



Study of Building Preservation Trusts in Scotland

Final Report

Study of Building Preservation Trusts in Scotland

Final Report

C4215 / 26 February 2010

ECOTEC

► Vincent House
Quay Place
92-93 Edward Street
Birmingham
B1 2RA
United Kingdom

T +44 (0)845 313 7455
F +44 (0)845 313 7454
www.ecotec.com

Contents

PAGE

	Executive Summary	i
1.0	Introduction	1
1.1	Introduction	1
1.2	Study Context	1
1.3	Study Aims.....	2
1.4	Research Approach	2
1.5	Structure of the Report	4
2.0	The Scottish BPT Movement	5
2.1	Introduction	5
2.2	The Type and Role of BPTs	5
2.3	Age of BPTs	7
2.4	Geographical Spread of BPTs	8
2.5	BPT Volunteers and Staff	12
2.6	Key Findings	13
3.0	BPT Funding	15
3.1	Introduction	15
3.2	Project Funding	15
3.3	Project Costs	23
3.4	Project Funding Processes	23
3.5	Funding Gaps	26
3.6	Financial Sustainability.....	27
3.7	Trends, Challenges and Opportunities in BPT Funding	31
3.8	Key Findings	33
4.0	Project Delivery	35
4.1	Introduction	35
4.2	Identification of Buildings	35
4.3	Options Appraisals and Project Development.....	36
4.4	Project Delivery	37
4.5	Partners	40
4.6	Success Factors	48
4.7	Failure Factors.....	48

4.8	Key Findings	50
5.0	Benefits	52
5.1	Introduction	52
5.2	Benefits	52
5.3	Contribution to Strategic Priorities	54
5.4	Key Findings	56
6.0	Issues	57
6.1	Introduction	57
6.2	SWOT Analysis	57
6.3	Current and Emerging Issues	59
7.0	Transferable Lessons.....	62
7.1	Introduction	62
7.2	Professionalism and Capacity	62
7.3	Prioritisation of Buildings at Risk	63
7.4	Financial Sustainability.....	64
7.5	Partnership Working	67
7.6	Knowledge Sharing	67
8.0	Conclusions and Recommendations	69
8.1	Introduction	69
8.2	Key Findings	69
8.3	Overall Conclusions	71
8.4	Recommendations	72
	Annex One: Consultee List	1
	Annex Two: Topic Guides.....	5

List of figures

Figure 2.1	Age of BPTs	8
Figure 2.2	Geographical spread of BPTs across Scotland	10
Figure 2.3	Geographical spread of BPTs across the central belt area	11
Figure 3.1	Historic Scotland's funding to BPTs, yearly totals and averages	16
Figure 3.2	HLFs funding to BPTs, yearly totals and averages	18
Figure 3.3	AHF non-refundable grants to Scottish BPTs, yearly totals and averages	19
Figure 3.4	AHF loans to Scottish BPTs, yearly totals and averages	20
Figure 3.5	Share of grants in AHFs total funding to BPTs (value)	21
Figure 3.6	Castlemilk Stables	24
Figure 3.7	Fife Historic Buildings Trust	29
Figure 3.8	Strathclyde Building Preservation Trust	31
Figure 4.1	Scottish Borders Council: Prioritising buildings at risk	35
Figure 4.2	Tayside Building Preservation Trust	37
Figure 4.3	Greenlaw Town Hall	39
Figure 4.4	Knockando Woolmill	42
Figure 4.5	Partnership working with local authorities	44
Figure 4.6	Scottish Redundant Churches Trust	46
Figure 4.7	Clock Lodge	50
Figure 8.1	Support for the BPT movement	72

List of tables

Table 2.1	BPT roles	6
Table 2.2	Trust employment	12
Table 3.1	Total project costs	23
Table 3.2	Core funding	28
Table 3.3	Trends, challenges and opportunities	32
Table 4.1	Conversion rate	36
Table 5.1	Outputs and outcomes of BPT projects	53
Table 5.2	Wider benefits	54
Table 6.1	SWOT analysis	57

Executive Summary

Introduction

Building Preservation Trusts (BPTs) are charitable organisations whose fundamental aim is the preservation and regeneration of historic buildings, particularly those that are unviable for the private sector. In recent years, the Scottish BPT movement has faced a number of challenges; perhaps most notably the presence of a serious economic downturn and a decline in the amount of funding have had detrimental effects on the movement. Notwithstanding this, the number of Scottish historic buildings that are at risk and in need of restoration remains a concern. It is clearly a time of change for the BPT sector and this is an opportunity to consider whether the current Scottish BPT model and the systems that support it are the most appropriate and effective.

In September 2009, ECOTEC Research and Consulting Ltd (ECOTEC) was commissioned by Historic Scotland, the Heritage Lottery Fund (HLF) and the Architectural Heritage Fund (AHF), working in partnership with the Association of Building Preservation Trusts (APT) Scotland, to undertake an objective review of the BPTs in Scotland. In particular, the study addresses the following four aims:

- To review the work of BPTs in Scotland.
- To review the environment within which BPTs operate in Scotland.
- To analyse the issues facing BPTs in Scotland.
- To provide recommendations for the future.

Key elements of the research approach included:

- a review of relevant documents and data;
- an APT survey of Scottish BPTs, which secured responses from 46 trusts about 162 buildings that had been, or had attempted to be, restored;
- consultations with 18 wider stakeholders;
- consultations with 28 representatives from Scottish BPTs and attendance at an APT Scotland meeting;
- a review of good practice; and
- a workshop to discuss study findings.

The Scottish BPT Movement

BPTs are fulfilling their core role to preserve and restore historic buildings, but they are also adopting a range of much wider roles related to the historic environment.

The APT survey revealed that 90 trusts have been established since 1985. At least 49 of these are believed to still be active; 21 are single trusts and 28 are trusts capable of delivering multiple projects. However, only 18 of these 28 trusts have actually completed multiple projects to date.

The Scottish BPT movement is well established with the second half of the 1980s being a very dynamic period. As a result, half of the active trusts are now more than 20 years old.

