The CADISPA Trust

REDEVELOPING YOUR COMMUNITY BUILDING

A BASIC GUIDE FOR COMMUNITY GROUPS CONSIDERING
ACQUIRING AND REDEVELOPING A COMMUNITY FACILITY
OR REDEVELOPING A BUILDING ALREADY IN COMMUNITY
OWNERSHIP

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Acknowledgements

Improving the Guide

Nobody possesses all relevant knowledge in developing community buildings. Volunteers managing these facilities have further expertise and knowledge and there good examples of best practice in doing so. Community volunteers are therefore invited to add their suggestions for improvement to the guide by contacting Drennan Watson at drennan_watson@cadispa.org. The guide will be reviewed in the light of these contributions.

About the Authors

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Dr. Geoff Fagan is currently the CEO of the CADISPA Trust in Scotland. A Charity that works in partnership with community groups in the most remote areas of the country helping local people complete 'place-based' research in the villages where they live. Dr. Fagan has spent is whole professional life working in the education field obtaining his PhD through the Open University while on the faculty of Strathclyde University.
He developed the concept of CADISPA while at Strathclyde University in Glasgow taking it into the public domain after his retirement from the University. Since its concept CADISPA, has worked with many national and international communities identifying/developing/managing projects that they, the community, through Cadispa guidance, has identified as a key component to their sustainability.

Drennan Watson

Drennan Watson is a human ecologist and process manager who worked internationally as an independent consultant, researcher and trainer on the resolution of complex problems of natural resource management particularly with regard to the management of the human dimension. He has wide experience in working with voluntary environmental, recreational and community development groups having played a major role in the development of several of them. As part of a voluntary effort, he was heavily involved in the redesign, refunding and redevelopment of Tullynessle and Forbes Community Hall. The success of this redevelopment encouraged many other hall committees asking for advice on how to redevelop their own community hall. In response, this guide was created to help such committees through this process

ACQUIRING OR REDEVELOPING YOUR COMMUNITY BUILDING

A GUIDE TO ACQUIRING AND/OR REDEVELOPING YOUR COMMUNITY BUILDING

1 INTRODUCTION

Two trends are causing many local communities to either take over ownership and, subsequentially, redevelopment of a government owned community facility like a local community hall OR to redevelop their own community owned facility. The first trend is a broad change in government policy towards encouraging greater local involvement and ownership of such facilities. The second is the generally poor condition of many community owned facilities, particularly community halls. These situations are explained below in paragraphs 1.1 and 1.2. Taking ownership and subsequent redevelopment of such facilities or redeveloping facilities already owned by local communities are considerable tasks involving issues outwith the current experience of many volunteers. It was therefore felt that there was a need for a guide to lead people through these processes. This text is intended to do that.

1.1 Taking Ownership of Community Facilities

Considering the first trend, between 2008 and 2009 Scotland, along with the rest of the UK and most of the Western World, experienced a financial crisis that necessitated a substantial decrease in government spending. Consequently, organisations in receipt of Government grant funding had to rationalise their property and services portfolio ('the cuts') by approximately 25% over a period of five years. As a result Local Authorities in Scotland and many private and public bodies actively reduced their support to communities and either amalgamated services or spun-off sectors of previous activity into the charitable or private sectors. They also offered communities the opportunity to own facilities, previously in local authority ownership, that were now deemed surplus to requirement. Some of these facilities were offered to communities at astonishingly low cost.

Alongside this reduction in Government financial support has been a recognition that local people should play a greater part in the development of their own community and, through direct community ownership, support a future for themselves that meets local needs and preferences in a more targeted way. This recognition has resulted in reports and legislation that have placed local people and communities at the heart of local development. Examples of this would be the Christie Report (2011), the Scottish Land Reform Act (2003) and its subsequent amendments, the updated crofting legislation to include Forest crofting and the Community Right to Buy; National Standards in Community Engagement (2005) and the Community Empowerment (Scotland) Act 2015. All of these and more are the personification of a movement towards communities becoming more actively engaged in local service provision. The notion of 'co-production', a partnership between the State and local people in providing services that were once the sole province of large State-owned organisations is becoming more accepted. In effect they address a need to ensure that people living in rural and remote communities in Scotland get access to a standard of (say) healthcare that others, nearer the centres of population, experience.

It would also seem important for communities aiming to access funding and support for a significant investment of public or charitable money in community buildings to reflect the

development (even a small development) against the Scottish Government's 'national strategic objectives'. These are 'Wealthier and fairer'; 'Smarter'; 'Healthier'; 'Safer and stronger' and 'Greener' (See:
www.gov.scot/About/Performance/Strategic-Objectives

It may seem a drastic step in refurbishing a small community hall to measure the new hall against a suite of objectives that seem truly very distant from the build itself. However; as explained in para 2.1, the starting place in a building refurbishment is not the building itself but the learning and social need of the community it will serve. Thus, reviewing how or if the activity within the building and the opportunities offered by the organisation that owns it address the national objectives can only strengthen any application for further funding. The discipline of knowing that even a small community hall refurbishment can also contribute to addressing issues of national importance will aid the brief given to those that are re-designing a facility and giving it new purpose.

This trend is a very new approach. However, community ownership and the engagement of local people in the decisions that most affect the quality of their lives is, without question, here to stay. Community-ownership of facilities is an important part of that process.

Starting from the point of ' *how can this facility be made to reflect the learning and social needs of the community into the future;* or, '*what will make this building sustainable?' and 'how can it be an illustration of good sustainable practice?'* – lends a framework to the design and decision-making that may not have been considered in the past.

1.2 Redeveloping Community Facilities Including Community Halls

Considering the second trend, throughout Scotland, there is a range of community owned and managed buildings run to serve their local communities. They include shops, post offices and, in particular, community halls. They provide significant social and economic benefit. They are places where people meet. They provide a focus for a community sense of identity. They also provide affordable venues for diverse important activities including playgroups, fundraising events for charities, important social occasions like wedding anniversaries and receptions, and recreational classes. A recent survey for the Scottish Government for example identified 861 communities facilities in rural Scotland, 805 of which were community owned. However, responses from 322 of them showed that two-thirds are over 50 years old and are in need of improvement to be "fit for purpose ". Most have no adequate insulation and all face rising fuel costs over the longer term. Others need alteration to be compliant with legislation.

Many community halls have deteriorated physically over the years at a time when peoples' expectation of the quality of social facilities has risen, creating a growing gap between users' requirements and expectations and what the buildings can offer. In many communities, changing social conditions or populations shifts have created a mismatch between the facilities available and community needs, especially if in-migration has caused significant increases in the local population with no parallel increase in social facilities. Most rural communities have seen steady falls in employment in agriculture and forestry due to mechanisation. At the same time some traditional social supports like local churches, post offices and shops are closing. We have an ageing population, many of whom are on low incomes, with many other people facing decreasing real incomes. All this creates a growing need for the provision of affordable local social facilities and

activities. However, the situation described above creates problems for communities but also real opportunities. An increased local retired population can lead to increased usage of a suitable community building and hence also rental income

Not surprisingly, many committees running these facilities are now pursuing modernization and redevelopment. This is a complicated task outwith the past experience of many local volunteers who often lack professional experience in catering or event management. Many community halls are comparatively simple structures but which have to host a wide diversity of functions. Good design thus needs to provide a flexible, adaptable facility that is easy to manage and use by a diverse range people. Nonetheless, many committees have successfully redeveloped their facilities and there is much to be learned from them. Almost all started from the same baseline of inexperience and learned their way towards solutions, often, unfortunately, with significant waste of voluntary effort and mistakes. There is thus a pressing need to upgrade the knowledge and skills of people looking to improve community buildings.

1.3 What this Guide Is For

This Guide is designed to help local people assess the risks of ownership; to enable the path to ownership to be as smooth and turbulence free as is possible. It seeks to engage those interested in the concept of community ownership of a local facility in a discussion designed to reassure them and others that taking this bold step into property ownership is a sensible and manageable option. It is a process that necessitates a wider consideration than simply the cost of making a facility wind and watertight. Every refurbishment is an opportunity for that community to send a message to future generations about the care that the community has for its place.

The Scottish government research mentioned above noted that, although many community-owned facilities were deteriorating and becoming increasingly unfit for purpose, there were also many examples of good practice. This identified the need for the Guide to *"share experiences and advice in relation to the facilities' physical condition and maintenance."* In these circumstances, this guide therefore has two aims. The first is to make redevelopment of such facilities easier by providing basic guidance on how to do it. It draws on the experience of community groups who have redeveloped their facilities and of professionals such as architects and caterers. Secondly, it discusses management of the voluntary committee. It lays out the process step by step, as shown in Figure 1, including the management not only of the preplanning and reconstruction but of the voluntary committee. In reality, work to complete the different stages will often overlap. Smaller redevelopments may not require all of these stages. (Figure 1)

However, the uses of community buildings are diverse and these change over time. No single group possesses all the knowledge. A further aim therefore is to let others share their experiences and advice by making this Guide 'web-based' so that others can add their suggestions for improvements.

[1] *Community facilities in rural Scotland: a study of their use, provision and condition research Findings No 4/2008*

FIGURE 1 FLOWCHART OF REDEVELOPMENT

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┌─────────────────┐      ┌─────────────────┐      ┌──────────────────────────┐
│        1        │      │        2        │      │            3A            │
│  Why do we want │      │  Broadly define │      │ Check the constitution   │
│  to own or      │ ──►  │  the aimsand    │ ──►  │ of the organization and  │
│  develop a      │      │  outcomes from  │      │ legal responsibilities   │
│  community      │      │  a redeveloped  │      │ of the management        │
│  building?      │      │  building in    │      │ committee against the    │
│  What is the    │      │  terms of added │      │ aims of the development  │
│  problem and/or │      │  services to    │      └──────────────────────────┘
│  the opportunity│      │  the community. │      ┌──────────────────────────┐
└─────────────────┘      └─────────────────┘      │            3B            │
                                                   │ Stengthen the management │
                                                   │ committee if necessary.  │
                                                   └──────────────────────────┘
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┌──────────────────┐      ┌──────────────────┐      ┌──────────────────┐
│        4         │      │        5         │      │        6         │
│ Research and     │      │ Definition of    │      │ Develop the      │
│ consultation to  │ ──►  │ the aims of the  │ ──►  │ architects brief │
│ explore the      │      │ redevelopment in │      │ based on the     │
│ needs and        │      │ terms of the     │      │ research and the │
│ strengths of the │      │ services to be   │      │ aims for the     │
│ community to be  │      │ provided to the  │      │ project.         │
│ served.          │      │ community.       │      └──────────────────┘
│ Development of   │      └──────────────────┘
│ the aims of the  │
│ redevelopment.   │
└──────────────────┘
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┌──────────────────┐   ┌──────────────────┐   ┌──────────────────┐   ┌──────────────────┐
│        7         │   │        8         │   │       10         │   │       11         │
│ Commission the   │──►│ Select the final │──►│ Select a         │──►│ Complete the     │
│ architect and    │   │ design and refine│   │ contractor and   │   │ project and      │
│ develop a        │   │ the final costs. │   │ sign the         │   │ develop an       │
│ costing.         │   │                  │   │ contract.        │   │ overseeing       │
└──────────────────┘   └──────────────────┘   └──────────────────┘   │ committee and    │
                                                                       │ volunteers.      │
                                                                       └──────────────────┘
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In conclusion, this Guide therefore seeks to engage a community in a discussion not only of the minutia of process in the refurbishment, but suggests that, prior to doing anything concerned with ownership or material improvement – a community stands back from the temptation to launch themselves into an expensive project and invites them to ask difficult questions of their community and then assess whether the facility itself truly does hold the potential to contribute to the learning and social or employment needs of the neighbourhood.

2 GETTING STARTED

In this section, we consider some early, important, considerations that lay the foundations for a successful redevelopment of a community facility.

