Building Blocks

Guidance for West Yorkshire VCOs wanting to develop and manage premises

Prepared for Bradford CVS by The Development Trusts Association

FOREWORD

As part of the preparation of an infrastructure development plan for Bradford District, commissioned under the Government's ChangeUp programme, a survey of support needs of local VCS organisations was carried out. It showed that building related issues were much higher on the list of concerns than had been appreciated previously. In response to this need, West Yorkshire Local Development Agencies (WYLDA) commissioned an action study. Through supporting a sample of groups with their problems, the study would clarify the range of needs and what sorts of support would be effective in meeting them. Importantly, it would do this while offering assistance with the problems themselves.

The following report is the fruit of that study. In keeping with the philosophy of the project, it presents its finding in a context of a practical guide. We hope you find this useful.

Anthony Clipsom
Director
BCVS

HOW TO USE THIS GUIDE

Section 1 contains briefing notes on **Buildings Basics**. Everything from tenancy agreements to asset development. This section is designed to give a straight-forward and plain English overview of the key concepts.

Section 2 contains **Key Lessons** emerging from the Premises Support Project commissioned by Bradford CVS between October 2005 and June 2006. The DTA and partners worked with 10 organisations across West Yorkshire, offering tailored support with their premises issues. This section provides some anonymised information about common issues uncovered.

Section 3 aims to **Signpost** the reader to further sources of support. These may be ideas for further reading, details of training and support organisations, possible sources of funding. This guide cannot, and does not wish to, replicate existing sources of information, and therefore this section is key for people wanting to develop their expertise further.

Introduction

For years the voluntary and community sector has been told it needs to develop enterprising approaches to how it operates. The focus has invariably been on income generation– on creating revenue streams from trading activities. The sector itself has known that without its own assets it would remain very difficult to move towards real sustainability. The focus needed to be on strong balance sheets at least as much as it was focused on the income and expenditure account.

More recently funders and policy makers have recognised this need for more investment in the sector. Some councils have been prepared to transfer assets directly to voluntary organisations; foundations (like Esmee Fairbairn) and new funds like Futurebuilders have begun to provide real investment resource and from the sector itself leading organisations like the DTA, NEF and the Scarman Trust have developed the Adventure Capital Fund. Progressive bankers have been more positive too in their approach to lending in to the sector to support asset development.

Viewed from the perspective of smaller and medium sized voluntary organisations, asset development most often takes the form of acquiring a building. The frustrations of occupying rented, sometimes inappropriate accommodation, often with insecure tenure and other unfavourable terms can blight how a group can grow and develop. Rent is a constant drain on the organisation where repaying a loan or mortgage on a property represents investment in an (often appreciating) asset. Moreover, acquiring a building with spare capacity offers the opportunity to rent to others and generate income.

There are of course pitfalls too. Sometimes buildings made available to the sector are liabilities rather than assets; some organisations are not geared up to acquiring and operating premises of their own and there should be no doubt that there are real costs and responsibilities involved in the process of operating property. The importance of testing asset acquisition ideas and of detailed planning cannot be overstated in relation to this and the BCVS Premises Project was funded precisely 'to support frontline organisations to obtain and maintain suitable physical bases to operate current and develop new services'.

Delivering the programme involved dealing directly with organisations each of which presented particular needs and issues. It should be noted that two at least were interested in assistance to identify new premises on an ownership or rental basis. For them, the issue of asset acquisition was secondary, as they did not see it as part and parcel of their forward strategy. The vast majority however, were keen to explore how they could secure new premises that would not only facilitate their operations but contribute to healthier balance sheets and the long term sustainability of their organisations.

This simple guide offers a summary of what we feel organisations need to think about as they consider their next property move. It is broken down in to three simple sections: Buildings Basics; Key Lessons and Signposting.

Section 1 – Buildings Basics

A comprehensive and recently published guide on how to set about acquiring an asset is 'To Have and to Hold; the DTA guide to asset development for community and social enterprise'[1]. All organisations participating in the programme were given a copy of this guide and the points contained in this guide are drawn both from it and from the issues raised in the process of carrying out the premises project work with the groups concerned. The points identify the stages you will need to go through when developing a project and provide comment on the professional advisers you are likely to need.

So, assuming you are intent on acquiring your own property, either renting or purchasing, there are some questions and pointers to help you think through the process:

Is this the right thing for your organisation?