BPTs in Scotland vary in respect of their area remit. Of the active trusts, there are seven trusts that operate across the whole of Scotland, 15 that operate at a regional or sub-regional level and 22 that operate at a local level. There are clusters of trusts in the central belt but significant gaps in the Highlands.

At least 500 volunteers are involved in the BPT movement, which is a key strength. However, the 11 trusts that have 24.5 staff between them are also critical to the movement.

BPT Funding

Since 1999, through its Building Repair Grant Scheme Historic Scotland has provided £11.4m for work on 49 different projects, which have been led by 28 different BPTs. Since 2001, its funding has, on average contributed to 21% of the total eligible project costs, which is much lower than the grants offered in the 1990s that were worth 70 to 80% of total eligible project costs. In addition, Historic Scotland provides funding to the AHF to support their grant and loan funds.

The introduction of the HLF in 1994 enabled a greater number of BPT projects to take place. Since 1999, the HLF has awarded £21.3m for work on 54 different projects led by 39 Scottish BPTs. On average, since 1999, HLF funding has constituted 61% of the costs associated with that stage of the project. Arguably, HLFs criteria are more favourable towards single trusts, rather than trusts that deliver multiple projects.

Since 1999, the AHF has allocated a total of £10.3m (loans and grants) to BPTs; this includes 44 loans worth £8.7m to 26 different trusts and 178 non-refundable grants worth £1.2m to 50 different trusts. Since 1999, the AHF has seen an increase in the number of non-refundable grants awarded to Scottish BPTs but a decline in the volume of loans. Due to a decline in interest rates, AHF funds have decreased significantly and measures are in place to manage the amount of funding allocated each year.

The average cost of completed BPT projects has been around £1.1m and in addition to Historic Scotland, HLF and AHF, BPTs have tapped into a wide range of alternative funding sources.

The key challenge facing Scottish BPTs in relation to project funding processes is the high level of information, resources and expertise required to pull together increasingly complex funding packages.

A number of shortfalls in the funding available to Scottish BPTs have been identified and include a lack of sufficient capital funding; core funding or funding to cover administration costs; funding for

options appraisals and project development; emergency repair grants; grants for rural buildings; and financial support for mentoring.

BPTs are heavily reliant on grant funding, which has decreased significantly. Subsequently, the long-term sustainability of BPTs is perhaps the biggest concern to the movement. For a number of trusts, core funding has been a key way to support their activities. In addition, trusts have taken on wider roles, with varying degrees of success, in a bid to secure an income to support their activities.

Project Delivery

The Buildings at Risk Register (BARR), which currently contains 277 Category A listed buildings at risk, are prioritised. However, it appears to be very rare for either the trusts or the funders to undertake any further process of strategically prioritising buildings.

There is concern that the conversion rate from options appraisal to actual projects has decreased. This may be due to the increased rigour with which funding bodies are reviewing project funding applications.

The BPTs are very supportive of the APT movement in Scotland, which is considered to be particularly active. However, there is concern that the APT lacks resources, and subsequently staff and there is a general consensus that the APT needs a much higher profile, particularly among wider strategic organisations.

The larger, professional trusts frequently provide mentoring to smaller trusts, which is an excellent support mechanism for the movement. However, the roles of the trusts involved in these relationships need to be clearly defined at the outset. Despite the importance of this, BPTs do not feel that mentoring is sufficiently funded.

There is evidence to suggest that some BPTs have forged strong links with the local authorities but there is still scope to enhance these relationships in many areas. Establishing closer relationships with the private sector and voluntary sector and maintaining community engagement, will be critical to enabling future BPT activity.

Key factors influencing the successful delivery of BPT projects include partnership working, robust business planning and expertise.

Very few projects have failed once work on site has commenced, in most cases they simply do not get off the ground at all, or do not progress past the options appraisal stage. Key failure factors include the availability of suitable funding, lack of support from the owner of the building (either private or public sector), and lack of a suitable end user.

Benefits

The principal benefit derived from the work of the BPTs is that historic, listed buildings are restored. Since 1984, over 110 buildings have been successfully restored by Scottish BPTs and virtually all of these have been Category listed buildings. In addition, since 1990, BPTs have removed at least 43 buildings from the BARR.

Quantifiable benefits of BPT projects include the creation of over 250 homes; some 75 workplaces; and 25 community facilities.

Scottish BPTs directly contribute to the Scottish Government's priority to *'improve the state of Scotland's historic buildings, monuments and environment'*. In addition, they support wider economic and social regeneration objectives.

The wider benefits realised by BPTs are vast and range from leveraging additional funds and indirectly supporting employment, to raising the profile of historic buildings at risk and raising the capacity of local communities, to supporting partnership working and improving environmental quality.

Issues

The study has highlighted that the Scottish BPT movement faces a number of issues. In no particular order, these are summarised below:

- 1 The role of BPTs is becoming less clearly defined.
- 2 The diversity of the Scottish BPT movement is a considerable strength but going forward, it could present an increasing number of challenges.
- 3 A high level of professionalism is becoming more important for the BPT movement.
- 4 Limited capacity within the Scottish BPT movement is restricting activity.
- 5 Buildings at risk are not effectively prioritised.
- 6 The need to ensure sustainable end uses that meet wider socio-economic priorities is taking the focus away from the restoration of historic buildings.
- 7 BPTs are heavily reliant on grant funding, which is reducing.
- 8 There are gaps in the type of funding available to BPTs.
- 9 Accessing funding has become more complex and time consuming for BPTs.
- 10 Many operational models adopted by BPTs are not sustainable over the long term.

- 11 There is scope to strengthen strategic relationships with wider public sector organisations.
- 12 Partnership working with the private sector should be more fully exploited.
- 13 BPTs level of community engagement is a key success factor but it is important that this is sufficiently sustained in the future.
- 14 The profile of the Scottish BPT movement needs to be raised.
- 15 The Scottish BPT movement is a strong network but there is scope to more effectively facilitate the process of knowledge sharing.