2.1 Be Clear Why You Are Redeveloping Your Community Building- Getting the Thinking Straight

From the start, it is important to be clear why a community might wish to take ownership of the building or redevelop one already in community ownership! The building is not an end in itself, it is only a means to an end. Its value lies in how it provides services to people. The long term sustainability of the building depends on whether it serves local needs, is economically stable, and environmentally sensitive. Holding this 'three legged stool' is a measure of its sustainability and/or an indicator as to whether it can be redeveloped to be so! Hence, it is critically important to start from the far end of the redevelopment and consider what groups and people would use the redeveloped facilities. Even though the nature of the redevelopment must be spelled out in terms of specific changes to the building and/or its surrounds so architects can create a design, the aims of the redevelopment need to be defined in terms of what new or improved social and/or economic services it will then deliver.

The key point is 'don't start with the building – start with the needs of the local community. Once they are clear and have been collected then the building's potential can be properly assessed.

A building offered to a community for ownership by local government for £1 may seem like an attractive proposition and a 'once in a lifetime opportunity'. The starting point of any community development is the recognition that it may not be. In other words, take a step back and review critically the opportunity that has been laid at your feet in terms of whether it can meet local needs as it stands or after redevelopment. There are many community buildings across rural Scotland that fail the test of sustainability. Communities in these situations are saddled with mounting costs and liabilities that they struggle to meet. Key here is the recognition that once bought a community building cannot simply be given back if things don't work out. It may also be that, if the purchaser is a community charity the *'asset lock'* that gave them charitable status will prevent the community selling on the asset to another buyer. The asset lock is a legal constraint whereby, once a resource has passed into ownership of a charity, it cannot then be sold or otherwise passed into private possession. It is imperative therefore that 'due diligence' is shown at this early stage.

The reasons why this approach is important include the following:

1 It ensures the directors or management committee of the facility confirm that the aims of redevelopment of the facility align with key elements in the constitution of the organisation.
2 It ensures that clear guidance is provided on the functions of the building around which a clear architect's brief can be framed, thus helping ensure a design that is fit-for-purpose.
3 By carefully matching the services the community building will house are well attuned to local needs, it makes it much more likely that frequent usage of the building will occur. This increases the potential for greater rental income etc. and hence helps ensure the long term sustainability of the building and project.
4 Many funders, such as the Big Lottery, are not directly interested in buildings. What they support and may fund are the social outcomes of the redevelopment – what services will be improved or provided new to communities. An exception may be where the community building is of significant architectural or cultural value, where an organisation like the Heritage Lottery Fund may take an interest.
5 Clear Identification of how the redeveloped building will serve local needs promotes local support.
6 It draws the project into line with national policy

Health check 1: Did you start with a desire to take up the ownership of the building – or with the evidenced learning or service needs of the community?

2.2 Prepare the Organisation

Redeveloping a community facility costs a lot of money. Managing and spending this money brings responsibilities and potential liabilities to members of management committees, trustees and others. It is important to consider these issues at the start in at least two ways.

A first step is to consider the legal structure of your community group. Community organisations in Scotland can have different structures each with a different level of legal liability for its membership. They can be:

1. An Unincorporated Association
2. A Company Limited by Guarantee
3. A Trust
4. A Scottish Charitable Incorporated Organisation(SCIO)
5. A CIC (Community Incorporated Company - which cannot be a charity but works within a community meeting identified need
6. A Co-operative where all members of the community are invited to become members – and it is the members that vote on the direction of the cooperate and how it is managed.

Of these, only an SCIO is 'necessarily' a charity (and cannot exist without being a charity), although the Company Limited by Guarantee can apply for charitable status or can operate in the community without charitable status. The lack of charitable status is often recognised as being more flexible to a community although that also may result in a greater tax liability.

Health check 2: Review the Articles of Association or Constitution of the existing Deed and ensure that it is 'fit-for-purpose'. This means having a clear and accepted view of what the role of the building will be going forward.

These differing structures hold different levels of legal liability. In a Company Limited by Guarantee for example the directors (effectively committee members) have their financial liability limited to £1. The organisation is subject to company law and accounting procedures which are more demanding and cost more to administer than in other organisational structures. Trustees of a Community Trust are not subject to company law and have simpler accounting procedures but have financial and operational liabilities and, once the Trust Deed is accepted by OSCR it is difficult to have it altered. An SCIO is a legal structure purpose built for the charity sector in Scotland. An SCIO offers even the smallest charity legal status and access to the benefits of incorporation by being a Company including limited liability and legal capacity in its own right. As such it can take on loans, own property and employ staff – but, of course, it is also subject to the charitable 'asset lock' and other restrictions on its operational activity. It may be better that a community group, whilst enjoying limited liability, doesn't apply for charitable status because of the asset lock all charities must accept. A Company Limited by Guarantee without charitable status does, of course, has to comply with Company Law and is a slightly more complex structure but it holds advantages of flexibility not open to charitable organisations.

The websites of the Companies House and OSCR Scottish Charities Register (www.oscr.org.uk) contain useful information on charities and their status. The website of the Scottish Council of Voluntary Organisations (www.scvo.org.uk/setting-up-a-charity) contains further useful information including the legal status and nature of the different kinds of organisational structures and guidance on and illustrations of a model constitution. A really helpful guide offered to communities that pulled together much of the information about organisational structures/energy conservation and community benefit funding was published by Local Energy Scotland in 2013. It is really well researched and can be accessed at www.localenergyscotland.org/media/12919/Whole-Package.pdf

Health Check 3: If the present organisation is a simple Community Association then its members/trustees must recognise and accept that they have <u>full personal liability</u> for both the building, the finances and the activity that occurs within the building.

2.3 Strengthen Your Management Committee

A second important measure is to strengthen the management committee if it is not already well supported. Redevelopment of a building normally takes 2-3 years from project start to building opening and sometimes longer. Many management committees find it difficult to attract new volunteers. However, in building a team, it is not necessary for everyone to be members of the management committee. There are many people with potentially useful skills (accountancy, project management and building trades) who may find voluntary time to help with specific stages and aspects of the development without being tied to the management committee in a formal way.

2.4 Carry Your Community With You From the Start

From the very beginning of the project it is critical to communicate clearly with the community. Any redevelopment must arouse and sustain the community's long-term support and ensure their engagement. Periodic communications through newsletters, websites, email lists and local media need to make it clear that the redevelopment is moulded around their expressed needs. Regular and frequent bulletins on how matters are progressing is vital if support is to be maintained This means explaining how the decisions were made; what cognisance was taken of peoples' input; how the plans were developed using the evidence they and others provided and how members of the community can help.

A disciplined approach to communication has important advantages. It is key to identifying what is required. It permits members of the community to see when and how they might usefully contribute. It alleviates unnecessary criticism. It can help access any help or skills available and it enables the redevelopment to be continually recognised as a community project by the very people who, eventually, will use it. Lastly, if a public appeal is launched for funds it creates a foundation for support and, should funding bodies be approached, the evidence that this provides of a strong local response provides proof that the project has strong local support.

3 PREPARING THE CASE – GATHERING EVIDENCE FOR CHANGE

There are several important sources of information that help define what services the community facility should be designed to deliver. These are explained in turn below. Let's be clear.Tthis stage will probably involve significant costs for such things as printing questionnaires for distribution and fees for any professionals consulted etc. If these funds are not available from the organisation's own funds, then funding charities or other sources with small grant programmes can be approached for support if the preparation of the case for, and the designing of, the redevelopment are presented as well structured project.

3.1 Reviewing the Current Condition and Suitability of the Building

The aim of this stage is to draw together a clear, well-founded, baseline analysis of the condition of the building and its fitness for purpose based on current knowledge and information gained through community consultation. Other sources and options, gathered later in the process, will add to and alter this. Very often the initial design will be altered in major ways to meet specific need or to address emerging markets – but it provides an agreed starting point for the management group and a baseline from which to evolve the development of the design.

The present staff, trustees, and members of management committees will clearly hold much information on this already but other sources can provide further useful information in developing the initial design. Local contractors and tradesmen who have carried out work on the buildings in the past will have knowledge of the premises from their expert perspective. Whether the building is legally listed as of architectural or historical value is important as any such status may lay restrictions on what alterations can be made. A free survey by SCARF (www.scarf.org.uk) will assess the energy efficiency of the building, point to deficiencies and recommend improvements. Advice on the potential of

the building and site for diverse renewable energy systems can be obtained from ENTRUST (www.entrust.org.uk)

3.2 Consulting with the Local Community: Gathering 'expressed need'.

Here, the term community means not only the local community of residents but also "communities of interest" such as user groups, or those involved in particular activities. There is also a need for a community to define its own limits beyond either the community of interest or geography. What, for example, constitutes 'residency' and how does this impact on the process of gathering the evidence for change from the local community? What of those people away on business; in the Armed Forces or the owners of holiday homes? Some communities suggest that 'residency' is when someone spends six months and a day in the community across the year – others think that this kind of separation is unnecessary and divisive.

Sherry Arnstein's 'Ladder of Participation' and the International Association for Public Participation's 'Participation Spectrum' both talk in depth about the differing levels of engagement and how it is important not to assume that 'public consultation' has only one definition. Actually there are a number of levels - some very extensive and others less so. If a community is to lend their support to a redevelopment project they must be confident that proper consultation, at a level appropriate to the project, has been carried out. The levels are clearly delineated on the IAP2 website (www.iap2.org) from 'Inform'; 'Consult', 'Involve', 'Collaborate' and 'Empower'. The IAP2 Spectrum of Participation gives clear guidance as to what is possible to achieve at each level.

Local communities can be engaged in a variety of ways. CADISPA would advocate a full Community Futuring research project to place a refurbishment inside a larger project of community development. However, often resources dictate that this kind of in-depth analysis of a community is not possible and a lighter touch is necessary. Critical to whichever method is chosen – there is a need for the results to be secure (open to challenge as not reflecting the true wishes of the people). Great care must therefore be taken over gathering what CADISPA calls the 'evidence for change'.

An entry-level community needs analysis would ask participants to complete a short survey indicating their preferences and interests. The survey should not only be simple to complete but must also ensure that it is possible to answer the questions asked without confusion or distraction. If the numbers in a locality are high – then a representative sample should be used and, again, great care taken that the method chosen is easily defended. Other, more market research orientated surveys are useful here. Booths inside local shops or in pubs are able to gather information from specific groups of people. Gathering the evidence for change must mean that the spread of participants must be monitored and an even balance of returns achieved if the data is to be accepted as representative. Many of the funding charities are really skilled in assessing whether a community has shown 'due diligence' in their data gathering by securing information that gives the necessary reassurances that it truly and accurately reflects the wishes of local people.

Such survey's need not and should not be complicated. They should start with a clear indication as to who is completing the survey and which group (if any) they represent: be that a household or an interest group. They should then secure the needs of the

community and, only then, talk about the gathering of information about the building and what it can potentially offer.

A survey can also assess the current level of use by individuals or groups and what general level of value they place on the facilities. This can then be used as a starting point to redirect the services the facility might offer.

Surveys can also be conducted online using applications like Survey Monkey or Quick Surveys (See www.surveymonkey.com and www.QuickSurveys.com). These have both advantages and disadvantages. They avoid postal costs or extra work of delivering questionnaires by hand, can be analysed electronically, and can engage a web-focused generation. However, they can also miss groups such as the elderly who are less digitally orientated. The Hard-to-Reach groups are a concern and special measures must be taken to ensure their engagement. This would include those serving in the Armed Forces; students that are attending College or University or even those serving at Her Majesties Pleasure. The housebound elderly are a critical concern as are those young people who are not used to being consulted in this way or any way at all.

To help the community own the process of information gathering, it is often very useful to hold a participative community meeting (CADISPA uses many methods but particularly 'World Cafe' events) in which participants are encouraged to bring forward their ideas for redevelopment, have them discussed, and taken into careful consideration. This process can be used at the very start (to identify the areas of questioning that the community feels need exploring) and at the conclusion (where the results of the survey are made known and discussed). As a part of this process and to make it highly interactive, people can be invited to contribute to pre-drawn basic designs of the building they think would meet the need identified.

If a community feel that to travel down the route of a village survey is not for them, then many other ways of getting information and the preferences of local people do exist. A World Café event or a Charrette process with a small team of architects or a day's Rapid Rural Appraisal or Planning for Real will achieve a similar result.

More focused consultations can consult current and potential user groups, especially known disadvantaged groups. Other potentially important groups include primary and secondary pupils (eg through local schools), arts and drama or sporting groups. Older people can be hard to reach and may need to be individually identified and approached. Which ones are relevant will depend on local circumstances, the nature of the building and its proposed functions. Some consultees may be willing to provide written support for your intended redevelopment and this is singularly useful when seeking funding.

