a secure, multi-use facility with the Youth Hostel Association as an anchor tenant, based on the top three floors and paying a token rent. The Youth Hostel Association's tenancy was based on a Full Repairing Lease, meaning it agreed to take responsibility for the structural upkeep of the entire building. Since its opening in 2011, the Youth Hostel has attracted thousands of customers each year.

Elsewhere, there are meeting rooms and seminar facilities on the first floor that are regularly used by the community and the Youth Hostel Association.

The Art Gallery based on the second floor is the only MLA Grade 1 exhibition space between Edinburgh and Newcastle, meaning it is certified to showcase the most treasured works by famous artists such as Turner and various other exhibitions. As with the Youth Hostel, this has attracted large numbers of visitors to the building and to the local area.

A number of advantages arose from the involvement of the Youth Hostel Association:

- The Youth Hostel covers the maintenance and upkeep of the building, which can be very expensive.
- As the Youth Hostel has the majority of the space, it bears the bulk of the operating costs.
- Youth Hostel customers are an obvious source of custom for the Art Gallery and the Bistro.

These features have transformed the Dewar's Lane Granary into a community asset and hub facility, catering for the local community and visitors alike.

The experience of the Berwick Building Preservation Trust provides some key points to consider:

- While designing their Business Development Strategy, the Trust conducted a feasibility study to determine if demand for a youth hostel or a high-end gallery existed. Only then did they continue with the project.
- The Trust decided to adopt a multi-purpose approach for the building to ensure a variety of income streams.
- Plans were formulated with the overall aim of achieving economic sustainability.
- All funds were secured before the project began, to ensure the project could progress efficiently without costly and timely delays.

Important Point: Working with Construction Companies

An important issue that arose from the experience of the Berwick Building Preservation Trust is the need to work with construction companies in an effective and efficient manner. This is important, as grant funding is likely only to fund the quoted cost of any renovation. Consequently, should work prove costlier, it could leave the project half-finished and in risk of never being completed.

There are a number of reasons why this could occur:

- Flawed project costing.
- Insufficient contingency.
- Poor communication between the builders and the project.
- A lack of understanding between the community and the construction company about the time-line for completion.
- Poor planning meaning the work does not suit the community's need.

The members of the Trust agreed that, while all eventualities cannot be accounted for, there are a number of steps a group can take to try and prevent problems from arising:

- Establish a steering group including the construction organisation, the funders, architects, quantity surveyors, legal advisors and representatives of the community who can speak on its behalf.
- Hold frequent steering group meetings as the project progresses.
- Be clear at the outset that the price quoted is the amount that will be paid and other additional costs cannot be met. Stress this point and confirm that these terms have been accepted. This should be dealt with when awarding the contract.
- Establish a clear timeline for the completion of work. If possible, have this written into the contract by your legal advisors. This is important, as keeping people on site in long and drawn out wrangling is extremely expensive, inefficient and could easily bankrupt a community group.
- Nominate appropriate members of the community group to maintain an effective cash flow register that outlines where all funds have been spent.
- Be understanding of issues out with the builder's control, such as changes in the weather and work together to set new targets.

4.7 Public/Private Partnership Approach

A public/private partnership approach can be an attractive option with a range of positive benefits. Of particular benefit may be additional skills and resources being made available to the development. A partner may bring:

- Substantial cash resources
- Valuable skill sets to the project
- Material resources
- People resources
- Other partners
- Additional Marketing resources

4.8 Local Environment

In addition to considering joint developments and anchor tenants, another area to think about when formulating a Business Development Plan is that of the local environment and the assets that come with any building. These include, but are not limited to: its location, the shape and style of the building and its history. Such features can be defined as valuable and unique assets that cannot be purchased or offered by anyone else.

Utilising these factors has a number of advantages:

- Historical and cultural benefits are both free and offer a draw to attract users and income to the building and community.
- They offer potentially unique opportunities for generating income and furthering business development.
- Can have potential to fill a gap in local services.
- They tie the building to the community.
- They can generate interest in the project e.g. public, media, funding etc.

4.9 Local Demand

Taking advantage of your environment does not only mean using natural or physical features. Indeed, if there is demonstrable demand for a service or a realistic chance of providing a much sought after service, this should also be considered as part of the Business Development Strategy. For example, during the 1980s, artists in Glasgow and Edinburgh were aware that many graduates from local Art Schools were forced to relocate to London to boost their careers. This was primarily due to a lack of accessible support and suitable artistic space and thereby ensured Scotland lost much of its artistic talent. Demand was evident and projects like the Wasps Studios (Glasgow) and Out of the Blue (Edinburgh) were established by community groups to service this demand and help aspiring artists develop their careers within Scotland.