Transferable Lessons

Good practice and key lessons that can be learnt from elsewhere were explored and included the following:

Professionalism and capacity: The North East Civic Trust's regional structure was explored as a mechanism for improving professionalism and capacity. In addition, the DTAs approach of having a team of core staff in Scotland was highlighted; an approach which was previously trialled by the APT movement in Wales.

Prioritisation of buildings at risk: Liverpool City Council's Buildings at Risk project highlighted that effective prioritisation of buildings at risk requires a partnership effort, plus clear objectives and targets to focus activities and monitor progress.

Financial sustainability: Models adopted by BPTs in England to ensure financial sustainability were explored, including the restoration of buildings for holiday lettings and the development of trading subsidiaries, plus mechanisms for cutting costs.

Partnership working: Projects that demonstrated effective utilisation of the expertise within partner organisations at different stages of a project were highlighted.

Knowledge sharing: The DTAs programme of events that help existing trusts learn from each other was highlighted as a good example of knowledge sharing.

Conclusions

Scottish BPTs should continue to be supported as a mechanism for restoring historic buildings. In light of the number of buildings at risk on the BARR, there is a clear demand for organisations with the necessary skills and expertise to restore these buildings and wherever possible, bring them back into use. In many cases, private sector intervention for these buildings is not viable. This study has demonstrated that Scottish BPTs can effectively manage and deliver projects that restore buildings at risk, which in turn supports the Scottish Government's objective '*to improve the state of Scotland's historic buildings, monuments and environment*'. This study has also

highlighted that BPTs are supporting much wider environmental, economic and social regeneration objectives.

The rich tapestry of professional and amateur trusts remains key to the future of the Scottish BPT movement and enables the movement to support the diverse range of buildings at risk. The skills and expertise held within the BPT movement, for example knowledge of historic buildings, project management expertise, understanding of funding regimes plus local knowledge, is invaluable. There is also a *"real hidden asset in the volunteers"* that demonstrate a huge passion and commitment to preserving Scotland's historic built environment. Building on this, the BPT movement endeavours to build capacity within local communities by encouraging them to take ownership of local historic buildings. Finally, the independence of the BPT movement appears to have facilitated partnership working between the public, private and voluntary sectors.

To date, the environment in which BPTs operate in has undergone significant changes. The BPT movement has demonstrated flexibility and adaptability as it has responded to the array of challenges and opportunities that have emerged as a result of these changes. However, the long term sustainability of Scottish BPTs is very much at risk and the movement is, arguably, now *"fighting to survive"*. Effective partnerships are now more than ever, critical to the ongoing success of the BPT movement. The movement needs to review how it can most effectively contribute to the priorities of other organisations and in turn, focus on building strategic relationships with these organisations.

Recommendations

Raising the profile of the BPT movement and sharing knowledge

Recommendation 1: The profile of the BPT movement should be raised.

Recommendation 2: The definition of an active BPT should be clearly defined and a database of all known BPTs should be established and updated annually.

Recommendation 3: BPTs should be encouraged to prepare case studies and identify good practice from the delivery of projects and post this on the UKAPT website and other relevant websites.

Recommendation 4: BPTs should ensure regular dialogue with wider organisations, including for example Scottish Government, the HLF, AHF, development agencies (HIE and SE), local authorities, DTA, housing associations and the Charity Bank.

Recommendation 5: APT Scotland meetings should be used to both raise the profile of the BPT movement and promote dialogue with other organisations through guest speakers.

Promoting professionalism and developing capacity

Recommendation 6: The capacity, expertise and skills of the professional trusts should be recognised and their skills should be utilised to support the wider movement and enable complex projects to be undertaken.

Recommendation 7: Partnership working between professional trusts and single BPTs should be encouraged and supported.

Recommendation 8: The UKAPT should seek to secure funding for its 'project organiser development scheme' in order to build capacity in the movement and support the place making and social enterprise agenda.

Prioritising buildings at risk

Recommendation 9: Historic Scotland should take responsibility for developing a framework for the prioritisation of buildings at risk identified on the BARR, taking account of factors including listing, access, viability and ownership.

Recommendation 10: Within the framework established by Historic Scotland, local authorities in Scotland should take a leading role in prioritising buildings at risk within their areas.

Improving funding processes

Recommendation 11: All funding bodies should ensure that the criteria for the acquisition of funds and the information associated with this are effectively communicated to BPTs.

Recommendation 12: Historic Scotland and the HLF should review their application forms to identify any opportunities for further simplification and streamlining.

Recommendation 13: All funders should adopt a flexible and proportionate approach to reviewing project applications and project viability with due reference to the complexity of the project and the scale of financial support being sought.

Recommendation 14: All funders should provide constructive feedback to BPTs in relation to project applications that fail to secure financial support.

Addressing funding gaps

Recommendation 15: Historic Scotland should continue to directly offer project funding to BPTs and where possible should continue to provide top up grants through the AHF.

Recommendation 16: Funders should review their approaches to funding project management costs in order to reduce the shortfall in funding that BPTs experience when undertaking complex projects.

Recommendation 17: Historic Scotland's Building Repair Grants Scheme should include funding that is directed towards rural buildings, which have broader criteria in respect of viable end uses.

Recommendation 18: Where necessary, emergency repair grants should be considered by Historic Scotland and made available to protect buildings that are known to be the subject of a BPT project.

Ensuring the financial sustainability of BPTs

Recommendation 19: BPTs should explore the role of social enterprises, in terms of both project delivery mechanisms and as occupiers of restored buildings.

Recommendation 20: Where appropriate, BPTs should be encouraged to improve their strategic business planning to include the alignment of priorities with those of funding bodies and the identification of opportunities for income generation.

Recommendation 21: Where appropriate, BPTs should be encouraged to identify and undertake income generating activities, including consultancy work and building management that will promote their longevity.

Recommendation 22: BPTs should explore the opportunities for involvement, delivery and management of area based schemes, including the appropriation of a management fee.

Recommendation 23: Local authorities should be encouraged to act as loan guarantors for BPT projects and the AHF and APT should provide advice to local authorities in respect of the mechanisms available to support this.