Acquiring a property, indeed moving premises even to new rented space, is a major undertaking. Sometimes organisations wrongly identify new premises as the solution to problems and issues that they are facing[2]. Before embarking on the property route, you should undertake a full review of your business and strategy and think through the challenges you face. Why will new premises help to solve problems and to move you forward? How does it fit with and contribute to the development of your business? You probably don't specialise in property acquisition and development. If it is not your core business be aware that any major property project will occupy substantial management and board time for an extended period.

Testing and Building Support

If what you propose directly engages with, serves or affects a community then test and discuss your ideas with them. Make sure they fully understand what is going to happen, get their input and respond to it. You will also need to discuss and test your ideas with partners and agencies that operate within or affect your sphere of activity. Who else in you particular area of activity has tried what you want to do? Have you spoken to them? How did it work? What were the issues to watch out for?

Scoping it out

Produce a scoping paper that sets out your objectives and assesses whether they are reasonable. Can you really do what you want to do? Will what you develop be sustainable, viable? You need to build and test a business case which should have good estimates of what the project will cost, what income it will generate, what social as well as financial return it will yield and what it will demand of your organisation in relation to board, management and staff capacity. (see above). The feasibility process should be in two stages. The first is intended as a broad brush and can usually be achieved with modest investment in professional support provided you assemble a team of people from your board, volunteers and supportive agencies. You need to get a good feel for the project before committing more substantial resources. The second and more detailed feasibility will involve the use of professionals and the production of a comprehensive rationale, business case and development plan – including financial appraisal – for the project. Sometimes the detailed feasibility is produced so that it can be circulated to potential partners and funders. Any investor will certainly want to see a convincing and detailed feasibility study.

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[1] Written for the DTA by Lorraine Hart it is available hard copy to purchase from the DTA. It can be downloaded free of charge from the DTA website. Go to: www.dta.org.uk and then click on publications.
[2] This is returned to in the section on Lessons Learned.

Construction and development

If you have the will and the capacity you can manage the development process yourself however you will need the support of various specialists. Often the management process is contracted in its entirety to an Architect who then handles all aspct of the process. You need to explore this very carefully[3].

Key stages in progressing your development are:

- **Inception and feasibility**: A project outline and description should be sent to an architect who will develop an initial design. You should involve the communities who will be affected when building the content of the brief. Some site investigation will be necessary, payments to surveyors and others may be involved to ensure that estimates are reasonable;
- Use the initial design to involve other partners and to develop the **detail of the design**
- Finalise and submit for **planning permission.** It is usually important to have held discussions with planners before you submit the application. If you have prior discussions you can address concerns they may have and generally get a feel for what their view might be. Your architect will advise on this. Be aware that many projects become unstuck by paying too little attention to issues like additional parking requirements generated by the project or by not realising what the local planning priorities are. Check the planning context out at an early stage.
- **Detailed design:** A high level of detail is required for submission to the building control side of the planning department and in relation to producing a bill of quantities which will be required as part of the tendering process.
- Be aware of regulations covering tendering including advertising across Europe if the project is large and **send to three or four competent contractors who have known track records** with similar organisations or types of project to yours. Your architect and quantity surveyor will likely require a payment at this point.
- Procedures for **opening tenders** need to be clear. Once opened and a contractor is selected your architect and other advisers should negotiate a final contract sum with the contractor.[4]
- By now your planning permission and building control approvals should be in place and the contract can be signed referring to final documentation issued by the architects and quantity surveyors[5].

Financing your project

There are three cost areas for which you will need finance: the detailed feasibility study, the implementation of the project itself and any ongoing support needs, which the project will have after completion. This guide is not intended to address the financial aspects but it is important to stress that the investment in building the business case and undertaking a feasibility study that involves community and partners is vital. The strength of this early work will influence partners as well as funders and make the prospects of success all the greater.

[3] The detail is beyond the scope of this brief guide and the reader is referred to the DTA publication referred to earlier. However point 6 below provides a summary on advisers.
[4] Regardless of how well the negotiation has been handled, building contracts nearly always have variations which the contractor will argue are outside the contract because they could not have been foreseen. Be sure you discuss this with your architect and ask how any such unforeseens will be handled; ask what contingencies have been made.
[5] Legal advice at this point is critical.