You need a spread of methods to ensure you acquire a reliable overall picture.

Health check 4: are you sure that the information gathering process you have used is comprehensive enough and will give you the depth and quality of information you require? Have you managed to include a representative sample of the population and enabled the Hard-to-Reach groups to participate and contribute their views?

3.3 Lessons from other community buildings that have been redeveloped

Where other community buildings within reach have undergone redevelopment, their staff and management committees will have learned a huge amount. Often, they will willingly provide the benefit of their experience to others travelling the same route. Simple questions asked of them can provide useful information: 'what was the best change you made' ?, 'what was the least successful'? and 'what recommendations would you make to us'? are just some that might be considered. If the intention is to use the building for public or commercial functions, then EU and National regulations must be adhered to. Noting precisely what others have done (or been allowed to do) will save many hours of frustration later. Gathering information on kitchen layout, storage, width of walkways; hatch sizes and secondary and personal washing facilities etc in addition to noting what 'seems to fit' and what kind of equipment others have installed can all be useful. A list of what was learned from such visits to six redeveloped halls by Tullynessle and Forbes Hall committee is given in Appendix 1.

3.4 Researching the Local Social and Economic Context of the Community Building

Many external factors influence the situation and fitness for purpose of your community building other than the condition of the building itself. Planning policies need to be examined in close detail. Do they for example envisage and favour significant increased housing in the area? Do such policies reflect a current or potential increase in population? This may increase the numbers wanting to use the building. Published social surveys may reveal if there are particular local disadvantaged groups needing the kind of social or other support a redeveloped building could supply? Are there local economic surveys that assess the levels of people unemployed or those on low incomes who have particular need of an affordable venue and activities? Local authorities are valuable sources of such information through their departments responsible for planning, economic development, community education and social work, but other organisations such as Scottish Enterprise (www.scottish-enterprise.com) can also be useful.

Lastly, two sources of information are available that should be accessed. The first is the Scottish Index of Multiple Deprivation (SIMD) to see whether the community is included in the Index as this will give greater sway to any application for change funding; and second, the Scottish Government National Strategic Objectives to assess whether there is guidance that can be used shape an application for support.

3.5 Outcomes of the Research and Investigation

Once the information has been gathered from the local community, developing a clear outline of the improvements needed for your building to enable it to meet that demand involves drawing together information from four sources:-

> 1. A review of the current condition of the building and what experience has shown about its limitations and strengths for its uses.
> 2. Analysis of the community consultation
> 3 Lessons learned from the redevelopment of similar community buildings.

4 Information on the general social and economic situation in the area and nationally.

Drawn together the information from all four sectors will secure and underpin the report that emerges from the investigation and will ;-

1. Be a 'proof of concept' for the refurbishment.
2. Provide an overall picture of local needs that a redeveloped community building could help to meet.
3. Demonstrate support for the redevelopment by the host community.
4 Provide guidance for the redesign of the hall
5. With additional information demonstrate the strength and relevance of the proposed redevelopment to potential funders.

Health Check 5: Is the building realistically able to meet the updated local learning; servicing and development needs of this community as identified by the community needs survey?

4 EVOLVING THE NEW DESIGN OF YOUR COMMUNITY BUILDING

4.1 Gathering the Evidence for Change – the 'Expressed Need' of the Community.

Enough has been said in the previous section on Consulting the Community to underpin this as the starting point for a facility refurbishment. In that section we emphasised the need for diligence and security of information. The process should be easily understood and be effective, transparent and with an ethical underpinning that addresses the need for 'informed consent' (answering the question: why is this process happening and what will you do with the information I have provided once the project is concluded). There are differing depths of investigation with differing degrees of intrusion and a need therefore to ensure that the data gathering was necessary to collect and will be stored and used ethically. Key therefore to the process is the need to be crystal clear about the key purposes of the refurbishment.

Health check 6: Be honest, are there other facilities within 10 miles of your building that could meet the identified need of your community? This will be, almost certainly, the first question a charitable funder will ask. If the answer is 'yes' it will be very difficult to persuade them that duplication (even a part-duplication) should be supported. The potentiality for duplication and the adverse effect that this would have on other local facilities will strongly challenge the relevance of any redeveloped building; question whether there would be an adequate level of use to meet its revenue raising targets; and influence whether the project is therefore able to gather the capital resources needed to continue. This constraint does not apply so strongly to buildings like community halls which serve largely very local needs – such as a parish – but still needs thought.

4.2 Outcomes of the Research and Consultation

We have emphasized the importance of generating secure information through research and community consultation. At the very least this should produce:-

1 A clear picture of what current, new or improved social or economic services a redeveloped building should provide.
2 An indication of the inadequacies of the present building in meeting the newly identified need and the scope for the redeveloped building to provide these services
3 A clear analysis of what physical features of the present building should be retained, altered, or additional ones added to it in order to provide these services. And therefore;
4 How the current building might be altered to meet this end.

This information must be accurate and reflect what the community has mandated as it has to provide a clear basis for the Brief to architects around which they can design the redeveloped building.

One of the tasks that the Management Committee (in partnership with the Architect) will address is an O*ptions Appraisal* based on the evidence. This addresses the question of whether there is an alternative, cheaper or simpler, way that the identified community needs could be met. Basic options are to leave the newly identified needs unmet; try to address them without alteration of the building or use alternative local facilities already present. Other options perhaps would be to rebuild the facility completely on another site (if planning allows), or redevelop it on the current site. If there are other possible sites (and there often aren't) this requires a basic costing of these options which an architect and/or quantity surveyor can supply. If it is decided to relocate the building, careful consideration of the advantages or disadvantages of any alternative site, compared with the current one also comes into the equation. An example of an options appraisal is given in Appendix 2.

5 DEVELOPING THE DETAILED DESIGN

5.1 Time to Pause and Check

This is the point at which physical changes to the building are planned in the light of all that has gone before and it is useful to stop and check all necessary preparations have been made. You must have:

1. An organisational structure that is 'fit-for-purpose' based on the activities that the community has asked to be included in the programme of the revamped facility. This organisational structure will give the management committee protection and a limited liability should things go wrong. You will have discussed and decided whether it is worth your while to go for charitable status.

2. A clear understanding of the potential costs and risks associated with a refurbished community building and a realistic approximation of the running costs (perhaps provided by a professional experienced in these things).

3. An accounting and book-keeping system that is fit-for-purpose and able to handle many thousands of pounds in funding support and someone on your team who is skilled, willing and fastidious in book-keeping.

4. Insurances to underwrite the risks.

5. Surveyed the community (by a secure and defendable means) and other useful sources of information providing the evidence that the community need a refurbished facility to meet the learning and social needs of the community into the future.

6. Received an endorsement from the community through your consultations (and perhaps through the Community Council) to confirm that they are happy for your group to go ahead and develop a project to raise the money to refurbish the facility. This is the mandate to continue.

7. You will have completed a piece of market research to test whether individuals and groups in the community and outwith are willing (and financially able) to use the new facility at the prices suggested; reviewed what others in other places have done and made sure that there is not a facility (private or public) within ten miles offering to do the same or something similar to what you are planning.

8. You will have an established communication strategy to keep the community informed of progress and your team will have a clear understanding of what their individual jobs are and how they contribute to the whole. You will have a tentative timeline agreed and a schedule of monitoring meetings and public information meetings agreed.

If all of this is in place – then – and only then should you allow yourself to move on to the next phase 'evolving the design of you community building'.

So, respond now to the statement 'we confirm that this is the position we now occupy'. If 'yes': then it's time to move on.

5.2 Some Basic Issues in the Design of Community Buildings

In general, it always has to be borne in mind that community buildings have to be designed to meet the needs of a diversity of user groups, if only to ensure the level of use provides an adequate return in rent to sustain the building in the longer term. Sustainability is key to the long-term survival of the facility. Thus, recent design trends indicate the need for many community facilities to be multi-dimensional. The design needs to provide flexibility of space. Illustrations of this would range from a cattle mart that (once the auction has concluded) is able to be steam-cleaned to become a cinema (Tiree Rural Centre). The simple projection of films in a facility onto a fit-for-purpose draw-down screen with good quality blackout arrangements will open up the potential for differing client groups to use the building. Computers and internet linking from the building will, again, extend the range of clientele that can be targeted as will signage that confirms the presence of a strong mobile signal (for use in an SOS situation). Each additional potential use adds further to the range of potential users and hence adds to the facility's financial sustainability. Certainly, for those people living in the most rural communities the provision of a Defibrillator external to the building and accessible to all (without training) is becoming standard (see: Community Heartbeat Trust at http://www.communityheartbeat.org.uk/).

Even for the common range of user groups like art classes or keep fit groups, often more than one group should be able to use the facility at the same time. This can be difficult in the case of many rural community halls which basically are simple buildings. Appendix 3

for example shows the design of a redeveloped Tullynessle and Forbes Community Hall as an example.

Many management committees also pursue a 'good neighbour policy' and take measures to address noise minimisation. Good insulation helps limit noise leakage from a building and the development architects will be able to suggest other measures to minimise impact on neighbouring properties.

A redeveloped building must be viewed within its surrounds. For example if the facility includes a private parking area, extension of the building may reduce parking capacity. This is a critical design issue. Failure to plan effectively (and the result of which is too few car parking spaces) could cause substantial difficulty to the hall neighbours. It will also be a key concern to the local authority in obtaining planning consent. The formula for the 'user to car park space' ratio changes with each local authority and whether it is urban or rural. A guide would be 8 - 10 spaces per 100 square metres. The Minimum Disabled Car Parking Standards are set out here:-
http://www.gov.scot/Publications/2003/03/16618/19267#5

The parking standards for that local authority should be checked (most standards are online) as there isn't a national standard.

The choice of surfacing for the car park will depend on funding available. However, safety (lighting and a safe pedestrian route to access and leave the car park) will, again, be a planning issue. Many refurbished buildings across Scotland have heat recovery piping laid in the car park to address the long term energy needs of the building. If this is the preferred option then steps must be taken early to ensure that the system can be maintained relatively easily if substantial expense is to be prevented.

A significant cost item is VAT and this 'addition' to basic cost must be taken into account when fundraising and developing the building's refurbishment design. It is important to take this into account from the start. Whether VAT is payable on all aspects of the work depends partly on the nature of the redesign. Professional advice is needed on this before any start is made on the project. Getting this wrong could be calamitous, requiring substantial alteration to the size of the project (to enable the payment of the tax) or running the risk of taking the management committee outside the law (at which point of course – the limitations on their legal liabilities may become void).

Health check 7: is the refurbishment subject to Value Added Tax and have you got professional advice (perhaps from HMRC), in writing, to clarify and agree the status of the project?

Some individual components of buildings need careful consideration and strict observance to safety and EU regulatory frameworks. These include kitchens, heating and energy usage, food storage, floors, stages, toilets and acoustics. Appendix 4 lists some hints and tips for some rooms. Acoustics in particular are often neglected in design. Storage areas are often too small and kitchens inappropriately equipped and designed. Flooring needs special attention if problems, post construction, are to be avoided.

Energy use is probably the biggest (and growing) expense that a community will face. There is a need here to think beyond the present. It is important to remember that control of energy costs begins with insulation and heat loss prevention. Energy use is

probably the biggest (and growing) expense that a community will face. The best approach is to take a "Fabric First Approach" in which efficient energy conservation measures are built into the design of the building rather than having to provide expensive add-ons post construction. Careful consideration early in the redesign opens up options and, if applications are constructed properly, should enable access to grants and other funding support. Several communities CADISPA has helped over the last ten years have pursued renewable energy and its conservation as an option: a small wind-turbine (Lagg Community Hall and Bunkhouse Arran); Ground heat recovery (Ardfern Community Hall and Boat of Garten Hall); the village Hydro scheme in Strontian. There are substantial grants available to a community willing to adopt renewable energy generation into their refurbishment design. Appendix 5 gives some more detail on the options for renewable energy systems.

Health Check 8: Sustainability of the facility going forward is a key design issue –and energy conservation and generation are at the heart of that. Are you convinced that you have addressed all aspects of sustainable design – especially thorough insulation and the use and potential generation of your own energy?