Recommendation 24: To the extent that it is possible within existing funding frameworks, all funders should review their stance and practices in relation to the claw-back of funding in order to facilitate BPTs in recycling resources from one project to the next.

Facilitating co-ordination

Recommendation 25: Opportunities to appoint a co-ordinator for the BPT movement in Scotland, which would include grant support from Historic Scotland, should be explored.

1.0 Introduction

1.1 Introduction

In September 2009, ECOTEC Research and Consulting Ltd (ECOTEC) was commissioned by Historic Scotland, the Heritage Lottery Fund (HLF) and the Architectural Heritage Fund (AHF), working in partnership with the Association of Building Preservation Trusts (APT) Scotland, to undertake an objective review of the Building Preservation Trusts (BPTs) in Scotland.

1.2 Study Context

BPTs are charitable organisations whose fundamental aim is the preservation and regeneration of historic buildings, particularly those that are unviable for the private sector. More specifically, as stated by the APT BPTs are:

*"driven by local communities for local communities and breathe new life into old buildings; act as catalysts to social and economic regeneration; and provide exemplars of best practice in design and conservation"*¹.

A number of local preservation societies were established in Scotland in the 1960s, but the BPT movement really gained momentum following the highly influential 1971 Civic Trust report, *Financing the Preservation of Old Buildings*². This report directly led to the establishment of the AHF in 1976, which financially supported BPTs through the availability of low interest loans.

However, in recent years, the Scottish BPT movement has faced a number of challenges; perhaps most notably the presence of a serious economic downturn and a decline in the amount of funding have had detrimental effects on the movement. These, plus other challenges that are explored later in this report, have led to a decline in activity; a pattern that is not dissimilar to the BPT movement in England where the AHF reported that only seven projects were completed in 2008³.

However, the number of Scottish historic buildings that are at risk and in need of restoration remains a concern. This is emphasised by the Scottish Buildings at Risk Register (BARR), which includes 2,104 listed buildings or buildings in conservation areas that are at risk. The Category A listed buildings on the register have recently been updated; it currently includes 277 Category A listed buildings at risk⁴.

In response to these challenges, in 2007 the APT (Scotland) produced a discussion paper on the future of the BPT movement in Scotland⁵. One of their key recommendations was that further

¹ www.ukapt.org.uk

² *Financing the Preservation of Old Buildings*, 1971, Civic Trust

³ Annual Review, 2008, AHF

⁴ www.buildingsatrisk.org.uk/BAR/, January 2009

⁵ A discussion paper on the future of the BPT movement in Scotland, 2007, APT (Scotland)

research should be undertaken to further explore the issues identified in this paper. In line with this, a study undertaken by Andrew Beckett in 2009 acknowledged that since the Civic Trust report there have been no published reports that have addressed the strategic issues facing the BPT movement. As a result, Beckett has sought to address this gap by undertaking a study titled, *Building Preservation Trusts: Have they still a significant role in the restoration of buildings at risk?*⁶. However, this study only focuses on BPTs in England.

It is clearly a time of change for the BPT sector and this is an opportunity to consider whether the current Scottish BPT model and the systems that support it are the most appropriate and effective.

1.3 Study Aims

In light of the context set out above, Historic Scotland, the HLF and the AHF commissioned an objective review of BPTs in Scotland. As set out in the study brief⁷, this report addresses the following four overarching aims:

- To review the work of BPTs in Scotland.
- To review the environment within which BPTs operate in Scotland.
- To analyse the issues facing BPTs in Scotland.
- To provide recommendations for the future.

At this stage, it is important to note that this study focuses solely on the activities of the Scottish BPT movement. For the purpose of this study, BPTs have been defined as charitable organisations where the restoration of historic buildings is their primary role. There are a range of other organisations that restore historic buildings, such as the six City Heritage Trusts, the five World Heritage Sites, and a number of Urban Regeneration Companies (URCs). Whilst these organisations have been referred to in the study, the report has focussed on the BPT movement's work to restore historic buildings.

1.4 Research Approach

ECOTECs research approach was principally devised on the basis of ensuring that the study captured an objective view; drew upon existing knowledge; reflected the variety of the BPT movement; offered a long term perspective; and was therefore able to develop realistic and appropriate recommendations.

The study comprised the following key tasks:

Task 1: Inception and Scoping

The study commenced with an inception meeting that was attended by representatives from Historic Scotland, HLF, AHF, APT (Scotland) and ECOTEC.

⁶ *Building Preservation Trusts: Have they still a significant role in the restoration of buildings at risk?*, 2009, Beckett

⁷ *Brief for a study of building preservation trusts in Scotland*, 2009, Historic Scotland, HLF, AHF

Task 2: Desk Based Research

ECOTEC conducted a review of relevant strategic documents such as the National Performance Framework⁸ and the Scottish Historic Environment Policy⁹. ECOTEC also reviewed research documents such as the Discussion paper on the future of the BPT movement in Scotland', Building Preservation Trusts: Have they still a significant role in the restoration of buildings at risk?¹⁰, and BPT activity in the East Midlands¹¹. Funding data from Historic Scotland, the HLF and the AHF was also analysed.

Task 3: Review of APT Survey

ECOTEC also reviewed data that was gathered through a self-completed survey that was sent to all BPTs in Scotland. This survey was designed and administered by the APT Scotland and endeavoured to capture information relating to the BPTs and the projects that they have delivered over the last 25 years. Wherever possible, information was sought from inactive trusts as well as those that are still active. As examples, the survey captured information about the trusts such as their remit; date they were established; number of staff, trustees and volunteers; and funding. The survey also captured information about the projects that had been undertaken by the BPTs, including information on the building; the design team; the contractor; the options appraisal; funding; and end use. Where trusts did not submit a response, APT Scotland utilised data from Historic Scotland and the AHF to try and address some of the gaps.