4.10 Case Study: Wasps Studios

The Briggait, Glasgow

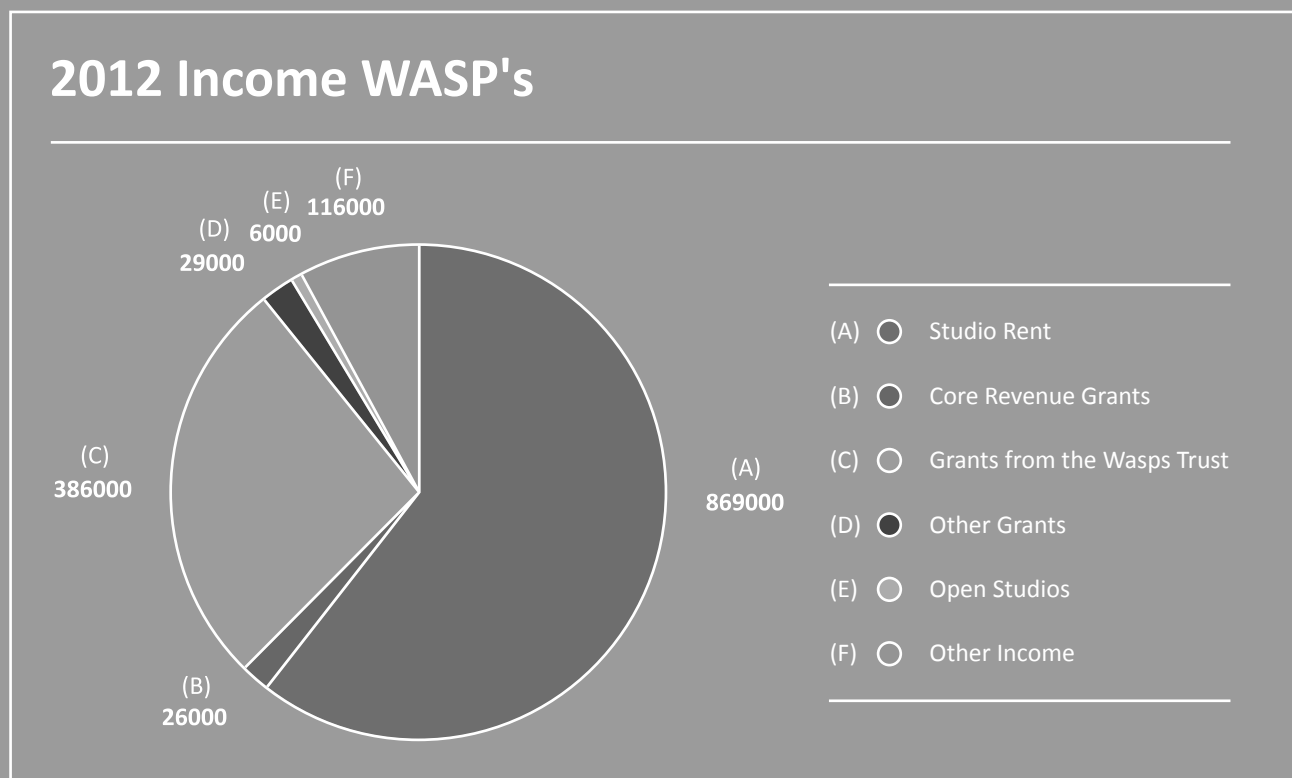


Realising there was a lack of space for aspiring artists in Scotland, Wasps Studios was established in the early 1980's with the objective of providing affordable artist work space. Working with various funding bodies, Wasps Studios have redeveloped a range of historic buildings to a high standard; transforming them from often derelict or redundant buildings into modern artists' studios. Since their foundation, Wasps Studios have grown to become one of the UK's largest artist studio providers and now represent an important part of Scotland's arts community.

Business Model

Before considering the renovation of any building, Wasps Studios focus on identifying the level of local demand for artist studios. By conducting rigorous market research, including maintaining waiting lists and records of interested parties in towns throughout Scotland, they are able to demonstrate where there is a demand for local artistic centres.

This process is important as many community groups have attempted to provide a service based on an assumption that it is needed, or merely that its presence would be nice. By engaging in a demand-led process, Wasps Studios can be relatively assured that there will be a steady flow of paying customers interested in renting their space.



As a result of this approach, Wasps are self-sustaining. The benefits of which are reflected in the willingness of partners, funders and other supporters to support new developments.

Lessons from their Business Development Strategy

There are a number of points from Wasps Studios experience that are worthy of consideration when drafting Business Development Plans:

- Ensuring that local demand exists is essential prior to a project proceeding.
- Rents are set at an appropriate market rent for both artists and Wasps.
- Depending on the layout of the building, it may be possible to offer other services such as the showcasing of products in shop fronts.
- By having future (shovel ready) plans, it can often be possible to capitalise on funding that becomes available at short notice or to react quickly to changing circumstances.
- A simple strategy can be replicable elsewhere if the correct planning is carried out beforehand.

4.11 Attracting People to the Building

When contemplating sustainability and Business Development Plans, it is important to consider how to attract people into the building. This is the case whether the building is community space, artists' studios or anything else. The advantages of bringing people into the building are clear, the potential for commercial activity is increased, awareness of your project is maximised and the buildings is generally brought to life.

There are many successful models that community groups have employed to increase the number of users of their building. A particularly interesting project that has successfully utilised a number of methods for attracting people to their project is Out of the Blue.