Professional Advisers

The type of professional adviser you will need will be determined by what type of project you are implementing. Generally, if the project is significant and involves land or property development, you will need advisers not only to ensure that the project gets the best support but also to protect your organisation. While you may have experts on your board that can help, this should be by way of oversight and support to the organisation as part of the client role and not as a direct service supplier[6]. A detailed list of types of adviser and of their respective organisations can be found in the DTA publication[7] referred to earlier. Basic principles are:

- Advisers should be suitably qualified, suitably insured and have direct relevant experience. Ask for evidence of their experience; they should be well used to providing it. Ask too for client references;
- Look for advisers who understand our sector and have worked within it before. If there are no such advisers in your particular area contact a regional or national agency like the CVS or DTA and ask for advice;
- Tender for the adviser contracts wherever possible[8]. Present documentation and ask for a presentation.
- When selecting advisers, Lorraine Hart in the DTA publication suggests a number of additional factors to consider (over and above price) : How accessible are the advisers? How well do they communicate? Are they nearby and used to working in your area? What was the quality of their response to your approach? How did you rate it? Can you work with them? Do you know which person in the adviser company will see the project through or might they nominate someone else once started? Do they understand and have interest in what you are doing? Will they go the extra mile to help you?

Lease Terms

The importance of a formal Lease (sometimes referred to as "tenancy agreement") cannot be overemphasised for the protection of interests of both the landlord and the tenant. This sub-section provides some details on typical lease terms and issues.

It behoves the landlord to pay particular and thorough attention to the terms and conditions under which a property or any part thereof is rented out and to which both parties have to be legally bound for the currency of the term.

While a landlord could draw up a brief tenancy agreement with the help of a solicitor in the case of no more than a small handful of units to be rented out (a comprehensive formal Lease for a large building and/or a large number of tenants can well cost several thousands of pounds in solicitors' costs), the only safe way in the case of a sizeable property is to leave the matter to the experienced hands of a solicitor. In the latter case, it is quite acceptable, and not uncommon, too for the landlord to ameliorate the situation somewhat by charging the tenant a nominal fee of, say, £100 for the preparation of the Lease and the attendant signing up arrangements.

Once the decision has been taken to draw up a formal Lease, the question arises as to the contents therein. The following is a summarised list of points to be considered by the landlord in the preparation of the draft Lease (overleaf):

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[6] In any event, if you are a charity you will be limited as to the extent that board members can engage in a contract with you. It is better to get competent outside advice based on an examination of their track record and a sound contract.
[7] See page 34 'To Have and to Hold'.
[8] In larger cities it can be difficult to get advisers to tender unless the contract is sizeable but ask around and see what others in your area have done.

- Commencement date
- Registered name and address of the tenant
- Registered name and address of the landlord
- Use allowed
- Term (of tenancy) - i.e. periods of notice required by both parties
- Rent and its reviews (e.g. on the 1st, 4th, 7th,….. anniversaries of the commencement date)
- Service charge and its reviews (e.g. annually on the 1st of January or April)
- Payment dates
- Common Parts (listing of those parts of the building which are for the common use of the landlord and the tenants)
- Interpretation – what does the property include (e.g. internal finishes of the walls dividing the property from other parts of the building but not those walls themselves nor the external surfaces of the outside walls, parts of doors and doorframes, fixtures and fittings, etc.)
- Payments by the tenant – in addition to rent and service charge, cost of any works by the landlord after the tenant defaults, costs of preparing and serving notices of breaches, costs of bringing the property to the state of repair and condition (reinstatement) in case of tenant making any unauthorised alterations, etc.
- Transfers and dealings – the tenant not to assign, transfer, charge, underlet, part with, or share the occupation, possession, or use of the whole or any parts of the property
- Indemnity clauses
- Access for the landlord
- Quiet enjoyment
- Insurance – the landlord's obligations in respect of insuring the building
- Forfeiture – conditions under which the Lease will be forfeited (breaches of terms)
- End of Lease – leaving the property in the state and condition required by the Lease and restoring it to the state and condition it was prior to any alterations or additions made by the tenant
- Service Charge – a listing of all the services provided that are covered by the service charge (e.g. heating, lighting, cleaning, maintenance, public liability insurance of common parts, insurance of the whole building, caretaking, removal of refuse, external window cleaning, maintenance of any lifts, postal sorting, door access control, CCTV, maintenance of washroom facilities, provision of night watchman service, checking water suitability, and, *such staff as the landlord deems appropriate for the efficient running of the building,* etc.)
- Floor Plan of the property and map of the whole building

Section 2 – Lessons from the Bradford CVS project

These lessons arose from work with ten organizations in W. Yorks who were looking for support with premises issues. They are discussed anonymously, and are grouped in four sections – Know your current situation, be sure where you're going, being a landlord, developing capital assets.