In total, 46 trusts returned information on 162 buildings that had successfully been restored, were in the process of being restored, or had attempted to be restored. This survey provided a wealth of valuable information about the BPT movement in Scotland, however it is important to acknowledge that this data does have its limitations:

- It was heavily reliant on AHF data.
- There were considerable information gaps.
- There was duplicated information (e.g. if more than one trust was involved in a project).
- There was inconsistent information.
- There was a lack of information about the inactive trusts.

Although the survey does provide a valuable insight into the work of the BPT movement, in light of these points, it is important to note that the survey is by no means a complete picture and in reality it vastly under-estimates the work of the BPT movement.

Task 4: Stakeholder Consultations

ECOTEC conducted a mixture of face to face and telephone consultations with 18 wider stakeholders. A full list of consultees is provided in annex one.

⁸ National Performance Framework, 2007, Scottish Government

⁹ Scottish Historic Environment Policy, 2009, Historic Scotland

¹⁰ Building Preservation Trusts: Have they still a significant role in the restoration of buildings at risk?, 2009, Beckett

¹¹ Building Preservation Trust activity in the East Midlands, Draft Report, 2009, UKAPT

Task 5: Consultations with BPTs in Scotland

ECOTEC also conducted consultations with 28 representatives from BPTs in Scotland and from these consultations, developed a number of project case studies. In addition, ECOTEC attended the Scottish APT meeting on the 11th December 2009. This meeting was attended by around 30 representatives from the Scottish BPT movement and provided an opportunity to discuss the emerging findings from this research. In order to add value to the research, quotes from these consultations have been included in the report. In all cases the quotes have been used to reinforce a common theme that emerged from the consultations. A full list of consultees from this task is also provided in annex one.

Task 6: Good Practice Review

ECOTEC conducted a review of other models that showcase good practice or transferable lessons.

Task 7: Workshop

ECOTEC compiled a draft report to inform a workshop that was held on the 25th January 2010. The workshop was attended by representatives from Historic Scotland, the HLF, AHF, APT (UK and Scotland) and a local authority representative. It provided an opportunity to discuss the study findings and recommendations proposed by ECOTEC.

1.5 Structure of the Report

The remainder of the report is structured as follows:

- Chapter two describes the structure of the BPT movement of Scotland.
- Chapter three explores the funding that supports the Scottish BPT movement.
- Chapter four reviews project delivery, including success and failure factors.
- Chapter five describes the quantifiable and softer benefits realised by the BPT movement.
- Chapter six synthesises the key research findings to provide a summary of the current and emerging issues facing the Scottish BPT movement.
- Chapter seven focuses attention on other models that highlight lessons for the Scottish BPT movement.
- Chapter eight sets out the conclusions and recommendations that have emerged from the study.

The report is also supported by the following annexes:

- Annex One: Consultee List
- Annex Two: Topic Guides

2.0 The Scottish BPT Movement

2.1 Introduction

This section describes the structure of the BPT movement of Scotland. It assesses key characteristics such as the type and role of BPTs, the age of the trusts, their geographical spread, and the number of staff and volunteers involved in the movement.

2.2 The Type and Role of BPTs

In response to both opportunities and challenges, the role of the BPT movement appears to have widened over time. In light of this, one of the key findings of this study is the diversity of the BPT movement in Scotland, which is seen by the movement as being one of its key strengths.

In principle, there are two overarching types of BPTs:

- Trusts which are set up to undertake multiple projects¹².
- Single trusts which are normally established as a result of community concern for a specific local historic building.

There are also trusts that have been established to tackle particular types of buildings, for example the Scottish Redundant Churches Trust or the Castles of Scotland Preservation Trust.

This study has revealed that over the last 25 years, at least 90 trusts have been established in Scotland. In addition, the APT survey revealed that one trust has been set up with the primary objective of restoring historic monuments. It is believed that at least 49 of these trusts are still active; of which 21 are single trusts and 28 are trusts that are capable of delivering multiple projects¹³. It is important to note, however, that of these 28 trusts capable of delivering multiple projects, only 18 have actually completed multiple projects and four of these are trusts that operate across the UK. Although the other ten trusts have not completed multiple projects yet¹⁴ if, in the future, a viable project in their area is identified they could be in a position to lead on the restoration. One of the active trusts that was capable of delivering multiple restoration projects in the past is no longer seeking to manage new restoration projects; instead it is providing consultancy support to other organisations that are restoring buildings. The remaining 27 trusts are all believed to be seeking future projects. Compared to the East Midlands, the number of active trusts capable of delivering multiple projects per one million people is much higher in

¹² Historically, 'revolving' trusts recycled any surplus from one project into the next. However, due to funding restrictions this has become much harder to achieve and therefore this study simply refers to trusts that undertake a continuous programme of projects.

¹³ There is no information on the status of eight of the trusts.

¹⁴ The main reason for this is that a trust has only recently been established or to date, the trust has been unable to identify more than one viable project.

Scotland (5.6 trusts per one million people) than in the East Midlands (2.4 trusts per one million people)¹⁵.

33 trusts have been identified as being inactive, this includes: trusts that have ceased operations completely, for example Argyll and Bute Building Preservation Trust; trusts that have been merged into or taken over by other trusts, for example Glasgow BPT took over the project managed by the Alexander Greek Thomson Trust; and trusts that have changed their name and remit, for example Alloa Tower changed its name to the Clackmannanshire Heritage Trust to cover a broader geographical area. Ten of the BPTs that, for the purpose of this study, have been recorded as inactive are actually still active as organisations but their primary objective has evolved over time and they are no longer undertaking new restoration projects or are no longer classed as a BPT. As examples, the Clan Mackenzie Charitable Trust restored castle Leod and now manages the building as a museum, the Pollockshields Burgh Hall Trust is now managing the hall that it restored and the New Lanark Trust was inscribed as a World Heritage Site in 2001. Nearly all (94%) of the inactive BPTs were single trusts.

The primary objective of BPTs – the preservation and regeneration of historic buildings – remains core to all trusts. However, the trusts that are capable of undertaking multiple projects appear to be undertaking a range of wider roles, as highlighted in the following table.