4.12 Case Study: Out of the Blue

Out of the Blue, a Company Limited by guarantee with charitable status, is an Edinburgh based arts project. Having returned from some of Europe's arts capitals such as Prague and Paris in the 1970's and 1980's, a group of Scottish artists identified a lack of comparable artistic space in Edinburgh and set about establishing Out of the Blue.

Now based in an old, B Listed Drill Hall, Out of the Blue has grown to become a hub of artist space within Edinburgh and enjoys near full tenancy. Such high demand led the organisation to identify and acquire further unused buildings on long-term low cost rates. Focusing on satisfying demand by providing reasonably priced studios and space for artists, Out of the Blue has taken aging, unused buildings into ownership or on long-term, low cost rental agreements. Through grant funding, Out of the Blue has renovated these buildings, before leasing them on to artists. This has resulted in some buildings being more refined than others; creating a ready-made pricing structure to be attractive to a wider demographic. By pursuing this model, Out of the Blue has taken on a number of buildings across Edinburgh to satisfy an ever increasing demand.

Out of the Blue has grown and now has a wholly owned subsidiary organisation called the Bongo Club; a night club, gathering point and venue for arts and a music events in the heart of Edinburgh.

Advantages to this model:

- Maintaining its focus on arts, the Bongo Club attracts another part of this community.
- The not-for-profit nature of the Bongo Club means any profits can be fed back into the overall project.



Out of the Blue Drill Hall, Edinburgh

Markets

Out of the Blue were approached by an organisation keen on situating a vintage flea market on their premises. After some consideration, the management decided to proceed and take advantage of their large drill hall space and have a market. At a small fee, stall holders were invited to set up in the hall and sell their goods. This proved extremely popular and brought people from the community into the building; generating income and increasing local awareness of the project. From this first market, Out of the Blue now offers arts markets, where its tenants can display and sell their art and a Christmas market.

Advantages to this model:

- Income from stalls.
- Different types of market likely to attract different sections of the community.
- Free advertising for the organisation.

4.13 Case Study: New Lanark

The New Lanark village is a large collection of mills and workers homes dating back to the 1700's. Its fame derives in part from the introduction of a series of social and educational reforms for the workforce by its then owner, Robert Owen. These reforms were designed to improve the quality of life for his work force and included phasing out the use of child labour and establishing progressive schools, together with the world's first nursery school. The village store at New Lanark, which under Owen was run for the benefit of the community, is regarded as the cradle of the co-operative movement. Prices were kept low by bulk buying and profits helped to meet the running expenses of the schools. As a result of this social reform, New Lanark became internationally famous. However, changing demands led to the mill's demise and eventual closure in 1964, followed by a period of increasing dereliction.

New Lanark Trust was formed in 1974 with the aim of restoring and renovating the derelict World Heritage village of New Lanark. New Lanark is a collection of Category A Listed Buildings that includes lodgings for 65 households, a museum and visitor centre, a hydroelectric plant, a gym, a 38 bedroom hotel, an 18 bed youth hostel and business space. Since its formation, the Trust has invested many millions of pounds of grant funding into site redevelopment. This has had the effect of making New Lanark an international visitor destination with over 350,000 tourists each year, and a thriving local community. In total these community assets contribute more than £7 million a year to the regional economy as well as providing in excess of 160 jobs.

The Trust aims to preserve and renovate each of New Lanark's substantial number of buildings, in-turn developing a sustainable community with a resident population, educational facilities and employment opportunities. While it may at first appear that changes in EU Funding would make the New Lanark project a difficult model to replicate, there are a number of interesting aspects worthy of consideration.

Model

The mills, the hotel and most of the non-residential buildings in the village are owned and operated by the New Lanark Trust through wholly owned companies. These ventures are able to provide New Lanark with multiple substantial income streams that complement each other and improve the overall sustainability of the project, while at the same time reducing liabilities.

Visitor Centre

Perhaps New Lanark's most well-known asset is its visitor centre which enjoys an international reputation and caters for 74,000 visitors a year. The visitor centre presents a compelling vision of life in New Lanark during the industrial revolution, when it was a bustling mill. The presence of the visitor centre at New Lanark is of benefit to the entire village for a number of reasons:

- It attracts people to the village.
- These people are likely to spend money in the café and shops and may stay in the hotel or youth hostel.
- The centre informs people around the world about the heritage of the area.

Hotel

Opening in 1998, the New Lanark Mill hotel is a conversion from an original 18th century mill into an award winning hotel that enjoys substantial occupancy rates throughout the year. By taking advantage of its impressive natural surroundings and its World Heritage status, the hotel has been able to attract a considerable number of visitors, with occupancy levels of 80% throughout the year.

In addition, the hotel has diversified and taken advantage of the highly lucrative wedding market, presenting itself as a beautiful and unique location for weddings. Since opening, the hotel has enjoyed strong financial success, becoming a profitable part of the New Lanark Project.

Youth Hostel

Run by the Youth Hostel Association Scotland since 1994, the 3-star New Lanark Youth Hostel offers affordable accommodation to tourists. The Youth Hostel is located in the renovated millworkers' tenement buildings and offers large communal spaces and substantially sized rooms with en suite facilities.