Know where you are

Quality of financial information

In several cases our initial discussions with organizations were hampered by a lack of quality financial information regarding their current situation. Mostly this information could be gathered fairly easily, but the fact that it wasn't "to hand" and clearly understood, meant that people were lacking the foundations of good decision-making about their premises. Key information that was missing, or only partially understood, included:

- Size of premises (square footage)
- Area occupied by different people/projects
- Size of shared / unused spaces
- How costs of premises related overheads (heating / lighting / rates etc) are apportioned
- Whether service charges to tenants actually covered the respective costs

As a side issue, this information is crucial not just to premises development and management in itself, but also to the overall financial health of an organisation. Whether you are seeking grants or contracts, a clear understanding of the true costs of delivering services, and an understanding of how these should be apportioned, will be needed to develop budgets and proposals using "Full Cost Recovery" principles. For signposting to ACEVO's guide to Full Cost Recovery see Section 3.

The potential of your building

Sometimes the people least able to see the potential of a building are the people occupying it, particularly if they have been there for some time. One lesson from the project is clearly that something as simple as getting a new pair of eyes to look at the way in which a building is laid out – including partitioning and shared / public space – can be a useful and powerful exercise in itself.

It may often be that it is the changing circumstances of an organisation that prevents a building from achieving its full potential. There's an element of Parkinson's Law about occupation of premises – if space is unutilized – or underutilized – people will find a use for it and expand into it. As an organisation grows, originally sensible decisions about using all the space available, can begin to appear wasteful and inefficient to an outside observer. And as each new activity, or indeed member of staff, arrives into the organisation, they can be placed simply where there is room, rather than as a result of re-visiting the configuration of the building as a whole. The ultimate upshot can be two-fold: a mish-mash of cramped and/or poorly-utilized space, and as a consequence a failure to maximize revenues from space which could otherwise be rented out to others.

One particular lesson in relation to use of space concerns the "reception" area. It is an obvious thing to state, but the first impression of a visitor to your premises will be important to your ongoing relationship. Yet despite this being so obvious, we found examples where insufficient thought had gone into the design and maintenance of this crucial area. Of course it should be welcoming and comfortable, but first and foremost a visitor entering your building for the first time should understand immediately where they should go. It surprised us to find that even something as basic as this was not always adhered to.

Be sure where you are going

Do you really need your own building?

Moving premises can be an upheaval. Moving into a building where you will be the sole occupant more so, and moving into a building that you own more so still. The costs to your organisation of premises development need to be weighed against the benefits you believe you will accrue. Again, this may seem like an obvious statement, but the lure of new, visible, perhaps even purpose-built premises has the potential to suck organizations into the wrong option.

We worked with one organisation in particular, who wanted support with the identification of suitable premises to purchase in response to issues over the insecurity of the lease on their existing rented premises. Simple questions from us in relation to their ongoing space requirements, governance arrangements, and reasons for wishing to purchase rather than continuing to rent, were initially not easily answered. Further discussions and probing allowed the organisation to come to the simple realization that they didn't really need – or even, ultimately, want – their own premises. They are now looking to secure smaller rented premises on better terms than they have currently.

Think long-term

The shortcomings of existing space are often all too painfully apparent to those using them. Every day you are reminded of its inadequacies as you bump into each other, or have to turn on fan heaters, or search for confidential space to make a phone call in. This can be a dangerous starting point for considerations of premises development. It is easy to identify the things in front of your nose which are causing you the most frustration, but it is more difficult to see the whole picture and consider all the possible features you might benefit from. Try to remove yourself from the immediate.

In fact, when considering premises development, think several years ahead to avoid being back at square one before you have properly settled into a new space. Stop and ask yourself, "are we trying to solve today's issues, or tomorrow's?". Consideration of premises requirements should follow sessions identifying strategic vision and direction. If it's a while since your organisation has had such a visioning session, do that first! The outcome may turn your thinking about premises on its head…..as happened in the example in the previous section, although it is equally possible your plans may become more ambitious as a result, rather than less.