Table 2.1 BPT roles

Role	Examples
Consultancy	Castles of Scotland Preservation Trust provides advice and undertakes feasibility studies on behalf of other organisations but no longer delivers building preservation projects.
Mentoring support	Highlands BPT has provided project development and project delivery support to a number of smaller, less experienced trusts, for example the Lewis and Harris BPT.
Open doors events	Glasgow BPT delivers the annual Open Doors Event in Glasgow. They have recently recruited a member of staff who is dedicated to organising this event.
Building management	Scottish Historic Buildings Trust has retained five buildings, which it currently manages.

¹⁵ECOTEC analysis that identified 10 trusts in the East Midlands that are delivering multiple projects. The analysis is based on research conducted by the APT in 2009.

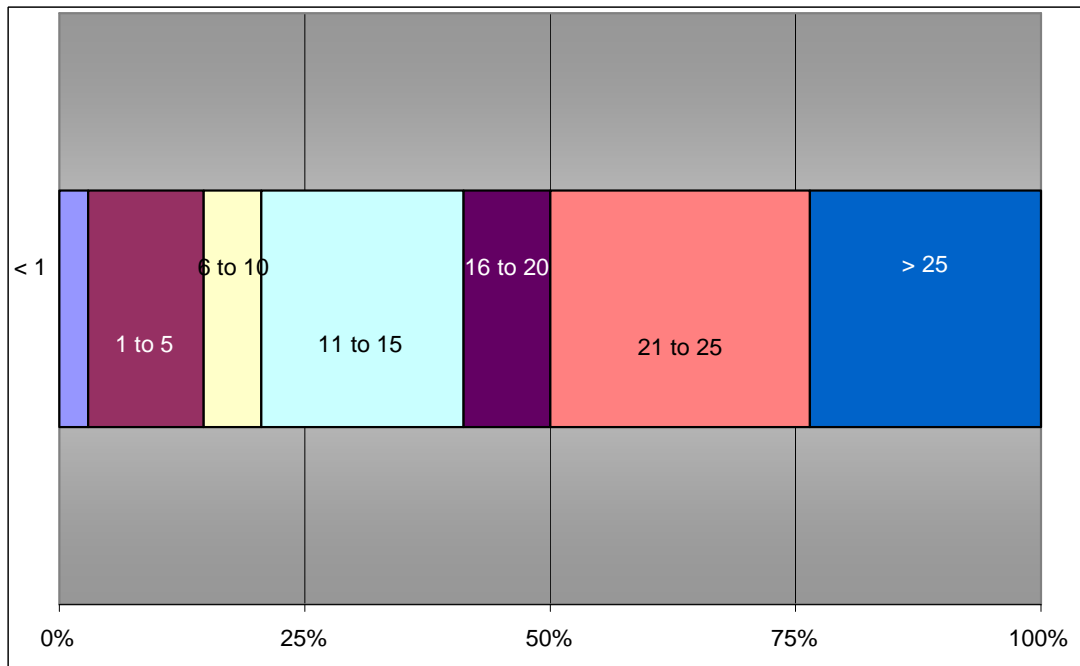
Role	Examples
Managing area based initiatives	Fife Historic Buildings Trust has managed a number of Townscape Heritage Initiatives (THI) on behalf of Fife Council and acted as a mentor to them on the delivery of a Conservation Area Regeneration Scheme (CARS).
Education	Heritage Building Preservation Trust has worked with local schools to raise awareness of the importance of the historic environment among young people.
Training	Scottish Lime Centre Trust provides training and education opportunities and offers advice to contractors working on historic buildings in order to promote traditional building and craft skills.

The adoption of these wider roles by the BPTs offers two main benefits. Firstly, it can be an effective means of sharing the knowledge, skills and expertise tied up in the BPTs. Secondly, these additional roles provide valuable sources of income for the trusts.

2.3 Age of BPTs

As previously alluded to, the Scottish BPT movement is well established. As illustrated in the graph below, half of the active trusts that responded to the APT survey are more than 20 years old. The second half of the 1980s seems to have been a very dynamic period, as it is the five-year period with the highest level of trust creation, even accounting for the trusts that have since stopped their activity. Arguably the younger trusts are more likely to be active at the present time, therefore it is surprising that only 12% of the trusts that responded to the survey were created between 2004 and 2008, compared to 21% between 1994 and 1998 or 26% between 1984 and 1988.

Figure 2.1 Age of BPTs



Source: APT survey

2.4 Geographical Spread of BPTs

BPTs in Scotland also vary in respect of their area remit. This study has revealed that of the 90 trusts that have been established over the last 25 years:

- Four trusts (all of which are still active) operate across the UK, for example The Vivat Trust and The Princes Regeneration Trust.
- Seven trusts (all of which are active) operate across the whole of Scotland, for example The Strathclyde Building Preservation Trust and The Scottish Historic Buildings Trust.
- 18 trusts (of which at least 15 are still active) operate at a regional or sub-regional level, for example The North East Scotland Preservation Trust and The Glasgow Building Preservation Trust.
- 51 trusts (of which at least 22 are still active) operate at a local level. In a large number of cases these are single BPTs, for example The Knockando Wool Mill Trust and The Kirkintilloch Townhall Preservation Trust.
- The study could not obtain information on the area remit of ten of the trusts identified.

The following maps shows the geographical locations of the 90 trusts that have been established. It shows that the Scottish BPT movement has an extensive geographical coverage, but there is a particular cluster of BPTs in the central belt area. However, it is important to note that the trusts have been mapped based on their main address. As a result nearly all of the national trusts are based in this area. The map also shows a number of 'cold spots', where no trusts have been established. Although there are a number of trusts around Inverness, there are significant 'cold

spots' across the rest of the Highlands. The population density across much of this area is very sparse but the BARR still identifies at least 139 buildings at risk¹⁶ in the Highlands.

On the whole, the BPT movement believes that the different trusts operate well together and that there is limited risk of duplication or competition; this is largely due to good communication and information sharing. However, the issue may become more pronounced in the future as funding budgets are tightened.