The terms under which the Youth Hostel Association took control of the building required them to pay a small rent and take responsibility for the overall upkeep of the building, thereby reducing costs for the New Lanark Trust.

The presence of the Youth Hostel and the Hotel in New Lanark has the effect of expanding the clientele to the village. While some people may prefer to enjoy the luxuries of a hotel others, such as backpackers, may prefer to stay in the hostel. This has the effect of attracting a wide demographic to the village, which is more likely to increase its income.



New Lanark Wee Row Hostel

Image: www.newlanarkhostel.co.uk

Housing

Part of the rationale for redeveloping New Lanark was to recreate the vibrant and close-knit community that existed there in the past. Accordingly, restoration of the residential properties was a priority for the New Lanark Trust. In addition to bringing people back to the village, the sale or rent of the properties would generate income, thereby furthering sustainability.

About 200 people live in the New Lanark site. Both the New Lanark Trust and private individuals completed the restoration work. Overall, this model has had the benefit of renovating derelict buildings and bringing people and income to the area, whilst generating a sustainable income for the Trust.

The New Lanark project is an example of a major regeneration and development of an area that has considerable social value both nationally and internationally. In this regard, New Lanark is not wholly dissimilar to a much smaller community project in which a large old civic building may hold as much importance to a local community as New Lanark does nationally. While it is true that the replication of a New Lanark style project is unlikely given the unique setting of the mill, the renovation and subsequent usage of the numerous buildings, the project offers various potentially useful models for consideration. These different approaches may well represent interesting possibilities for a much smaller project.

4.14 Case Study: Community Central Hall

Community Central Hall (CCH) was established in 1976 as a Company Limited by guarantee with charitable status, following a local campaign to secure the future of Methodist Central Hall in Maryhill, Glasgow. In 1977,

Strathclyde Regional Council purchased the building specifically for community use and handed over the management to Community Central Hall Community Development Trust.



*Community
Central
Hall*

Copyright: Leslie Barrie

Since its transfer to the community, the business model employed by CCH has evolved significantly from a grant-dominated model to a self-generated income model. This has been achieved through diversifying the services and products offered in the Hall. CCH made the assumption that securing grant funding may become even more difficult in the future and took an appropriate long-term view to reducing costs and boosting business efficiencies. These factors have generated considerable success for CCH, with it attracting 200,000 users a year and becoming a genuine hub for the local community.

Business Model

In the 1970s, CCH focused on the provision of rentable space for the community and local organisations. In the subsequent 30 years, CCH has substantially diversified the services it offers. Not only has this had the effect of bringing more people into the halls, it has also created a range of income streams. Today CCH is both income generating as well as grant-funded, which increases the likelihood of continued economic sustainability.

Overall CCH's Business Model can be characterised as a "Community Hub". A Community Hub is a body that provides a number of community orientated services such as rental space, assistance to the elderly, child care facilities and projects to help sustain or build capacity within a community.

Advantages:

- The primary advantages derived from this model are twofold:
- It allows the provision of more services to the community.
- It allows the group to take advantage of Economies of Scope.

Economies of Scope

There are a number of benefits from operating what is termed by business as an “economy of scope” i.e. the provision of a wide array of products or services.

Firstly, it means income is generated from a number of sources with the effect that if any one service or project were to fail or its funding ends, there are a number of other income sources the organisation could continue to rely upon.

Secondly, it allows a wider range of income to be generated from both grant and self-generated sources. This means that groups such as Community Central Hall can look at their community’s needs and react appropriately to provide services, which have the potential to increase their income.

Finally, it means more people are likely to come into contact with the organisation and its reputation as a reliable provider for the community increases.

CCH currently provides a range of services including; a pre-school nursery and after school care, a child care service, a professional printers, home visiting for older people, recreational and dance/sport classes, room hire for local groups, outreach services, youth work, specialist support for ethnic minority young people, provision of lets for conferences, concerts, musical and cultural events, a programme of community events/fairs and community development work.

Future

There are three areas that CCH hope to work on in the future:

- To ensure the ongoing sustainability of CCH, a more entrepreneurial model is being developed. This involves encouraging new community focused enterprises.
- CCH envisages a time when community groups will work in partnership when bidding for funding or contracts, to ensure mutual success and prevent unnecessary competition. Working partnerships would also allow groups to benefit by cutting costs.
- To tackle the ever-increasing costs of heating, the management have applied for, and received, planning permission to place 50 solar-panels on their roof. In addition, they are also examining new and efficient heating systems. In 2011 they invested £41,000 in Air to Air heat pumps which now provide them with more cost

5. STEP FOUR – OPERATIONS, DETAILS & COST

Having established what the project will entail, the capital and development costs and other key implications, step four is to start the detailed operational planning process. This step

is every bit as important as the others, probably more so in that it will detail your day to day running costs. This work will establish whether your project is sustainable.

5.1 Business Development Strategy

This refers to the business model employed, identifying both the community need and how the building can satisfy this sustainably. Therefore, the Business Development Strategy must both identify potential challenges and offer solutions that can, ideally, generate income. It should also provide a general timescale for certain parts of the plan to be achieved. While this can be flexible, it is often a good idea to have a general idea of when and how the project intends to move forward.