5.3 Preparing the Architects' Brief

This will be founded on the statement describing the outcomes of the local research and consultation and the architect will be required to translate this into a final design. It will also be determined by the level of funding available to the community. The experience of CADISPA is that great care has to be taken at this stage – if crushing disappointment and a trail of wasted money is not to be experienced later. Architects and designers must be kept in check and helped to interpret the Brief in the way that gives the community what they want within a price that can be afforded but which also leaves the community in control.

We would strongly recommend that any community contemplating the redevelopment of a building access the documents available on the RIAS site (Royal Institute of Architects in Scotland) at: http://www.rias.org.uk/services/why-use-an-architect/choosing-an-architect/. This site is truly helpful and includes notes on how to choose an architect; the design process including what should be included in the Brief; the construction process and the options that will be on offer to a client when paying for an architect's service. There is no substitution for the quality of advice that RIAS can offer especially with the new (April 2015) CDM regulations on health and safety. This site, also offers advice on sustainable development. Appendix 6 gives three examples of architects' brief used by three community halls undergoing redevelopment.

5.4 Appointing an Architect

Appointing the architect is a key decision but it should be understood that the design and construction of a building takes place under the supervision of a team of specialists, commonly known as the Design Team, that contains the architect, a civil engineer, a quantity surveyor and a CDM specialist. There is a principal designer who oversees the design etc. taking into account not just the construction but considers the whole working life of the building. This is typically the architect who, if required, will also oversee its construction. This can also be the client, though rarely.

Some simple guidance is useful. The cheapest is not always the best. Committees are not always the easiest kinds of client (RIAS recommend that one person be delegated the responsibility to work with the Architect on behalf of a committee and only he or she be empowered to convey decisions to and from the architect) Questions that need to be resolved include: does the architect have the necessary experience? Have they designed, built or successfully refurbished other community buildings? Are they able to accommodate the eccentricities of working with a community committee – itself a daunting task for many professionals? Getting adequate answers to these questions (and more) will be important.

Others who have employed architects in the locality might be able and willing to provide useful experience that you might tap into before making a decision. However, once a decision has been arrived at and the contract signed the Community Group is committed. It is vital therefore that all due diligence is processed prior to getting to that stage. This would, of course, include ensuring that the community group's organisational structure is legally able to accept the responsibility for the operation and budgeting aspects of the contract – and, critically, that the organisation is set up in such a way that it offers legal liability protection to those who are members of the committee. CADISPA has a number of examples where a community chose to enter into a contract with only a loose 'community association' structure backing them. Contractors (including the design team) will have no option but to seek financial redress if things go wrong. This means, without proper and adequate limited liability (with Executive Officer insurance) individual members of a community organisation will be held responsible for the satisfaction of a contract. There is a need to be really careful; take advice and ensure that the due diligence has been completed and recorded in the Board Business Records before going any further. This critically important!

5.5 Appointing a Contractor

Selecting the right contractor is also important. Community groups should ensure there is a main contractor who is responsible for overseeing subcontractors (electricians, plumbers etc). At least three estimates should be obtained. Cost is clearly a major consideration but so also is past performance of the contractor, which may be obtained from local experience. The architect may also be able to give advice. You could ask for references or to visit some completed work. However it's important to tie the contractor to a standard form of building contract to safeguard your development and committee with regard to any default by either side.

Health Check 9: can you, <u>with absolute certainty</u>, confirm that the organisational structure to which you belong ensures its members limited liability at a level beyond the level of financial activity inside the contract?

6 FULFILLING LEGAL REQUIREMENTS

6.1 Getting Planning Permission and Building Warrant

Very little building work can be undertaken prior to both these having been obtained from the local authority and both need a finalised, detailed design. If there is doubt about getting planning permission for a redeveloped building on site in general terms, application can be made for planning permission in principle. Where there is any doubt, it

is useful and strongly recommended to hold discussions with local planning officers. Locally appointed architects will also be fully familiar with the detailed information required by the Local authority for the design of new or refurbished buildings.

6.2 Other Legal Requirements

Health and Safety legal requirements will clearly influence the design. Disabled access needs to be built into all aspects of the building. If the kitchen is to be used to provide a commercial function there are strict design regulations and food management standards which must be adhered to. Competent architects are aware of the need to integrate these into the design. Construction Design and Management (CDM) Regulations 2015 issues need to be addressed early in the process with a principal designer appointed who will administer CDM throughout the project. Guidance on the information for clients has been issued and is viewable at the website of the Health and Safety Regulations (www.hse.gov.uk).

6.3 Extras and changes to the original contract.

Every meeting with either the Architect; the Builder or any other salient professional associated with the build must be recorded. This record must identify the decisions that have been taken and the cost of the change must be clearly identified. The document must be sent to the other party/ies within a day or two with a request that they review the document and, if they have an understanding different to what is in the letter no progress can be made on implementing the change until agreement has been reached. This is really important. If it is thought that the professional in question is unable or unwilling to review the document and confirm in writing the price and the change as indicated it may be better to initiate a system at the very start where, on receipt of the letter, the Builder (or whomever) has seven days to respond (this must be in the letter) or it will be taken that what is written in the letter becomes a contract between the parties. The architect will, upon agreement, issue an instruction to initiate the change via an Architect's Instruction or 2AI.

It is always best to remember that neither your Architect nor the Builder or any of the other professionals involved with the project is your 'friend'. This is a professional relationship and one which can be perfectly friendly – but one which must always be professional: friendly perhaps – but not friends.

7 FUNDING THE REDEVELOPMENT

Funding the redevelopment is often the most difficult part of the whole project. It is helpful to recognise from the start that not every funding application is successful – in fact, many of the funding applications you make will not result in success. Demands on funders frequently (almost always) outstrip supply, so expect setbacks. Nonetheless, it is usually better to "aim high" – aiming to create what would be the best structure for the redeveloped building, even if limits to funding may require things to be trimmed to fit the funds available when it comes to finalising the design. A common problem is in keeping the community in control of the design and matching the level of fundraising (constantly) to what is required. This is a matter of control; monitoring and project management. The relationship of a community group to the Architect is critical in finalising the design,

keeping control of 'extras' (that is changes in design made during construction) and paying what is due – at the moment when you and the Architect are sure that the work has been completed to a satisfactory standard – and not before.

7.1 Stages in Funding

It is important to realise there are three stages or aspects of the process that will need funding. These are the costs of preparing the plan, the costs of building, and the costs of equipping the redeveloped building.

Stage one may require relatively little funds, of the order of £5,000-£10,000, but it must pay for items like any costs of the research stage to establish the social and/or economic needs the redeveloped building must meet, architects' initial fees in designing the building, and planning fees etc.

The second stage, costs of building, is the main and by far the largest cost and where, by far, the most effort has to be focused in fundraising. It can only be done once there is a well worked out, architecturally designed development plan with all the planning certificates to hand. Few funders will support applications that have not been developed to this stage.

The third stage of re-equipping is sometimes overlooked by management groups until late in the redevelopment phase. As said previously, in kitchens for example, certain features such as sinks are fixed and considered part of the rebuild, but equipment like stoves may or may not come under this heading and other equipment like water heaters do not. Other examples might include baby changing facilities in new toilets and fire hydrants attached to walls. Stores may also require equipment not included within building costs.

Lastly, don't be caught out by VAT. You must know whether you are liable to pay VAT prior to the work starting. Liability for Vat can be influenced by how a building is extended or redesigned and this can even influence how it is designed..

7.2 Finding Funds

7.2.1 Identifying Potential Funders

There is a wide diversity of potential funding sources and the main kinds are listed in 7.3. The problem is finding which will fund the particular needs being addressed by your redevelopment scheme. Some of the major sources like government grants or large funders like the Big Lottery are well known but there are others. Researching which ones might support your project can be done by using one of the search engines specifically designed to search these charities by feeding in key words into the system. The most easily accessible of these are found on the website of the Scottish Council of Voluntary Organisations (www.scvo) or at www.fundingscotland.com. A list of some additional sources of advice and funding is in Table 1 but Local Planning Authorities may have programmes giving local support and funding. The key words selected in searching these website may reflect the social or economic needs being met by the redevelopment or simply the financing of physical aspects of the redeveloped building. Both approaches should be tried. If, having identified a potential funder, you are still in doubt if your aims

match that source's priorities, an enquiry with their staff can clarify this or help adjust your application closer to that source's area of interest. Websites of grant giving bodies give guidance on the areas of activity they fund and list examples of past projects supported.

Table 1 Guidance on Funding and Searching Funding Sources

Marr Area Partnership - Guidance on fundraising generally with particularly good information on community fundraising efforts and their value (http://www.marrareapartnership.org.uk/)

Council for Voluntary Services (www.cvsa-aberdeenshire) provides advice and guidance on managing community charities including a Funding Pack that gives guidance on finding funds.

Skye and Lochalsh Council for Voluntary Organisations (www.scvo.org.uk) provides a Community Toolkit with useful advice on community groups including guidance on local funding sources.

Foundation Scotland (www.foundationscotland.org.uk) Provides information, advice, aid and large and small grants for community organisation.

Institute of Fundraising (http://www.institute-of-fundraising.org.uk) Provides guidance and training on fundraising.

Scottish Council for Voluntary Organisations (www.SCVO.org.uk) Provides much useful guidance on the structure and management of voluntary groups, a search engine for identifying useful sources of funding and a downloadable publication "How to Raise Funds".

Rural Direct (www.ruraldirect.org.uk) is an activity of the SCVO which aims to build the rural economy by helping community groups grow and prosper. The service provides support to rural community-based organisations who want to become more sustainable, income-generating enterprises that build the local economy, create jobs and benefit local communities through information, training and networking support.

Community Funds Gateway (www.gov.scot/Topics/Built-Environment/regeneration/communityfunds)
The Scottish Government website dealing with regeneration of the built environment including capital grants

Aberdeenshire4community (www.aberdeenshire4community) Aberdeenshire Council's free online website section explaining support to communities including funding and a searchable site that helps exploration of funding sources in the UK

Community Ownership Support Service (www.dtas**community**ownership.org.uk) Is the Community Ownership Support Service (**COSS**) of the Development Trusts Association Scotland. A Scottish government funded programme, set up to help community-based groups in Scotland to take on land or building assets for their community. It also supports local authorities, other public bodies and members of Community Planning Partnerships wishing to transfer a building or land asset.

The Scottish Land Fund (www.biglotteryfund.org.uk/scottishlandfund) is a funding source for communities seeking to acquire land or land assets. Communities are encouraged to utilise the Scottish Government's model templates to review their eligibility for the fund.

7.2.2 Using a Professional Funding Consultant:

Another option open to a community group is to employ a 'funding finder'. This will be expensive – but might, in the long run, save a community substantial money and time. A funding consultant will already know many of the routes available for funding your project. However, check always with the Grant Maker prior to employing a funding expert as many will not give funding to an organisation that has used a professional funding consultant. Why they take this stance remains a mystery – but it is something that needs to be checked before application.

7.3 Sources of Funds

Funding sources are varied but here are some sources and ways of finding suitable funders.

7.3.1 The Charity's Own Accumulated Funds

There may not be large but they may be enough to cover stage 1. Also, funders are sometimes more supportive of groups that are also committing their own financial resources to a project. However given the sometimes uncertain nature of costings for redevelopment, it is preferable if some capital is left in the charity's own funds as a reserve.

7.3.2 Fund Raising Events by the Charity Concerned (if it is a charity)

There is a great diversity of kinds of events organised by charities to raise funds locally and various examples of these are given in Appendix 7. They seldom raise large sums but they can be particularly useful in funding stages 1 and 3 and can have other benefits. They demonstrate the commitment of applicants to potential funders of the larger costs and provide good local publicity for the whole effort. At such events be sure to give good publicity to the redevelopment and its aims through announcements, posters in the building etc. Another advantage is that they help involve people in the community. Some may be willing to organise and event like a ceilidh.

7.3.3 Public Appeals

Even local public appeals can sometimes raise surprisingly large sums, particularly if care has been taken to carry the local community with the management committee behind the redevelopment. Tullynessle and Forbes Hall and Community Association for example raised some £38,000 from such an appeal. The internet now permits even local charities to reach a wide audience if it is felt that the cause being supported has a wide appeal.