¹⁶ www.buildingsatrisk.org.uk/BARR/, January 2009

Figure 2.2 Geographical spread of BPTs across Scotland

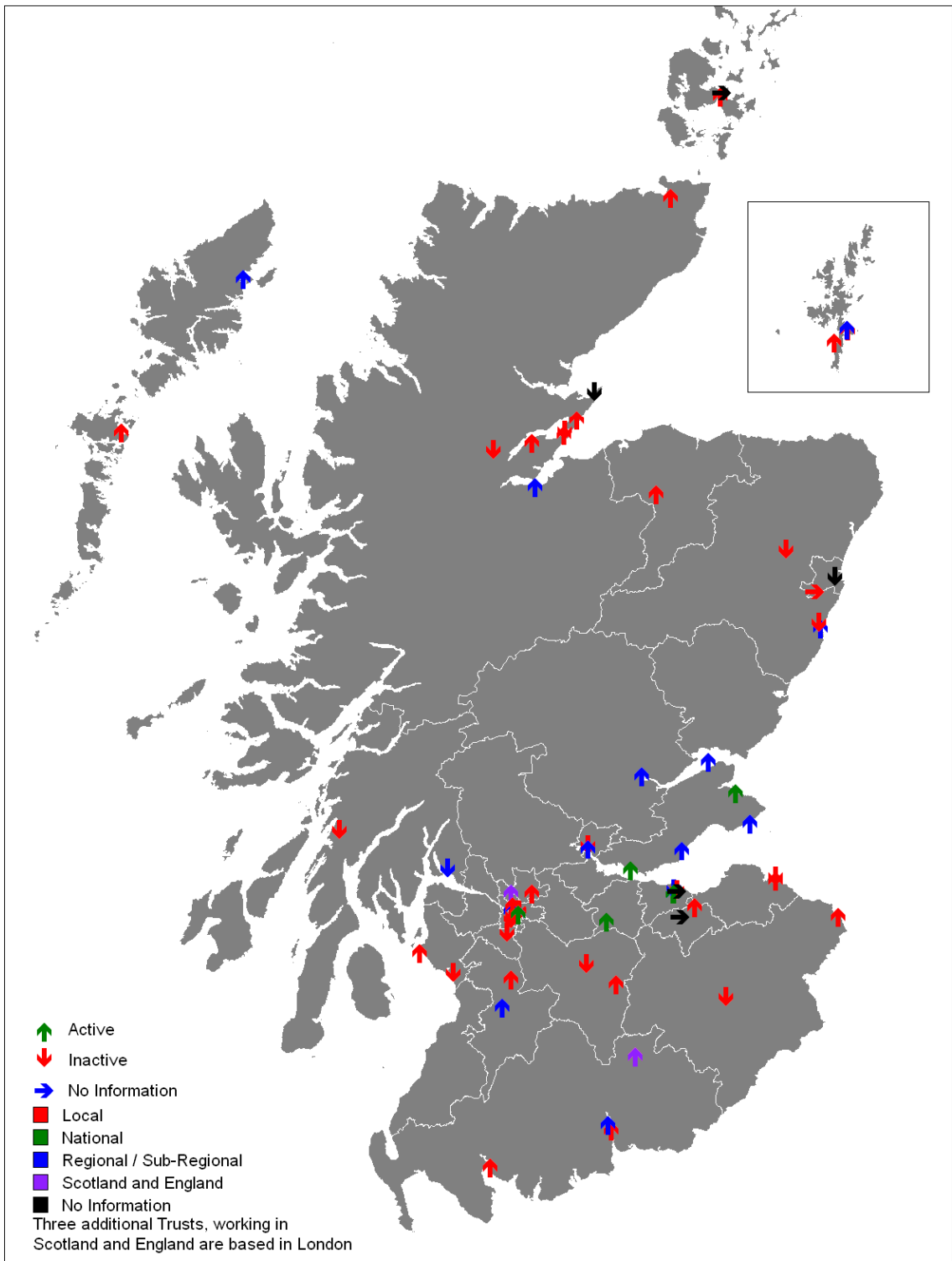
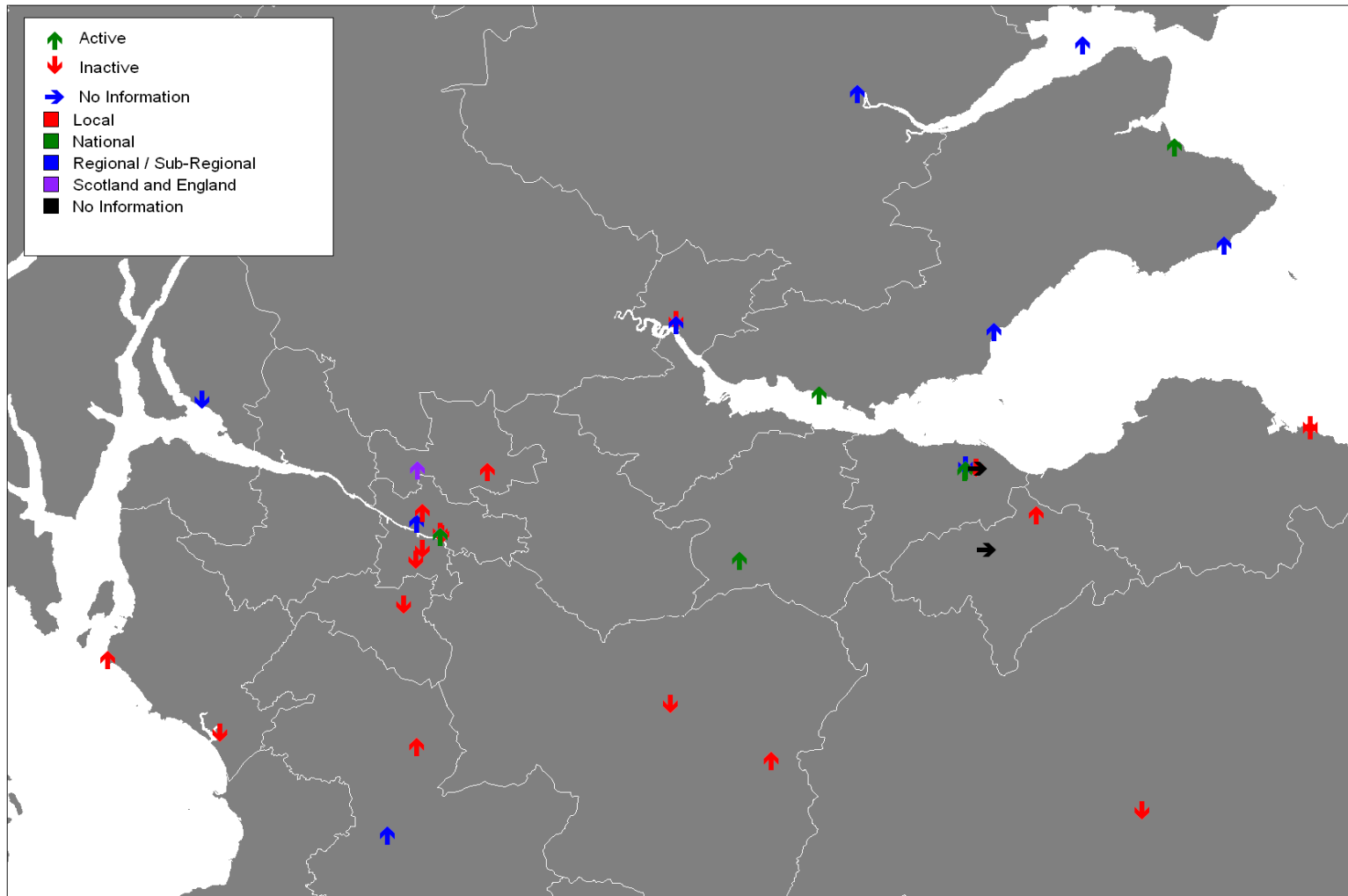