When developing the Business Development Strategy, there are a number of key factors for consideration. These include but are not limited to:

- What is the aim for the eventual use of the building?
- What are the costs associated with achieving this objective?
- How will a steady income be generated, allowing long-term sustainability?

- Is there a tangible demand for the proposed use?
- Is the building best suited to this objective in its current state or is further work required?
- What existing factors could a Business Development Plan take advantage of?

It is essential that robust community consultation is central to every stage of the development of the Business Strategy for your project. This should ensure that there is:

- Demonstrable demand for the project and genuine local interest.
- Local ownership and buy-in to the idea.
- A clear and universally understood vision developed.
- Time given to consider alternative options.
- Objectives are set and agreed.

5.2 Operations

The operational side of the project refers to costs and methods employed in the normal running of an organisation. These can include everything from rent and energy costs to licenses or staff training and are an important consideration when taking a building into community ownership.

Essentially there are two types of operating costs that must be considered:

- **Fixed Costs:** these remain constant, irrespective of whether the project is running at 100% capacity or not. These include, but are not limited to: maintenance, certain staffing costs, loan repayments, public utilities such as telephone services and internet connectivity.
- **Variable Costs:** these costs may increase at certain times such as during temperature changes, when there are more visitors to the building or when replacement equipment is required. These can also include one-off payments such as the installation of solar panels. These include but are not limited to: extra heating in the winter, installation of other heating systems, renovation work and seasonal staffing costs.

It is important to consider possible costs associated with the business plan and, if possible, to bring in outside assistance from a body such as Just Enterprise Business Gateway (see contacts section, page 45) who provide free business advice.

5.3 Staffing

Staffing your project is an important issue and requires consideration. It is probable that your organisation's staffing model will change over time as it develops. However, it is necessary to at least have an idea of how this may occur based on the targets and aims set out in the Business Development Strategy.

Staffing is important for all bodies but especially for a community organisation. The reasons for this are:

- Restriction of funds mean appointments must be correct.
- It can be difficult to attract and retain volunteers with relevant knowledge and expertise.
- The right knowledge and expertise can increase the likelihood of success.

The issue of staffing offers a relatively small number of interesting models that can be applied, which will be examined below. Perhaps the most obvious model for a community organisation is that of volunteers (section 5.4). Whether using volunteers or paid staff; remember when budgeting, to include interview costs (job adverts) and ongoing support costs.

Staffing Models

There are a number of other interesting and innovative models that communities have adopted to successfully overcome the issue of staffing.

Out of the Blue: Supported Employment

Out of the Blue became aware of the fact that local housing associations were moving beyond the sole provision of providing housing and instead were delivering other schemes, such as training apprenticeships for young people. However, the majority of these opportunities were in the construction trade, which did not necessarily suit all young people. Accordingly, Out of the Blue consulted a housing association to see if a partnership could be formed, through which trainees could gain skills working in their café. An agreement was reached that allowed young people to undertake 6 months of training and supported employment through which they could develop many of the skills needed for employment. Out of the Blue approached organisations such as Volunteer Scotland and were able to secure a payment of £25,000 per year from the local council to cover half of their wage costs.

Advantages of this model:

- Assists the community by providing work experience.
- Increases staff compliment.
- Helps generate awareness of the project.
- Provides training opportunities for young people.

Assynt Foundation: Grant Funded Positions

When the Assynt Trust realised that they were moving beyond a point at which they could rely solely on volunteers, it was important to bring in members of staff who could devote their full attention to the project. Therefore, they engaged a Development Manager who was tasked with overseeing the future development of the organisation. However, they met the difficulty of how to fund this person's salary at a time when the organisation was at an early stage of development. The Trust decided to apply for funding for a three-year grant-funded position. By illustrating the fact that their reliance on busy volunteers was not sustainable and that the Development Manager could bring vital expertise, their application for funding was successful.

Advantages of this model:

- Wages are completely covered .
- The duration during which the salary is to be paid is clearly stated, meaning a timeframe for replacing this source of funding is evident.
- Brings in professional staff that can assist the project.
- Does not force the organisation to monetize staff too quickly.

Increasingly funders are recognising the importance of core revenue funding for the early stage development and will consider supporting this when included in an overall redevelopment application.

Berwick Trust: Third Party staffing

The Berwick Trust's renovation of the Dewar's Lane Granary saw them go into partnership with the Youth Hostel Association (YHA) to run the building. As part of the agreement, the YHA agreed to provide staff to the youth hostel area, removing the cost from the Trust. In exchange the YHA were able to rent the building for a nominal fee.

Advantages of this model:

- Costs covered by another group.
- Likely to provide employment in the local area.

There are a number of ways to make staffing more sustainable for a group seeking to run a building. It is important to consider these options throughout the process as when situation changes it is likely that the needs of the group will also change.

5.4 Volunteers

When a community takes over a local asset it is possible that funding for salaries will not be available. Consequently, relying on voluntary staff can be an effective model to adopt. Indeed, there are a number of factors that can make volunteers appear an attractive option.