7.3.4 Local Trusts and Charities

Sometimes, there are local trusts of charities, such as Rotary Clubs, that do not get identified in searches of better know funding charities. These are usually known locally, or can be identified by local enquiries. They are seldom sources of major funds but can aid funding for such things as specific items of equipment.

7.3.5 Businesses

Some businesses have a standard procedure of proving some charitable support – for example supporting one selected charitable effort per year. Others may be interested in being sponsors of the redevelopment or of the charity behind it. Local businesses will often contribute prizes to such events as fundraising raffles.

7.3.6. Local and Central Government

Local and central government may have capital grant schemes or other kinds of financial aid within their plans. The Leader Programme under the Scottish Rural Development Programme (SRDP) is a central government source and is EU financed. If the local authority still runs a landfill site, it will distribute the proceeds of the landfill tax to local causes. At the local government level, Planning Gain can also be a source of funds.

7.3.7 Grant Aiding Charities

There are a very large number of these. They give grant aid ranging from a few thousand pounds to hundreds of thousands. Among these charities are a limited number that distribute grants on a scale that would finance the redevelopment, such as the Big Lottery's diverse schemes and a major effort has to be put into applying to these funding sources.

7.4 Funding –Some Cautionary Notes

It is important to realise that every 'donation' given by a Charitable Foundation is a 'gift' in the eyes of the law. This means that the money can be withheld; the amount changed or the offer to fund withdrawn at any time without penalty to the Funder. This is a risk factor that needs to be managed. This is particularly important if there is a delay in getting the full funding package together from differing funding agencies and individuals, leading to a delay in starting the work, and hence spending of the donation against costs. Grant giving bodies normally stipulate that the money must be spent within a given time – perhaps even within one year of the date of donation. If they are approached before that date expires, and progress is being made, extensions can usually be arranged with the grant giving body to extend this period but don't take this for granted. A check must be kept on a funding agency being willing to extend their offer (sometimes over years if necessary) if others cannot be persuaded to come into the funding fold at the level or timing needed. Clear, recorded, regular and frequent communication between the parties from the Management Committee of the project is critical in keeping people informed and committed to the project and the project itself therefore on-track, legal and moving forward.

If the organisation is a charity, care must be taken to ensure that OSCR know why the charity has raised substantial money and why it is being kept as a block in reserve. Charities have a duty to spend funding that others' have given in the pursuit of charitable purposes so charities cannot simply store or invest the money. However, if OSCR know that the community is saving up for the refurbishment of a community facility this, when explained properly to them, will usually suffice. It must be recognised too that this leniency of approach by OSCR will not last forever. The money gathered in must be spent within a reasonable timeframe – building or no building.

Also, if you have specified in your funding application what a donation will be spent on – unless you have received a 'viament' (permission to use the money in another way for another purpose) or permission from the donor to spend the money on something else – then you are obliged to spend it on its original purpose. Most donors will allow their donation to be used in any way you need within the precincts of the project provided you tell them about the change before it happens. It is always best to check with the donor before assuming that they will agree to the change.

8 BUILDING THE REDEVELOPMENT

8.1 Organising the Project Team

Often, the Management Committee is not the best group to oversee and manage the construction stages. A smaller grouping (or a single person) can more easily manage the detail. The committee may lack some key experience and skills in areas like project management, building work etc. A subcommittee, appointed as a "build it team" can co-opt people from the local community with the missing skills. Whatever the arrangement, the group will have to work effectively with the appointed architects.

Another option is for a community to appoint an experienced project manager. This will be expensive but may save the community endless frustrating meetings with professionals from a variety of disciplines (all perhaps outside committee members' experience). The work of a community group would therefore be to 'oversee' the project and to manage the money; ensure the standards are being met in partnership with their architect; monitor progress against a time line and manage the project manager.

8.2 Appointing a Contractor

A minimum of three estimates and usually a maximum of six estimates should be obtained from contractors. There are recognised guidelines for organising this process. RIAS and RIBA have material on each of their websites that describe the role of the architect in the processes of design and supervision of the construction.

All estimates, to be comparable, must be based on the same strict design and job description. Copies of the planning permission and building warrant must be available. Local knowledge of work done by contractors, or the experience of other community groups who have redeveloped their facilities can be useful in selecting which contractors to ask for an estimate or in appointing one. Before signing any contract, it is important to ensure the selected contractor has all necessary insurances in place – such as Public Liability Insurance. Your architect will be able to advise the group about insurances and the building process. It may be necessary, however, for the organisations solicitor to

ensure that the group is covered by all-risks insurance to a level that is sufficient for the purpose.

8.3 Building It

A simple question is when to carry out the building work. Clearly, user groups cannot use the facility whilst a major rebuild is in operation and they need warning to make any other arrangements. Examination of patterns or seasonal use of the facilities will tell which time of year would cause least disruption to users during closure. In Scotland there is substantial demand for external work to be programmed during the summer. It is also, usually, the quietest time of year for in-house community events.

8.3.1 Overseeing Construction:

This requires regular attention by the Build It Team. The contractor will prepare a schedule of work showing what will be done by which date and a date of completion and handover. The team will need regular monthly, carefully minuted, meetings with the architect and the builder to sign off progress. The architect will advise when invoices are cleared to be paid. Large bills will now ensue and some funders may have staged payments or pay only on production of invoices from contractors. If they have funded only a fraction of the project, they may fund only that part of the invoice. If the architect has agreed to formally supervise the project then only when she/he says that the work has been completed according to the schedule and to the standard required, should any invoice be invited or paid.

It is really important to remember that, when the site is handed over to the contractor for the build to commence, it is strictly under his/her control and will be fenced off and casual access denied. However, it is important that the Build It Team and perhaps representatives of the community itself to visit the site regularly and check progress, but this must only be done with the contractor's full knowledge and assent. It must be made crystal clear to the community that there will be no access to the site whilst the build is in progress without formal permission from the contractor.

There should be a method of managing 'extras'. This is where many community groups come unstuck. Extras are those minor (or major) alterations to the original plan that the builder was asked to quote for – and is now being asked to do as an extra whilst the job is in progress. The builder will have quoted a fixed price for the job and therefore any extras that he/she is asked to provide (or any changes from the original plan) will have to be accounted for and paid – either at the moment of the change happening – or at the end. Our advice is that any change or extra is confirmed in writing with the builder and architect within 24 hours of the change being agreed. This agreement must include a fully costed price for the change and this cost immediately settled (our preference) or noted for payment at a later date. All of this must be in writing.

Any renovation or build will take months to complete, it is important therefore to keep community informed of progress through regular broadsheets to sustain interest and support and that all decisions are fully recorded in the Management Board Record..

8.4 Handover

Once the rebuild is complete, the architect will carry out "snagging" – that is check for problems, incomplete or faulty work. 'Handover' may be more of a series of small events

rather than a single day. Formal re-acceptance of the building will only take place when all the snagging problems (and there will be some) are addressed. It would be usual for 5% of the cost to be withheld by a Build It Team whilst the builder tackles the snagging and any other issues that may be reasonably raised by the Community representatives. Once the supervising architect has confirmed that all the issues have been addressed then the final payment can be made and the formal building handover take place.

On handover day, and after an inspection of the premises, the keys and legal control of the site is transferred. It would be usual for a signed document to be exchanged to indicate the transfer of legal responsibility.

Also handed over are documents covering electrical installations, health and safety, CDM regulations. Final drawings of the building must also be transferred. Your architect will guide you over this. The contract must include a 'run-in' period after the formal hand-over as, once the building is put into use it may be that machinery or perhaps white goods will not function as they should. There must be a process that these can be mended or replaced without penalty to the community.

9 MANAGING THE REDEVELOPED BUILDING

9.1 The Launch

The launch is a time for celebration but also an opportunity to again publicise the improved facilities on offer to both current and potential new user groups.

9.2 The New Scenario

Although the building has been designed around the researched needs of current and future user groups, it would be a common experience for levels of usage to increase as recognition increases that this is a new facility that targets the immediate needs of the community. This increase in footfall sometimes is quite dramatic. New user groups often appear even without further publicity and almost from nowhere. The task of the Management Committee therefore changes to one of retention of new clients rather than just the servicing of past clients.

With adequate publicity and a programme that meets the needs of local (and not-so-local) groups the catchment of the facility (its geographical hinterland) will extend. If the programming, facilities and price is right people will travel significant distances to attend.

One newly redeveloped hall recently saw its level of usage more than triple. This can place great demands on management committees and, if this is the route chosen, on employed staff. New users will also need guidance on the use of the facilities. Some community groups have found the creation of a website useful in publicising the facilities; describing the terms of usage and advertising the programme and availability of space for booking through an online calendar. An example of such a functioning website is at www.tullynessleandforbeshall.co.uk.

In keeping a facility in good condition, there is a measure called the"24 hour rule" To keep the facility in tip-top condition, it is suggested that the 24 hour rule be adopted: that any damage (accidental or otherwise) be brought to its former standard within 24 hours

of the damage occurring. It's a tough call – but damage always spawns more damage so a commitment to get repairs made within the shortest time possible (with a maximum window of 24 hours) gives the building the best chance to recover.

9.3 The Role of the Management Committee

It is important for directors or a management committee to be clear on their role in this new situation. Three basic roles can be envisaged.

> 1.The Management Committee as "the shop counter" approach. The Management Committee maintain the facility and simply oversee its use by users to book and use it.
>
> 2. The Management Committee s Activity Leaders: The Committee undertakes to initiate and run new user groups in addition to managing the facility. This can place excessive demands on the time of committee members.
>
> 3.The Management Committee as Facilitator. This is an intermediary role where the Committee "run the shop counter" but also 'facilitate' its use by often new user groups.. This can be done in various ways such as by actively marketing the improved facility, giving new groups cheaper rentals or other support initially to see if they can grow and become self-sustaining thereby increasing the footfall of the facility.

Of course, this assumes that the Management Committee will be actively involved in the day to day management of the facility. This may not be the case and is not a model favoured in the private sector. If the pricing is competitive, the programme attractive and the overheads controlled it may be possible for the Committee to employ a Facility Manager. This would, immediately, change the relationship of the facility to the Management Committee.

The research for the Scottish Government (2008), as mentioned in the Introduction demonstrated that one third of all community halls in Scotland ran at a deficit of between £1000 and £16000 a year and less than a quarter of them had prepared a business plan in the last five years. This is not a good situation.

Rental income must cover running costs and day to day repairs unless fundraising efforts make up the balance. This last can be demanding of volunteers' limited time and energy. Rental rates therefore need to be carefully set to provide facilities that are viable in the long term.

Decisions will have to be made as to which community groups will be 'sponsored' and enabled to use the facilities at a rate that is less than that needed to cover its expense. If a policy such as this is adopted – then there must be a balancing activity (or planned and targeted extra fund-raising) to accommodate the deficit in revenue. In other words, allowing the pensioners to play bowls at 10p a time is fine – as long as there is a group willing to pay a little more than the full economic cost of the room hired to allow a financial balance to be maintained. Ideally a long-term "business plan" should be prepared and adopted that both sustains the quality of the facilities through attractive programming, marketing and management to ensure that the usage is maintained or grown to a level that can sustain the facility. Alternatively the Management Committee

adopts a policy that recognises the need, year on year, to raise extra revenue to pay for its policy on subsidised activity.

We don't advocate that community facilities are run like a commercial business – but it is recommended that communities adopt a 'business-like' mindset to ensure that their facility remains sustainable into the future whilst also meeting the needs of the local community 'in the present'.

Table 2 lists other potentially useful sources of information and guidance on community buildings.

Table 2 Other Potentially Useful Sources of Information and Guidance

Sustainable Buildings Brochure Published by *Network for the 21st Century*, a group of Scottish government agencies. Provides much information on planning and designing a community building with much information on sustainable use of energy and other factors.

Your Hall Manual ~Published by local government agencies within Aberdeenshire. Contains much useful information on insurance, health and safety, letting and other management issues.

Plan Design and Build, parts 1 and 2. Subtitled *21st Century Halls for England 1997* Published by Action with Communities in Rural England (ACRE). www.acre.org.uk . Part 1 (120 pages) contains much detailed information on buildings and costs and relatively brief guidance on preparing the case etc, plus eight examples of village hall plans. Some of the information is now dated and any legal guidance is based in English law at that date. Part 2 contains fourteen examples of village hall design to address special issues like toilet and baby changing areas, access for disabled, external play areas etc.