Is the vision shared?

We all know that a shared vision is important in our sector. But is this concept always extended to every aspect of an organisation? Of everything we uncovered in terms of premises issues, this was perhaps the most common. Organisations not able to decide on suitability of premises, not able to move forward with securing or developing out buildings, due largely to a lack of common understanding about either the current requirements or the future vision for how a building will be developed.

Single use or mixed use? How ambitious to be in terms of refurbishment? Who to rent surplus space to? Whether to rent surplus space at all? Size of new premises required?

We encountered organizations who either had (a) fundamental internal disagreement about the premises issues and requirements, or, (b) never really sat down with each other with a blank sheet of paper to examine and deconstruct what different members' starting assumptions were. Premises development is a considerable undertaking, and unless there is broad consensus about where the organisation is going and what it should do with its space, it will be difficult to develop coherent development plans and discussions will tend to go round in circles.

Be realistic about your requirements

Once you have identified your current situation and your future needs, and having ensured that this understanding is shared throughout the organisation, you can draw up a premises specification. But when searching for buildings that meet that specification – whether for purchase or rent – you must of course be realistic. And we are not just talking here about affordability. Premises specification will normally cover size, layout, access requirements, visibility, location and other factors, as well as cost. If your requirements are quite specific, particularly if you are only interested in a particular location, you choices may ultimately be limited or non-existent.

To illustrate, one organisation we worked with needed help with identification of available premises. They had established their needs and wants, and were quite specific and restrictive in terms of their requirements. Buildings needed to be of a certain size and type, and only certain parts of their city would be suitable. They couldn't easily identify the right building and asked us to carry out a search for them. The reason that they couldn't identify a building meeting their requirements became clear to us fairly quickly – it didn't exist.

Being a landlord

Know the market

The need for being equipped with up to date financial information about comparative market rates should go without saying when it comes to fixing the rent, though not necessarily the service charge, for a current/planned building.

In the case of rent, comparative figures can easily be obtained from the local council about the levels being charged by them for other managed workspaces under their management in the district. Similarly routine enquiries can also readily furnish rates in the commercial sector.

When it comes, however, to the fixing of the service charge, the situation can be much more ticklish and problematic, for a landlord must only really pass on to the tenants the actual cost incurred by him in providing the services, as stipulated in the Lease document, after a due allowance for his own use of common and personal areas. Thus, while the cost of all maintenance contracts, after deduction of an equitable amount for his own use, can be fairly passed on to the tenants, as can be the appropriately determined staff costs incurred in servicing the building, any temptation to pass on core costs – especially if there are inefficiencies/fat built-in in the organisation, must, in all honesty, be resisted, for, as the Lease document would point out, the actual service costs (cf. charge) can be inspected on demand by a tenant at any time and the landlord is obliged to provide substantiation and justification for the same. It can take just one tenant to point any irregularity in this regard and the landlord can find himself in a lot of bother. On the obverse side of the coin, the landlord should not hesitate from factoring in costs associated with any planned/anticipated repairs/improvements to the building for the upcoming year and build these in for the forthcoming year on account (to be adjusted appropriately in the subsequent period).

Don't unnecessarily restrict yourself

When letting out units, it is well to bear in mind the utility of having a mixed set of tenants for not only the long-term sustainability of the facility but also for the opportunities that affords for local purchasing and wider social cohesion. There can be a tendency to assume that a community facility should only be home to third sector organisations. There are times of course when it is feasible, and valuable, to use a building to provide a cluster of similar organisations, but this is not always the case.

A mix of private/commercial, public, and community/voluntary sector tenants can be ideal, and should not compromise your ethos. If the lettings are priced fairly and competitively, private businesses can become long-term tenants while making, in comparison, lesser use of the common areas/facilities. They would normally move out only if they outgrow the present setting and alternative adequately sized units cannot be found for them. Their presence also provides opportunities for local and co-operative purchasing, thus keeping local capital in the area.

Advice and guidance should be offered, where possible, to community/voluntary sector tenants in the areas of business planning and sources of funding so that their continued tenancy can be assured as far as may be possible.