Volunteering:

- Provides an opportunity to lower running costs.
- Involves the community in the project.
- Brings people who are passionate about the project together.
- Provides the opportunity for people to “give back” to their community.
- Allows a project to reach more people.
- Increases the potential to expand the programme e.g. outreach, workshops.
- Can offer flexibility.
- Allows full time staff to concentrate on other issues.
- Can offer a rich and diverse pool of experience to call upon.
- Can provide work experience for unemployed people or students.

It is worth bearing in mind that, although markedly cheaper than hiring full-time staff, there will be costs to any organisation utilising volunteers. These include, but are not limited to:

- Training for volunteers.
- Time of paid staff providing training and support for volunteers.
- Disclosure Scotland Checks (these can be free under certain circumstances).
- IT licensing costs.
- Some organisations will reimburse childcare or caring costs.
- Cost of upgrading car insurance for business use (to cover volunteering).
- Personal safety equipment.
- Additional costs for volunteers with special needs e.g. taxis or costs of a support worker.
- Volunteers’ expenses - it is good practice to reimburse essential travel and out of pocket expenses, thereby encouraging wider participation.

A key issue to consider is how you retain volunteers. Few people who volunteer can or will commit to a long-term arrangement and usually the number of hours they are willing or able to commit to can be restrictive. Unlike paid staff, volunteers often see their time as a contribution and not something they are tied to. The nature of volunteering is generally a short to medium term arrangement. For example, a student might volunteer during a break in studies. The point to consider is that turnover of volunteers can be high. This puts added strain on the organisation because of the constant need to find replacements, train and manage this process.

5.5 Energy

A major consideration for any project is that of the cost of energy. The majority of groups contacted for this report stated that heating and lighting costs were amongst their largest constant costs and that they were actively working towards their reduction. One of the featured groups was spending over £4000 a month during the winter period just to keep the building heated and lit.

The chances are if a building has been deemed surplus to requirements, there will be a number of issues that affects its energy efficiency:

- If it still has original heating, it is likely to be inefficient.
- Probably will lack modern insulation.
- Layout may not be conducive with easy heating.
- A lack of ventilation means moisture easily trapped inside.
- Build-up of condensation means more heating needed.

However, there are some ways of reducing these costs:

- Investing in insulation to save heat.
- Installation of draught proofing.
- Upgrading windows with double or triple glazing,
- Installing a more fuel-efficient boiler,
- Having heating appliances serviced annually.

- Installing heating controls, including thermostatic radiator valves and a boiler timer.
- Avoiding over-heating and using thermostats to control room temperature rather than opening windows to let heat out.
- Insulating pipework and hot-water cylinders.
- Changing incandescent light bulbs to more energy-efficient versions.

While these options may appear expensive, there are often governmental schemes to assist with grant funding to make them more feasible. These offers change regularly so will not be covered in this report. However, information is provided by Community Energy Scotland (www.communityenergyscotland.org.uk) and local authorities.

If your project involves major restoration work, you should make sure that your architect adopts an energy policy, aimed at reducing energy usage. Upgrading heating systems and introducing low energy lighting, energy costs can be majorly reduced.

There are of course additional measures you can take which involve renewable energy schemes. Some community groups have adopted these methods for reducing their energy costs, often with great success.

Douglas St.Bride's: Biomass

Having secured £160,000 from Community Energy Scotland and South Lanarkshire Council, Douglas St. Bride's became the first community group to install a Bio-Mass energy system. Douglas St Bride's Community Group now has a trading subsidiary, Douglas Community Eco heat that provides heat to the Centre but also transfers energy to the local Bowling Club and St Bride's Church at cost price.

Advantages:

- Affordable heating fuel often cheaper than gas or electric options.
- Financial support in the form of benefits such as Renewable Heat Premium Payment and the renewable Heat incentive may be available.
- A relatively low-carbon option when considering the lifecycle of the fuel etc.

New Lanark Trust: Hydro-Electric

By taking advantage of its location next to the River Clyde, New Lanark has installed a hydro-electric station that produces renewable energy. Using this energy source, New Lanark is largely able to fuel the public part of the community owned centre, including the café, museum and visitor centre. This represents a relatively low-cost alternative that takes advantage of local geography in a sustainable manner.

Advantages:

- Reduces electricity bills
- Generate income through feed-in tariffs

Other approaches to consider include:

- Solar Water Heating
- Solar Panels
- Wind Turbines
- Heat Pumps

Why not consider these options and consult bodies such as Community Energy Scotland for further advice.

5.6 Heritage

There are a range of important issues to take into consideration when taking on a large heritage asset. These include its listing status, its current condition and how these may affect your plans for the building.

Listed Building Consent from the local authority is required in order to carry out any works to a listed building which may affect its appearance or purpose.

This can mean it is important to replace like-with-like when making replacements. While this could prove problematic with, in certain cases, replacements needing to be built from scratch. It is worth negotiating with authorities, as there are often cheaper compromises that can be reached.

In addition, if a community takes a listed building into ownership it is vital to remember that they also take on responsibility for its maintenance and upkeep and are expected to keep the building in a reasonable state of repair, in perpetuity. If part of the Business Development Plan is to renovate the building it is essential to bear these considerations in mind and consult with the relevant authorities at every stage of the process in order to avoid future problems.