NB ACRE also publishes useful guides on Affordable Warmth, Energy Efficiency, and Renewable Energy that can provide helpful background information on these topics.

Managing Community Projects Published by Scottish Council for Voluntary Organisations 2000 See www.scvo.org.uk. This provides general advice to voluntary organisations developing a building project. It explains the basic covered in more detail in this handbook

APPENDICES

Appendix 1 Points Learned from Visiting Six Redeveloped Halls

(From the funding application of Tullynessle and Forbes Community Hall)
Includes lessons from inspections by experts on energy conservation, general building design, and user groups

Topic	Recommendations
Catering	A domestic size stove with domestic size cooking rings would be useful in an enlarged kitchen but a commercial style stove with commercial size rings is also needed for outside caterers. Whether it should have four or six rings is uncertain. Don't install a full-scale commercial kitchen. Outside caterers don't need it and most non-commercial hall users don't know how to work the commercial appliances. A good robust dishwasher and perhaps dryer is important in an extended kitchen. Full time commercial caterers often have vehicles with built in ovens etc. What they most need is a good accessible power point of the correct amperage, and easy direct access to serving areas etc. Outside caterers need a place where they can lay out a cold buffet, away from any main event and preferably directly accessible from the kitchen.A sizeable hatch (7-8 feet wide) is very useful in doing this Ensure any enlarged kitchen area has adequate working surfaces. The insistence of three separately placed sinks by Health and Safety means much potential working surface is used up or separated and this must be allowed for in the size of kitchen built. The sizes of two kitchens inspected are 18ftx9ft (Forgue) and 11ftx15.5 (Aboyne). Even the larger of these was too small, especially in terms of shortage of worktop space. A long narrow kitchen is not a suitable shape – square is generally better and may allow the temporary erection of a table in the middle. Don't have a doorway close by the serving hatch if possible as it can cause congestion if a caterer is serving a lot of food and drink.
General Hall Design	**Make the hall facilities as multi-function as possible** Have plenty of storage space, especially if new groups are expected. They may need secure storage, so the capacity to divide up storage areas for this purpose could be useful. Light, airy interiors and modern décor are important in encouraging people to use a hall The larger window area of modernised halls, with their windows at a lower level than the high windows in the present hall, are an important factor in providing a light interior. An additional, smaller, meeting room is of great value but very small rooms are not useful. The present backroom of T&F Hall is near the minimum useful size. A general review of exit signs, notice boards, good external public signs is a useful part of a redesign of hall facilities. Don't have a food hatch close to the bar or, when you are serving food,

	people buying drink get in the way and others cannot get served their food. Have the bar well away from, and preferably not facing, the stage and major loudspeakers, or the barstaff will have their ears blasted by the band all night and cannot hear peoples' orders. Don't have even small cupboards, or other things, protruding onto the main floor. Even small structures in this situation can constrict use of larger areas of the main floor. Extensions along the sides of the main hall must be deep enough to be useful. The Midmar extension's depth of 14 feet seems a useful minimum and its length of 30 feet a good size. Maximise the energy efficiency of the Hall facilities through insulation, draught control etc. Good ventilation would help remove the rather musty odour of the T&F Hall. Rapid heating of the space by whatever heating system is used is important, as observed in Forgue Hall, but forced draught heating systems, as used in Alford Village Hall, are noisy, uncomfortable for some who sit near exits, and oscillate between hot and cold.
Bar Facilities	A bar facility, looking at the Midmar situation, can take up nine feet of the length of an extension. A hot water geyser and a cold water supply to a bar are important. Make sure the position of a bar is not closer to the main hall than licensing or other regulations permit It can be important to licensees that the bar area can be locked off
Energy Losses from the Hall	The walls, roof and under-floor areas of T&F Hall need more effective insulation. Any new extension should be built to high standards of insulation. The current heating system of the hall will produce a slow warming up period and may not be the most effective system. Others should be considered. The ceramic ring heaters of Forgue Hall may be a useful device in this respect.
Outside Facilities	The tarmacing of a carpark not only makes the area more manageable, it also ensures that, with appropriate marking, carparking is self-organizing.
Access for Disabled	Ensure access and toilets etc for disabled people, as advised by experts, are built into the final design of the hall and its surrounds

Appendix 2 Options Appraisal

Aims of the Project:-
To help meet the needs of disadvantaged groups within the community – in this case the high population of older retired people in the area, especially those in rural isolated areas, young people lacking outlets for social activities including a suitable venue, an affordable facility for people on below average incomes.

Research Supporting Design of Project

A programme of research and investigation was undertaken to help the selection of options and to aid the design of hall redevelopment once that was selected as the appropriate option. These are listed in Appendix 4.

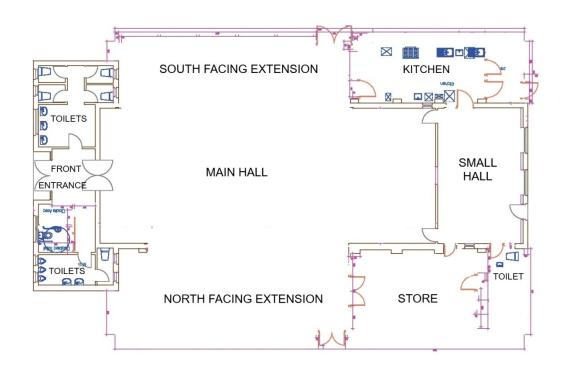***Selection of the Option to Redevelop the Public Hall***

The following options were considered:-

a) Meet Group Needs Without Use of A Built Facility This was simply impractical. Most social, recreational activities for which there was a need required a venue, and in a northern climate outdoor venues are not practical.

b) Use Alternative Facilities Our survey of local facilities within a radius of five miles or more showed several things. The number of such facilities was deteriorating with several having recently closed. Several village halls were in poor condition and in need of redevelopment. There is a lack of private facilities to house larger social events. Lastly, all local facilities such as school premises, village halls and church halls are at capacity, with various groups seeking accommodation. There was thus no alternative accommodation! Given the plans for substantial housebuilding in the area, this situation could worsen.

c) Do Nothing to the Public Hall The hall is already outdated and deteriorating. Without action it will continue to deteriorate, become more outdated and change from being a community asset to a liability.

d) Rebuild the Hall Completely Costings were obtained and are enclosed with this application. It is clear that redevelopment is a cheaper option.
Redevelop the Hall In the light of the above, and taking into account the views of the many parties consulted that the hall has major advantages in its central location within the parish, its basic scale suited to many events, and its generous parking space, this was adopted as clearly the right option. The survey of other local facilities also revealed that the Tullynessle and Forbes Hall was of a scale that complemented the range of facilities within the wider area and this provided another reason for choosing this option**.**

Appendix 3 Design Features for a Basic Redeveloped Community Hall

This example is taken from Tullynessle and Forbes Community Hall. This design is not suggested as a rigid formula but it draws on successful features of other redeveloped community halls and started from the basic rectangular shape of many community buildings. It could therefore include features more widely useful. It has a :-

1. It had main hall plus a smaller one for small group meetings along with toilets
2. Placing of a kitchen and store at the same end as the small hall with direct access to both, plus the addition of a small toilet off the small hall, ensured that each had direct access to other needed facilities. Each hall could then be hired separately (often now with separate activities simultaneously in both) of jointly. If this is done, ensure good sound insulation between halls to avoid one activity disturbing another.
3. Side extensions were made down each side of the main hall with full length double glazed windows on the south side and smaller ones on the north. This feature was taken from Midmar Hall. A good view is given to the south and some incidental solar heating induced. The side extensions permit seating to be placed there, leaving the main area clear for dancing etc.
4. Food can be laid out in the south extension accessed directly from the kitchen without disruption to any activity taking place.
5. Provision of a powerful external PowerPoint near the kitchen backdoor permitted caterers to park their mobile kitchens there, use the kitchen facilities and also lay out food in the south side extension.
6. Full length curtains can be drawn to separate off side-extensions. This permits the space in the main hall to be reduced for some functions. Also, food to be laid out prior to serving behind the curtains on the south side whilst the main hall is in use and revealed by drawing the curtain.
7. The small hall was enlarged significantly to 7.7x4.8 meters by removing a back passage to the old fixed stage. This brought it to a size more suited to a wider range of small groups who now used it frequently.
8. Provision was made for a bar/tea counter in the corner of the northern extension opposite the storeroom. This would avoid any queues at the bar being mixed with queues at the kitchen servery – a tip learned from the Victoria Hall, Aboyne.
9. The fixed stage was removed and replaced with one that could be. This on advice of drama groups etc who now mainly prefer a more flexible arrangement. It also cleared space for use in the main hall. Provision for storage of the parts of the stage must be made in the store room.

SOUTH FACING EXTENSION

KITCHEN

TOILETS

FRONT
ENTRANCE

MAIN HALL

SMALL
HALL

TOILETS

NORTH FACING EXTENSION

STORE

TOILET

Appendix 4 Hints and Tips on Design of Some Features

Kitchens

Kitchens are the most complex of rooms to design when redeveloping a building. Here are some things to take into account. It is important to be clear who is going to be using the facilities. Small groups of volunteers and commercial caterers for example need very different facilities and size of kitchen. Unless commercial catering for sizeable numbers of people is planned within the kitchen, a commercially sized and equipped kitchen should not be part of the design. Many commercial caterers now have basically kitchens on wheels and deliver often pre-prepared food from these. Such caterers need direct access to the kitchen without going through the main hall or other rooms, with adequate parking space at that point of access for their vehicles which are. Their vehicles need a close by external power point of the appropriate amperage (32 amps) to power their internal equipment. This may also be required under health and safety/fire regulations. Often kitchens need designed to meet the needs of both kinds of groups to some extent. Such kitchens should provide plenty of working surfaces and storage, a simple domestic stove, and a commercial cooker, though the last not of great size.

The internal positioning, shape and size of the kitchen are clearly important. Long narrow kitchens, in general, are not so easy to work in as those with a squarer shape, which may also permit a working surface in the middle. Size is difficult to determine but *put* 3.2m x 7.25m.it should be possible to serve directly from the kitchen both to the main hall and, if possible, a hall side-extension where food can be laid out ready for serving. Serving should be through a hatch of some 7-8 feet width. The hatch should be as substantial as possible to decrease noise from kitchen work disturbing ongoing events in the hall. Direct door access between main room and kitchen is needed but, if possible, avoid having a door next to this hatch as this can lead to congestion if a lot of food and drink is being served. The serving arrangements are best well separated from any bar to avoid conflict with bar traffic. There should be storage that can be secured for cleaning materials etc that might be regarded as a health and safety risk. All kitchens should have nonslip floor surfaces.

Ease of maintenance is important in kitchens both for reasons of hygiene and the time and effort required. Surfaces that are frequently splashed above stoves, sinks etc are best finished in a wet wall board (Formica Faced MDF or PLY or similar material)

There is a clear distinction between fixed assets in a kitchen such as sinks for washing and "moveable" such as refrigerators. The cost of the first is embedded in the costing of the building's redevelopment but the moveables like refrigerators and dishwashers etc need to be separately funded. This can be the function of separate funding bids to organisations providing smaller funding grants. The whole question of equipping a kitchen can often best be delegated to a subcommittee of the "Build It" team.

Tips on Kitchen Equipment

It can be difficult to select the right equipment. It should be remembered that, while items like sinks are fixtures and their price is included in building costs, items like refrigerators, water heaters, trolleys and dishwashers are not and would need separate funding – possibly from one of the small grant schemes available. Where large groups will be using a community building at events require catering then a commercial size

dishwasher is needed with a rapid washing and drying cycle as neither voluntary groups nor commercial caterers have the time to await long slow cycles. Commercial caterers often use their own dishwashers and remove dishes etc for cleaning at their own premises.

Facilities for keeping food hot are often needed. Old fashioned water boilers for making water for coffee or tea etc should be disposed of. A water heater that can supply a stream of hot water to make one cup of tea or many is much more useful and saves electricity and time. Choice of cookers is important and a commercial model can be justified with oven to maintain food hot and a selection of rings. The kitchen should provide plenty of working surfaces. Don't buy immobile tables but use trolleys with surfaces at three levels which can be moved around and used both as mobile tables and for collection of dishes etc. Large refrigerators tend to attract accumulations of abandoned food etc and only a small one is usually necessary.