Developing capital assets

Variety is the spice of life

If you are developing a capital asset in order to generate a return through rentals and/or lettings, your space will be of a particular type and specification, and this will dictate both the development cost and its potential for income generation. But within those parameters, it is important to remember that every tenant will come with slightly different requirements – in terms of size certainly, but also possibly in terms of its position within the building and design/layout etc. In most cases it will pay to ensure that your lettable space comes in a variety of shapes and sizes. Market research may be important to identify what type of space is likely to be most popular, but generally it is good to be able to show a potential tenant a range of options and a range of costs.

This lesson emerged from an organisation with a large number of units, almost all of identical size and shape. Most were unoccupied, and most of those that were, were the ones that varied from the norm in terms of design. Our advice included a suggestion to invest in re-configuration of the space, for example building new internal walls and altering the position of existing ones.

Invest to save

On more than one occasion we were trying to support organizations who were struggling to enact fairly conservative alterations and improvements to their property. Without the obvious availability of suitable finance, they were aiming to do the minimum needed to keep the building habitable. Whilst this is an understandable approach, it is not necessarily the right one.

It is often said, with some justification, that it can be easier to raise large amounts of capital than small amounts. Whether you are seeking grant funding or commercial finance, doing half (or if we are honest, significantly less than half) a job is unlikely to be an appealing concept. For grant funders, although you may be asking for relatively small amounts of money, they may not particularly like the idea of their money being used to prop up a building that may ultimately be habitable but still fundamentally unsuitable. Furthermore they may be fearful that this sticking plaster approach will simply see the problems resurface and their resources wasted in the longer term.

If you are considering loans, then the scale of investment becomes even more significant. The redevelopment will need to add significant value to the property, and see a proportionate increase in the income it can return. Here, doing half a job will likely be a false economy, leaving you unable to attract either the tenants / bookings, or the levels of charging you will need to finance the loan.

Added to this the well understood point that sound redevelopment can save money <u>and</u> headaches in the longer term (in terms of insulation, repairs and maintenance etc), and it becomes clear that doing half a job is a dangerous path to tread. If you do not have ambition and pride in your building, you can't really expect tenants, users, or indeed funders to show any either.

Don't ignore loans

The previous section referred to loan finance, which is often viewed (sometimes quite correctly) with skepticism by our sector. But at the present time there is not exactly a glut of capital grant funds available, and any major project is likely to involve at least an element of loan finance. And loan finance does have its advantages: it will likely come with less strings attached than a grant, and it can help to achieve the scale needed to really generate a return. Taking the point of the previous section, there may be a tendency for capital grants to be used to do "just enough", whereas loans can encourage an organisation to think along entirely different – more commercial – lines from the outset.

There are increasing sources of "patient capital" available to the sector, and existing funds include elements of grant, softer repayment terms, and/or ongoing advice and support. Such terms may make loan finance a much more realistic option for organizations, and they should at least be examined by anyone considering significant premises developments. See Section 3 for contact details of some of the loan funds which may be applicable.

Tenants don't grow on trees

It is true that marketing is not the greatest strength of many third sector organizations. In delivering the Premises Support Project, we were asked to advise people on how to get tenants to take up available space in partially empty premises. It transpired that really very little marketing had actually been done, and that which had been done had been limited to known contacts. It was sometimes assumed that premises should sell themselves – if the location and price is right, why aren't people coming? On the other hand there were some who realized that they need to more proactively sell their space but didn't know where to start.

We encouraged some to consider the need to invest a little to generate the return, explaining that rather than go out and try to reinvent the wheel, they might consider using professionals. Estate Agents who specialize in commercial property can help to fill space, particularly if there are a large number of vacant areas. You may be able to negotiate a deal where the agent works on a commission-only basis. Even though you may receive a smaller return on the space as a result, it is better than having it permanently empty.

Similarly, if you have a number of vacant units, offering one or two at a subsidized rate simply to get them filled may be an option. This may be especially appropriate if there is a particular tenant who will add value to your premises – either because of their reputation or because of the services and vibrancy they will bring to the building.

The lesson is that experience shows that the first few tenants are actually the hardest to find for a building. Virtually empty premises are generally not very appealing to would-be tenants, and getting the numbers of employees, volunteers and visitors coming in and out of the building every day is a good way of marketing the space itself on an ongoing basis. Thus the type of "loss leader" activity described above, may be rewarding.