How can I tell if my building/the building I am interested in is listed?

Historic Environment Scotland offers a searchable database of listed buildings and provides a wide range of information on listed buildings: www.historic-scotland.gov.uk/historicandlistedbuildings

It is also recommended that contact is made with your Local Authority's relevant planning departments.

Listing categories in Scotland

Buildings are assigned to one of three categories according to their determined importance. Below is a very general overview of the categories.

- **Category A:** Buildings of national or international importance.
- **Category B:** Buildings of regional or more than local importance.
- **Category C:** Buildings of local importance.

Issues around listing are extremely important when you are taking a building into community ownership. The listed status means that plans to radically alter the appearance or purpose of the building may be rejected. Accordingly, it is important to consult with a range of bodies who can advise you on this issue before the building is taken into community ownership.

Listing Advice

Below is some of the advice garnered from groups interviewed for this report:

- Clarify the Listing Status and the costs associated with this before committing to a building.
- Keep extensive photographic accounts of the state of the building when you first own it. This means that should any problems occur relating to the previous ownership, it is possible for your group to prove it was not your project's responsibility and that you are not financially accountable.
- Together with a lawyer, seek clarification on whether you are liable for inherited incomplete or unimplemented works.

- If you receive any correspondence or notice from the Council, seek professional advice. It's better to be safe than sorry.
- If in doubt about anything, ask the relevant authorities and do not hope that it will merely be resolved in time. It is far more effective to take a proactive approach.

Conservation Gap

The Conservation Gap refers to the cost of regenerating a building versus its eventual value.

It is important to consider the Conservation Gap for all types of projects, as it can be a crucial part of the sustainability and long-term viability of a building. If a building is habitable, taking a license to operate or short term lease, could provide a platform for building your business case. If at the end of this period, you have been unable to develop a sustainable case or secure development funding, then the building can be passed back to its original owner. Taking this phased approach may well be the most appropriate approach to mitigating risk for the community.

SUMMARY

Taking a building into community ownership is a major undertaking. While it certainly will present a number of challenges, as illustrated in this guide, none of them are insurmountable. Indeed, a community building can offer great opportunities and if economically sustainable, these can last a lifetime. There is no single “best way” to achieve success but as outlined, there are many and varied ways of becoming economically sustainable. By striving towards this aim, a community can safeguard their building for the future and create a renewed focal point.

A useful way to start the process is to use a simple scoring template. Assessing the key points and scoring them, will give an indication as to what will be involved. Section 7 provides two basic templates that look at the development and operational stages.

6.1 Working with Consultants and Learning from Others

Remember that while there are many support organisations out there to help you, they have their own areas of interest and will assist you with that. Do not expect an organisation concerned purely with maintaining the built heritage to, necessarily, be the best people to advise you on sustainability e.g. Therefore ensure that you gather a wide range of information from different organisations. Know who they are and what they can do for you and most importantly what you want achieve. Joining organisations such as Development Trusts Association Scotland can provide many benefits, as they have access to a wide range of support mechanisms. Sharing information between DTAS members is something that happens on a regular basis and is undoubtedly of great benefit. Funders will also react positively if they see that you are developing partnerships, and learning from others.

6.2 Things to Think About

The first area to consider is that of using business terminology and thinking of one's self as a business entity. Throughout the research for this guide, it has become apparent that a strong desire to differentiate community work and business exists.

However, when considering how to make a building sustainable, there are many factors that overlap:

- Both need to be run on a sound economic footing.
- Both need to adhere to similar laws.
- Both aim to attract people to them.
- Both wish to be in existence in the future.

When these factors are considered it is clear that two groups share many similarities.

Accordingly, you should not be afraid to discuss issues such as profit, turnover, increasing income, rents and fees as these factors are important aspects sustainability. Thinking of the project as a "community business" may be a good idea as you move towards the concept of sustainability.

While it is certainly the case that everything does not need to be profit orientated, there is a fine balance that must be achieved.

Each of the groups that provided research for this report have in some way stressed the importance of taking a commercial and business orientated view to ensure sustainability.

The following advice was gathered throughout the research for this report:

- The process is likely to be slower and entail much more work than it may at first appear.
- Advice for every stage of the process is available, so make use of it.
- Conduct feasibility studies, as this will provide advice as to what is realistically attainable.
- Check your building's listing status and know exactly what this means for you.
- Try to take a flexible approach to planning and consider all options.
- Consider whom the project is for and what they need from it. For example, do you need more public space?
- Is using an old building really the way you wish to go? Have you considered the alternatives?
- Consider the buildings natural assets and refrain where possible from making major structural changes.
- Check with legal experts, policy experts and the Local Council at all stages to ensure everything is legal and any problems are mitigated at the earliest possible opportunity.