Stores

The commonest error in designing store rooms is to make them too small by underestimating the need. This partly happens because redeveloped and hence improved facilities attract more users who generate an unanticipated need for greater storage space. Some groups like children's play groups, drama groups and indoor bowling groups have large amounts of equipment needing storage. Groups with valuable equipment like projectors will require secure storage space within the general store. Stores require disciplined management or gear accumulates to fill the space available. Where a stage that can be dismantled is used (see below) that may require significant storage space if it is not all in use. Remember storage space will be needed for a mobile stage.

Stages

Most older buildings such as community halls have fixed stages but many drama and other groups now favour more flexible arrangements. Mobile stages that can be dismantled, made larger or smaller, and can also be used to create raised "balconies" for seating are now much more favoured and should be seriously considered in the redesign.

Toilets

Design on these is largely standardised but some points are worth mentioning. Baby changing facilities are normally housed with the ladies' toilet but this assumes fathers would not be involved in this. They might be better housed within the toilet for the disabled, even if this must then be slightly enlarged in its design. Toilets can be the subject of vandalism, with holes punched or kicked in plasterboard walls. These are also difficult to keep clean. Lining areas around wash hand basins etc with an easily cleaned hard gloss plastic or Formica hard wearing washable surface can pay in the longer term.

Appendix 5 Choosing and Using Energy Sources for a Community Building

1. Introduction

This Appendix outlines the kinds of energy sources that can be selected for a community building. The situations of community buildings are diverse and the final choice must be made with the situation of any particular one in mind. This note simply lays out the basic steps and rationale. Previously choices of energy supplies were fairly simple. Light and kitchen requirements for example relied on a mains supply and heating from either direct electric or oil. The emergence of renewable systems has changed this. Some systems like wood fuel systems supply heat and hot water only for the heating systems but others such as solar power supply electricity (lighting and power) and/or heating and hot water. A combination of energy sources is thus the norm. Such installations should be integrated into the design of the redeveloped building drawn up by architects.

2. Before Deciding on Anything

There are two simple points to be made here:-

2.1 What is the rationale for the Building?

This again emerges as significant when it comes to applying for funding. Some funders of renewable energy systems take this into account when deciding which to help fund.

2.2 Insulation

Energy costs have been an increasingly important item in the running costs of community buildings. They have forced some groups to increase rental charges. It is important to minimise these, whatever energy source is used. The place to start this process is not in the choice of energy source for heating, but at thorough insulation built into the building's design using a Fabric First Approach as stated in section 5.2 if the main text of this guide. Even renewable systems are not climate neutral and are expensive to run if the building facilities are poorly insulated and basically you are just heating the neighbourhood.

3. Basic Reasons for Installing a Renewable Energy Heating System

One can give five reasons for adopting a renewable energy system most of which will apply in nearly all situations.

3.1 Reduction in Carbon Dioxide Emissions and Hence a Contribution to Reduction in Climate Change

This is the main reason funding is often available for installing these systems.

3.2 Reduction in Building Running Costs

As stated, given the rising costs of conventional sources such as oil, a renewable energy resource helps reduce major running costs and hence building rental rates.

3.3 Avoidance of Warm/Cold Cycles of Internal Temperature

Conventional heating sources, switched on and off before and after usage of the building, produce warm/cold cycles in the internal atmosphere that cause condensation onto surfaces during cooling. This causes deterioration of fabrics and surfaces, and an unpleasant musty atmosphere. If the building is well insulated, hence reducing heat loss rates, a renewable energy heating system that can provide relatively continuous background heat avoids this important problem.

3.4 Educational Value

A series of initiatives are developing throughout Scotland to promote and enable community groups to adopt renewable energy systems. (eg, Aberdeenshire Sustainable Community Buildings Group and Local Energy Scotland). An identified need is for a network of functioning effective installed systems in community facilities that can have the educational effect of demonstrating what is possible and effective. If your community building is sited in a wide area that has few such initiatives established and is well placed to be a demonstration project, this can make it more attractive to some funders.

3.5 Availability of Funding for Capital or Running Costs of Energy Systems

This can be an important consideration for management committees. A simple wood pellet system for example may cost over £20,000 to install. Funding is further discussed below.

3.6 Use of Local Sustainable Resources

This is discussed further under wood pellet systems below.

4. Choosing a Suitable Heating System for a Community Building

Sources of impartial advice are now available on insulation through government funded organisations like SCARF (www.scarf.org.uk) whose staff will visit buildings and advise on insulation needs. This produces recommendations for improving the energy efficiency of the redeveloped building through insulation and other measures and these can be incorporated into the final architect's design. Other organisations will advise on the design and funding of renewable energy systems (*Resource Efficient Scotland)*. They can review the building and its site, along with an assessment of the energy requirements of the redeveloped building to decide on the best option*.*

4.1 Basic Options
The full range of options should be reviewed.
      4.1.1 Solar Panels – These come in two forms:
            Solar Thermal panels generate hot water.
            Solar Photovoltaic (Solar PV) panels generate electricity.

Although modern solar panels still harvest solar energy out with direct sun, an extensive, unshaded, south-facing roof is strongly preferable. (Solar panels alone may be insufficient to meet the overall requirements of a building.)

4.1.2 Ground Source Heat Pump - Ground sources of heat are of two kinds. One is an extensive array of coiled pipes running underground relatively near the surface. This harvests solar energy absorbed by the soil above and hence requires a sizeable area of land in full sun. The other is based on a few pipes drilled deeply downwards for depth of over 80m; this harvests latent heat in the surrounding substrata.

4.1.3 Air Source Heat Pump - Air source heat pumps extract heat from the surrounding air. They are relatively cheap to buy when compared to a ground source heat pump but:-
a. They tend to have a slightly lower coefficient of performance than ground source heat pumps.
b. They usually require a box to be installed outside the building, which can be a problem where vandalism is rife.
c. They can be noisy

4.1.4 Wood Based Options
The remaining options were wood based – either wood chip or wood pellet. Wood based systems have features that suit some buildings (see below).

4.2 Choosing From Wood Based Options

The chief considerations, apart from cost of the fuel type, are the suitability of the associated system for the building, the ease of running and maintenance of the system, and the reliability of fuel supplies in quality, cost, and diversity of options of suppliers.

To decide between woodchip and wood pellet systems, the following considerations apply.

4.2.1 Wood chips are cheaper than wood pellets but have several disadvantages. They require more storage space than wood pellets. They can be prone to variability in quality, such as moisture content. While wood chip is suitable for large installations, wood pellet is more suitable for smaller buildings.

4.2.2 Wood pellets have advantages that outweigh their higher cost. The quality is more reliable. The systems linking storage to burning are better integrated and avoid flow problems. Systems with boiler sizes suited to smaller buildings are available.

4.2.3 In addition, there is a range of suppliers, ensuring competition on selling price.

4.2.4 It is possible to select a system that permits the boiler to function at a low cycle that sustains background temperatures in a community building that sees intermittent use and avoids problems of internal condensation etc.

4.2.5 Oil and wood based systems all require storage containers and these can take up significant room – especially for wood chips and wood pellets. Placing

wood chip or wood pellet hoppers can take up significant room especially as they have to be housed in a separate chamber to prevent dust problems spreading from them and the potential fire hazard from both the stored woodfuel and spreading dust. With indoor storage, the store must be separated off by a non combustible fire protective wall with a 60 minute fire resistance. Where possible, they should be housed out-of doors.
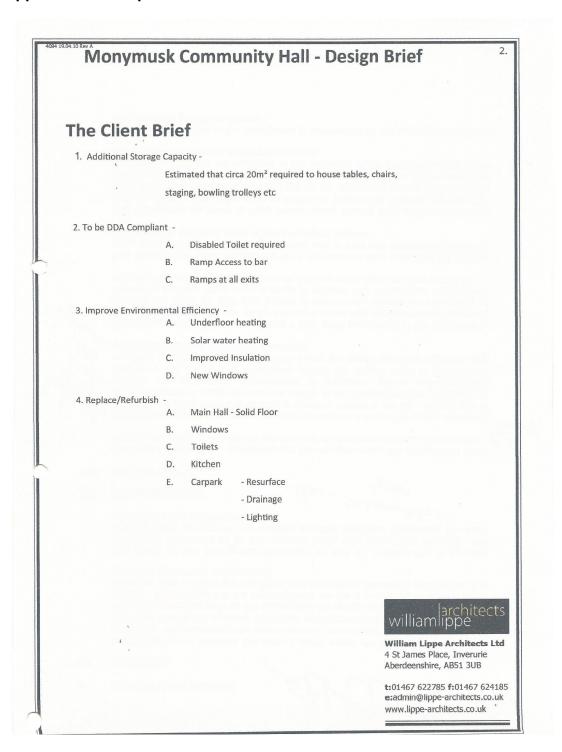
5. Costs and Funding

Systems commonly cost over £20,000 to install including supplying, installing and commissioning of the system. A calculation of the tonnage of carbon dioxide emissions avoided by using a renewable system may be required for some funding sources. Your installer or an energy audit can help supply these figures.

A range of sources for grant aid for renewables exist including several power companies. At one time direct public grants were available for renewable energy but these are no longer available. These have been superseded by the Feed-in Tariff, for electricity generating technologies (Solar PV, wind, hydro) since April 2010, and by the Renewable Heat Incentive (RHI) for heat generating technologies (Solar Thermal, wood fuel boilers, Ground and Air-source heat pumps). The Feed-in-Tariff is a payment for each unit of electricity generated. This effectively reduces energy running costs. The RHI for commercial installations, which includes village halls, was introduced in November 2011, following delays, but qualifying installations installed after July 2009 were eligible. The commercial (non-domestic) RHI is paid over a period of twenty years from date of commissioning for qualifying installations. You cannot both use a publicly funded grant to support a renewable energy installation and claim FiT or RHI as this would breach EU rules on double funding. On balance, in choosing between grants that reduce capital costs and subsidy of running costs, in most cases, it is financially more beneficial to opt for the FiT or RHI, but that rules out grants such as Lottery, LEADER, Climate Challenge Fund, Council grants and Land Fill Tax grants. You can however use these grants to fund energy efficiency measures such as insulation, draught-proofing and low-energy lighting, and ancillaries such as the heat distribution network (ie plumbing and radiators).

You can use non-public grant funding sources to help with capital costs and most of the major energy companies have a community grant scheme to fund things such as solar panels and renewable heating systems. For example, St Comb's Hall in Aberdeenshire (new build, completed 2014) received a £25k grant toward the installation of a ground-source heat pump from Scottish Power's grant scheme. There are also a growing number of wind farm community benefit funds.

There also other many other grant schemes to which you can apply and these can be researched through grant funding search tools given in Table 2 on the main text.

Appendix 6 Examples of Architects' Briefs

4084 19.04.10 Rev A

Monymusk Community Hall - Design Brief

2.

The Client Brief

1. Additional Storage Capacity -

>   Estimated that circa 20m² required to house tables, chairs,
>   staging, bowling trolleys etc

2. To be DDA Compliant -

- A.   Disabled Toilet required
- B.   Ramp Access to bar
- C.   Ramps at all exits

3. Improve Environmental Efficiency -

- A.   Underfloor heating
- B.   Solar water heating
- C.   Improved Insulation
- D.   New Windows

4. Replace/Refurbish -

- A.   Main Hall - Solid Floor
- B.   Windows
- C.   Toilets
- D.   Kitchen
- E.   Carpark   - Resurface
- - Drainage
- - Lighting

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Midmar Hall Alterations & Extension

Client Brief.

From the information given and suggestions made in the Questionnaire of 1996, we the Midmar Hall Management Committee, wish to have the Hall upgraded and extended taking into account the following comments and suggestions which have largely come from the user groups. These may be modified when they are presented to the Public meeting later in March 1998.