Section 3 – Further Support

Further Reading

1. **To Have and To Hold**
   Development Trusts Association, 2005

   The DTA guide to asset development for community and social enterprises.
   £20, or download from www.dta.org.uk/Content/publications/publications.htm

2. **Asset Transfer: A can-do guide** and **Developing an Asset Base**
   Development Trusts Association, 2001

   Two back-catalogue publications which still have relevance. The former is a guide to community organizations and the public sector alike in how to make asset transfer work. The latter has a number of asset-related case studies from within the Development Trust movement.
   Each is £10.50 or download from www.dta.org.uk/Content/publications/publications.htm

3. **Full Cost Recovery – an electronic guide and toolkit on cost allocation**
   ACEVO, 2005

   An interactive CD-Rom, helping organizations to steer through the tricky implementation of full cost recovery principles.
   £35.25, order from www.acevo.org.uk, click "publications"

4. **Improving Financial Relationships with the Third Sector: Guidance to Funders and Purchasers**
   HM Treasury, 2006

   Recently published guidance for both public sector procurement and grant funding, promoting more flexible and supportive financial arrangements. This guide covers issues of relevance to premises development, including Full Cost Recovery, Publicly funded assets, and Clawback.
   http://www.hm-treasury.gov.uk/spending_review/spend_ccr/spend_ccr_guidance.cfm

5. **Change-Up National Finance Hub briefings**

   The DTA is currently involved in a project researching asset-development related issues and promoting concepts of (amongst other things) community ownership of assets and asset transfer. Part of this work will involve the production of a series of briefings regarding Clawback, State Aids, Asset Transfer, Full Cost Recovery, Surer Funding
   These have yet to be published, but will be available soon.
   Contact Neil Berry at the DTA for more details. 0114-2500613.

Support Organisations

A number of organisations are equipped, either through their own resources or through government funding, to offer advice, guidance, and support to community organisations with a number and variety of premises-related issues, including investment planning matters. A few of these organizations are listed below:

Royds Community Association in Bradford, who were part of the team delivering the Bradford CVS Premises Support Project, has been selected as an exemplar under the Guide Neighbourhoods Programme which offers support for local neighbourhood improvement. Services offered under this initiative include, among others, mentoring from experienced guides, free initial professional help, estate regeneration reading materials, and site visits.
See www.royds.org.uk or ring 01274-355600.

WYSE Link (West Yorkshire Social Enterprise Link), born of a partnership between Business Link West Yorkshire and the Social Enterprise Support Centre, offers tailored support to social enterprises that are already in business, are just starting-up, or are existing social organisations who wish to start trading.
See www.wyselink.co.uk or ring 0845-8336000.

The planning portal Planning Aid offers free and independent advice nationally to community groups unable to afford consultancy fees through a network of planning volunteers. The West Yorkshire sub-region is covered by the part of the portal entitled **Yorkshire Planning Aid.**
See www.planningaid.rtpi.org.uk or ring 0870-8509808.

The **Development Trusts Association (**DTA), the community-based regeneration network, has a large number of members dispersed nationally. Since many of the DTA members are engaged in activities such as property development, managing workspaces, building restoration, among others, it can pay to contact the local DTA for advice and guidance with premises issues.
See www.dta.org.uk or ring 0114-2500613.

Possible sources of Funding

The following is not intended to be an exhaustive list of potential sources of support for premises and capital projects. Furthermore not all of these have current (open) application rounds.

There are other organizations specializing in funding advice and information, and we suggest you approach Bradford CVS in the first instance.

Grants

Big Lottery Fund (www.biglotteryfund.org.uk). New fund for "Community Buildings" (June 06)

Awards for All (www.awardsforall.org.uk)

Heritage Lottery Fund (www.hlf.org.uk)

Yorkshire Forward (www.yorkshire-forward.com)

Sita Trust (www.sitatrust.org.uk) [also Biffaward www.biffaward.org and WREN]. Grants for community projects within an eligible distance of certain landfill sites.

The Esmee Fairbairn Foundation (www.esmeefairbairn.org.uk). Fund community enterprise.

Grants / Loans, Patient Capital

Adventure Capital Fund (www.adventurecapitalfund.org.uk)

Local Investment Fund (www.lif.org.uk)

Key Fund (www.sykeyfund.org.uk). Currently funds restricted to S.Yorks but this may change.

Futurebuilders (www.futurebuilders-england.org.uk)

Loans

Charity Bank Limited (www.charitybank.org)

Unity Trust Bank (www.unity.co.uk)