- Remain focused on de-risking a project by establishing how the building will be financed and economically sustainable into the future.
- Make sure your group has the capacity to see the project through.
- All funds should be secured before a project begins.
- If any building work requires completion, it is important that the builders appreciate that the price they quote and the timescale they propose must be adhered to, as no further money is available.
- It is important to have a Project Steering Group that should include all interested parties such as the builders, surveyors, financiers and members of the community project. This means all parties are kept up-to-date and appraised of any changes.
- It is essential to establish an independent financial project control system through which all the funds can be kept track of. This is important to prevent overspends and possible mistakes.
- If in doubt, ask an expert.
- Bring in outside assistance when needed.
- Try not to be too protective of the organisation, take advice and constructive criticism but make the final choices yourselves.
- Ask those who have experience. Consider contacting successful groups - many are only too happy to discuss their experiences.

7. A USEFUL EXERCISE

Although not a precise science, scoring a project can help you make a decision whether to dig deeper. The following templates will help you make the initial assessment and can be completed relatively easily.

Scoring 1-10. Ten being positive, One being negative.

Development

Scoring Criteria	Score	Running Total
The Building's Significance. If the building is significant and likely to interest funders, it will score high.		
Level of community support. If there is strong community support for the project, it will score high.		
Who owns the building? If ownership is unlikely to be problematic it will score high.		
Current Layout. If the building has good flexible spaces which reduce the need for major structural change, it will score high		
Future uses. If a feasible use for the building exists it will score high.		
Local Environment. If the building has added value which is likely to attract visitors, for example it has a heritage story/famous connection, it will score high.		

Operational

Scoring Criteria	Score	Running Total
Energy Costs. If the buildings energy usage is likely to be low, it will score high.		
Staffing costs. If staffing costs are expected to be low or arrangements are possible to share or defer costs, the score will be high.		
Insurance. Activities, size of building, equipment needed to operate etc. will impact on the level of insurance premium. If insurance costs are expected to be low, the score will be high		
Rates. Charities can apply for exemption; however some activities might not be considered as exempt. If rates are exempt the score will be high.		
Accountancy. Accountancy costs will be depend on the level of complication. The less complicated, the higher the score.		
Office/Administration. Administration and office costs covers items like postage, telephone etc. If the costs are low, the score will be high.		

8. RESOURCES, PUBLICATIONS & CONTACTS

COSS: Involving Your Community

A practical guide to the benefits and techniques for involving and consulting local communities in community asset based projects.

www.dtascommunityownership.org.uk/resources/coss-publications/involving-your-community

COSS: Your Buildings, Your Future

A guide to commissioning sustainable architecture for community organisations.

www.dtascommunityownership.org.uk/resources/planning-and-designing-your-project/your-buildings-your-future

Community Empowerment (Scotland) Act

Scottish Government summary and links to the Community Empowerment (Scotland) Act, which was passed by the Scottish Parliament on 17 June 2015.

www.gov.scot/Topics/People/engage/CommEmpowerBill

Contacts

The Community Ownership Support Service

1B Washington Lane, Edinburgh, EH11 2HA.

www.dtascommunityownership.org.uk

coss@dtascot.org.uk

Historic Environment Scotland

Longmore House, Salisbury Place, Edinburgh, EH9 1SH

www.historic-scotland.gov.uk/historicenvironmentscotland

board@hes.scot

Community Energy Scotland

67A Castle Street, Inverness IV2 3DU

www.communityenergyscotland.org.uk

info@communityenergyscotland.org.uk

Just Enterprise

www.justenterprise.org

0141 425 2939

Business Gateway

www.bgateway.com

0300 013 4753

<p>Cumbrae Community Development Company</p> <p>West Lodge, Garrison House, 2 Clifton Street, Millport, Isle of Cumbrae, North Ayrshire</p> <p>www.ccdcmillport.org</p>	<p>Berwick-upon-Tweed Preservation Trust</p> <p>Dewar's Lane Granary, Dewar's Lane, Berwick-upon-Tweed, TD15 1HJ</p> <p>www.berwick-pt.co.uk</p>	<p>WASP's Studios Head Office</p> <p>141 Bridgegate, Glasgow, G1 5HZ</p> <p>www.waspstudios.org.uk</p>
<p>Out of the Blue</p> <p>36 Dalmeny Street, Edinburgh, EH6 8RG</p> <p>www.outoftheblue.org.uk</p>	<p>New Lanark Trust</p> <p>South Lanarkshire, M11 9DB</p> <p>www.newlanark.org</p>	<p>Community Central Hall</p> <p>292-316 Maryhill Rd, Glasgow, Lanarkshire, G20 7YE</p> <p>www.centralhall.org</p>
<p>The Assynt Foundation</p> <p>Glencanisp, Lochinver, Lairg, Sutherland, IV27 4LW</p> <p>www.assyntfoundation.org</p>	<p>Douglas St Bride's Community Group</p> <p>St Bride's Centre, Braehead, Douglas, ML11 0PT</p> <p>www.stbridescentre.co.uk</p>	



COMMUNITY
OWNERSHIP
SUPPORT SERVICE

Development Trusts Association Scotland



CONTACT

The Community Ownership Support Service

1B Washington Lane, Edinburgh, EH11 2HA

Visit: www.dtascommunityownership.org.uk

Email: coss@dtascot.org.uk