1. The existing entrance to remain as it is suitable to wheelchair users.
2. The facilities should be accessible to disabled users.
3. Unisex Disabled Toilet to be provided.
4. Storage area for user groups is inadequate as exists, and should be extended.
5. Access to the storage area should be wider.
6. Hall enlarged to provide additional seating area, so that Parties, Dances, Weddings etc. could be better catered for.
7. Hall extended to allow an indoor bowling club to be established, including storage of carpets.
8. Dressing rooms for stage actors, and retain Toilet for their use.
9. Heating system to be oil heating or existing electric heaters upgraded.
10. Well insulated extension and insulation to be added to existing building where necessary.
11. Proposed budget for this project will £ 60-80,000.
12. Initial design and costs are required for Grant application at the end of April 1998.
13. Costs should include for all consultants involved.
14. Copy of " 21st Century Halls for Scotland " provided to give a background to the information required.

John Andrew
Midmar Hall Management Committee

REDEVELOPMENT OF TULLYNESSLE AND FORBES COMMUNITY HALL

ARCHITECT'S BRIEF

20 September 2004

The following brief is the result of the Hall Committee's discussions in the light of:-

a) Consideration of three design options created by Lippe Architects.
b) Research through visits to recently extended public halls, interviews with special-ist users such as external caterers, SCARF and potential user groups such as bowlers.
c) Consultations with the local community and current user groups

This has resulted in the overall vision of the to create a pleasant, multifunctional space that will meet the needs of the widest diversity of people and groups, especially those disadvantaged within the community. Within that vision, the following guidelines emerged.

1.The Basic Shape of the Building Should be a Simple Rectangular Structure

The hall committee has to take into account the following constraints:-

1.The more expensive the extension, the less likely funding agencies are to grant aid it. Aberdeenshire Council for example is naturally reluctant to spend too much money on capital grants in what is still a thinly populated area.

2. Grant aiding bodies like the Lottery, emphasize that efficiency of such structures in terms of value for money is an important point of consideration for them. Relative cheapness of build is therefore important.

3. Buildings like the public hall run on small revenue and maintenance by volunteers, outside of basic cleaning etc. Ease and cheapness of maintenance are therefore important. This last point is considered further in (2) below.

For these reasons, the simple rectangular structure is favoured.

2. Simplified Roof Structure

This is really part of number (1). While it is appreciated that the design of roofing in the three designs offered have advantages, for example serving to give the building a more characterful and aesthetically pleasing appearance, the more complex roof design would add considerably to the construction costs. They also produce valley gutters and the practical experience of committee members with their own and other buildings is that these provide problems of maintenance for cleaning in particular.

It was decided that the simple rectangular, squared off design of building with roofing for side extensions being provided by breaking into the main roof at an appropriate level

and a change of pitch to and extended roof introduced at that point was what was needed.

3) Extensions Should be Built on the North and South Sides

There were four main reasons for this decision:-

a) Extensions on both sides provided a potential solution to the main design problem the committee felt was being faced. The reasoning is given in Box 1.

Box 1

A Basic Design Problem in Redeveloping Tullynessle and Forbes Community Hall

1) The redeveloped hall needs to provide, as additional facilities beyond off-floor seating area, a kitchen, an additional servery, and increased storage space. Further to that, at least one separate toilet needs to be retained that is directly accessible from the stage (west) end of the hall.

2) The seating areas naturally have to be centred along the side, which tends to allocate the above facilities to the corners.

3) Ease of direct access to all of these facilities is very important but an extension down the north side alone did not appear to permit this key requirement at least to be met. Always one facility blocked the other. Space also became severely limiting.

4) A key problem is therefore how to distribute the four other facilities around the corners so that they are of adequate size, and have easy, direct access to them.

5) A double-sided extension, on the north and south sides permitted the separation of these facilities and hence greater ease of direct access.

6) It also increased the seating space to the extent that the entire main floor area was free for activities.

7) It had the additional effect that seating could be left out permanently, hence freeing up storage space that was currently used to store chairs and tables.

For the reasons given in Box 1, extensions on the North and South side are a required part of the design. It is accepted that the way that the stage and back room protrude out into the main hall increases the difficulty of access to facilities on the NW and SW corners.

Extensions provided a balanced internal space.

b) The lower windows on the extensions enhanced the quality of lighting from daylight and provided some heating from sunlight.

c) Extensions on both sides provided more off-hall seating space and hence cleared the main area of the hall floor entirely for activities.

d) Extensions down both sides avoided the problem seen elsewhere in halls of conflict between people using both serveries.

4. Design Sighting and Size of Kitchen

Kitchens are widely recognised as among the most difficult rooms to design and the committee took particular care to inspect kitchen arrangements in the halls they visited. Some members also discussed the issue with commercial caterers and designers of commercial kitchens. The question comes down to how large a kitchen should be, what general shape, what access both for serving food and for bringing in food and equipment should be like, what basic equipment should be in it, and how that equipment etc should be laid out.

a) *Size of Kitchen*
Discussions with commercial caterers and designers of commercial kitchens make clear there is no simple answer to this. It all depends on what you want to do in the kitchen, what size and complexity of meals, and for how many people. We have however noted the dimensions of the kitchens in halls we have examined and they are in table 1 and tried to draw some conclusions from what has worked, or not worked, in other redeveloped halls.

Hall	Kitchen Dimensions		Comments
	Dimensions (feet)	Area (sq.feet)	
Lonach	12 x 22.8	273.6	Stainless steel fittings. A bit cluttered.
Midmar	10.0 x 18.5	185.0	Oblong, but pretty adequate size. Useful access arrangements with IN and OUT doors leading from the hall to an inner dividing wall with a large serving hatch in it.
Forgue	18.5 x 9.0	166.5	Too small, partly due to oblong shape. Bad access arrangements
Victory Hall, Aboyne	11 x 15.5	170.5	Slightly too small? 7-8 foot wide servery good. Kitchen servery faces bar a few feet away and bar and kitchen traffic conflict
Lumsden	Very large		Not really relevant because is so large
Lippe 1		188.4	
Lippe 2		149.02	Certainly too small
Lippe 3		188.4	

The SW corner seems to be most favoured as the position for the kitchen. Extension on this side however is limited in depth/width, and hence limits the kitchen breadth. A kitchen there also needs a long ramp to gain access from the outside (caterers emphasize no steps in entry points to kitchens).

b) Kitchen Design

We certainly seem to have learned some important basic requirements for any kitchen. Ease of access for serving staff going in and out is important. Easy access to areas where buffets might be laid out is required and, in this case, also to the back room of the hall.

Minimum equipment includes adequate working surfaces, three separated basins, a six ring commercial cooker, a commercial dishwasher, and a hot cupboard for warming plates. An external power point of suitable amperage for connection to caterers' vans with ovens etc. is needed. Direct outside access to a kitchen is important, with no steps but ramps, and suitably wide doors is important. Long narrow designs are not practical and a minimum width of 11 feet seems to work.

5. Hall Capacity

We expect to work with a maximum no of about 180 in the hall. Extra toilets as placed in the designs offered are not needed and add to cost.

6. General Hall Design

It would of course be essential for the hall to meet two other general requirements:-

      a) Energy efficiency through design of heating and other features and high standards of insulation.

      b) Ease of access to all parts by handicapped people.

We are aware these features are already covered by legislation and by requirements of grant aiding bodies.

7. Hall Surrounds

There are two important considerations here:-

      a) It is important to conserve maximum car parking space – this is important for the functioning of the hall and events already held at the hall draw in significantly more cars than the 32 allowed for in the plans submitted. Landscaping features such as picnic tables, as shown on plans submitted, are not required at present, especially as they may restrict car parking space.

      b) It is strongly preferred to provide access around the hall. There may be a tension between this requirement and extending in sufficient depth on the south side, especially if a ramp is required there. There is a desire for a local family to purchase land at the rear of the hall for access to a potential house-building site. This would leave five metres clear at the rear of the hall. It would need to be checked if this leaves minimum access for fire engines etc.

Appendix 7 Examples of Community Run Fundraising Events
(Drawn, with permission, from the website of Marr Area Partnership)

Community Fundraising - *Why is it important and what methods have worked locally?*
Why?

There are many different ways for projects to secure funding (using the reserves of the group/organisation, applying for grants, corporate sponsorship, legacies, individual donations, share schemes). Often, we all start by thinking of which grants we can apply for. This is of course important, but there are many reasons why community fundraising should be an important part of your funding strategy too, some of these are listed below.

1. It is becoming more and more difficult to get grants and having a range of income streams can make your group less reliant one type of funding
2. You will have more flexibility about what the income can be used for and when it should be spent by (some grants have very tight restrictions about what grants can be spent on and by when)
3. By working together successfully on a fundraising activity (or activities), the committee will learn how to work together effectively and this is really important for the success of the project as a whole
4. By fundraising for the project in your community, you will be raising awareness of the project and your group, make the wider community feel as if they have a stake in what you are doing and feel more involved in the project…you may even be able to recruit some more volunteers to spread the load!
5. By providing evidence of support for the project in the wider community via successful fundraising activities, you will be able to demonstrate to grant funders that the project has wide community support…this will make your grant applications more likely to succeed
6. Many grants need match funding and community fundraising is ideal for this. What community fundraising methods have worked locally?

Listed below are some of the many ideas that came out of the workshops:

- *Strictly Come Prancing* – Banchory, extremely popular and successful
- *Black tie ball or dances* – can raise significant funds eg Aboyne.
- *Youth Scotland Games*
- *Raffle*
- *Afternoon teas or coffee morning* – eg Stewarts Hall Huntly have lots of coffee mornings, run by various groups which are very popular. They can be regular events which raise small amounts but are also a really good social event. Need effective team to run and lots of volunteer input.
- *Knitted squirrels*
- *Race nights* – Gartly raised about £1k from a race night and got local businesses to sponsor horses as well
- *Pub quiz*
- *Duck race* eg. Tornaveen, different age categories so everyone can join in, fun outdoor activity/event, straightforward to organise
- *Auctions* – silent or noisy eg Tarland Hall did two auctions, very successful and
- popular events, raised ~£2.5k.
- *Running bar at other events* (licence only costs £10)

- *100 Clubs* – type of lottery, see more info at http://www.pta.co.uk/infosheets/
- parental-involvement/how-to-run-a-100-club.asp.
- Annual membership but prize draw each month, quite a lot of work. Ballater raised approx. £1500 after prizes were paid out over one year. Small Lottery licence costs £40 initially and then renewal fee is £20 per annum, obtainable from Aberdeenshire Council, Inverurie (Blackhall Road).
- *Art show* eg Gartly asked for fee to exhibit and 10% of sales, over 3 days raised ~£400.
- *Fire walk* – Huntly Cancer Support ran sponsored fire walk and raised ~ £2k, they used a Just Giving page for online donation/sponsorship: see https://www.justgiving.com/en/about-us (costs £15/month)
- *Leisure Hunt* – people follow a trail in their car over a month long period and visit various sights, they pay to participate. Proved to be popular and accessible to those who are less mobile
- *Glassel Gig* (one day music festival) – raised significant funds ~ £25k annually, but became too onerous to organise as involved a lot of volunteer input and time
- *Murder Mystery* – eg Braemar sold tickets for entertainment and meal at Braemar castle, local amateur dramatic group wrote script and acted out murder mystery. Raised few hundred pounds but also raised profile of Castle and was great fun.
- *Zip line over River Don* – raised ~ £22k by charging and sponsorship
- *Clairvoyant evening* – Aboyne playgroup raised ~ £1k, easy to organise, high cost tickets but a novelty so quite popular
- *Pop up restaurant* – Gartly hall hired local chef to develop one off 4 course menu and prepare food, hall publicised and shared profit with chef, raised few hundred pounds but really successful local event.
- *Pop up shop* in Insch every couple of years – community donates new/nearly clothes, evening before auction people come to preview plus various other fundraising activities eg raffle. Next day people pay to attend auction. Raises ~ £9k.
- Lots of young women attend, good event for women, provides affordable clothing and left over clothes given to charity shop. Very successful.
- *Musical review* eg Glass Community Assoc, did WW2 musical review which was sold out for two nights, raised few hundred pounds but extremely successful event.
- *Rhynie Gala* Day – raises ~£11k over 3 days. About 17 community groups involved, only those groups who participate are eligible to receive funding raised. No charge for entry. Includes various activities eg disco for youngsters, dance for adults, bar, soup and sweet etc.