Figure 2.3 Geographical spread of BPTs across the central belt area



2.5 BPT Volunteers and Staff

BPTs are charitable organisations and in the majority of cases are run entirely by volunteers. The APT survey revealed that at least 500 volunteers are involved in the BPT movement. BPT trustees form a significant pool of volunteers that dedicate time to the BPT movement. For example, nearly half (49%) of the trusts have between five and nine trustees and over a third (35%) have between 10 and 15 trustees. Other volunteers are advisers, and others offer help on a more casual basis. Within each of these roles, the time committed by the volunteers and their level of skills and expertise varies considerably. This variety means that it is extremely difficult to quantify the total inputs and value of the volunteers. Notwithstanding this, the Scottish BPT movement has stressed that the good will, skills, expertise and knowledge of the volunteers are critical to the success of the movement.

Supporting the work of the volunteers, the Scottish BPT movement also has a strong network of professional BPTs. 11 trusts in Scotland have members of staff to support their work; these are listed in the table below.

Table 2.2 Trust employment

Trust	No. of Staff
Alba Conservation Trust	6
Glasgow Building Preservation Trust	6
Strathclyde Building Preservation Trust	2.5
Little Houses Improvement Scheme	2
Creetown Building Preservation Trust	2
Highland Building Preservation Trust	1.5
Princes Regeneration Trust	1
Fife Historic Buildings Trust	1
North East Scotland Preservation Trust	1
Scottish Redundant Churches Trust	1
Tayside Building Preservation Trust	0.5
Total	24.5

Source: ECOTEC analysis of APT survey

The table highlights that there are currently 24.5 staff directly employed within the Scottish BPTs. However, when considering the data in the table above, it is important to note that:

- Perth and Kinross Heritage Trust has six staff but their remit that is much wider than just building preservation. It is unclear what proportion of these staff is directly involved in building preservation projects; therefore these have not been included in the table above.
- Whilst the Princes Regeneration Trust has one member of staff dedicated to delivering projects in Scotland, this organisation also benefits from the skills and expertise of 11 other staff employed to work across the rest of the UK.
- The table above does not include staff employed by the Landmark Trust, which includes 40 staff based at their head office in Berkshire, plus around 400 part time staff across the regions.
- The table also does not include the Shetland Amenity Trust, which employs 95 staff that conserve and enhance Shetland's heritage.
- The following trusts also reported that they had staff but rather than undertaking new BPT projects, they are responsible for managing the building that they previously regenerated: Kilmartin House Trust (5 staff running a museum); Pollockshields Burgh Hall Trust (4 staff managing the Hall); and Mansfield Traquair Trust (1.5 staff managing the building).

The mix of professional and volunteer trusts is considered to be a key strength of the movement.

"There is a rich tapestry of professional and amateur trusts".
(An APT member)

However, there are strengths and weaknesses of both types of model. Trusts with staff benefit from higher capacity levels, professionalism and a track record of delivering projects but securing regular and sufficient income to pay for these staff can be challenging. On the other hand, volunteer based trusts benefit from strong community involvement and local knowledge. Nevertheless, the time required from these volunteers can often be very high and in some cases there is insufficient expertise.

"It is not sustainable to have a full time job and run a trust on a voluntary basis."
(An individual who had previously managed a trust)

2.6 Key Findings

- BPTs are fulfilling their core role to preserve and restore historic buildings, but they are also adopting a range of much wider roles related to the historic environment.
- The APT survey revealed that 90 trusts have been established since 1985. At least 49 of these are believed to still be active; 21 are single trusts and 28 are trusts capable of delivering multiple projects. However, only 18 of these 28 trusts have actually completed multiple projects to date.

- The Scottish BPT movement is well established with the second half of the 1980s being a very dynamic period. As a result, half of the active trusts are now more than 20 years old.
- BPTs in Scotland vary in respect of their area remit. Of the active trusts, there are seven trusts that operate across the whole of Scotland, 15 that operate at a regional or sub-regional level and 22 that operate at a local level. There are clusters of trusts in the central belt but significant gaps in the Highlands.
- At least 500 volunteers are involved in the BPT movement, which is a key strength. However, the 11 trusts that have 24.5 staff between them are also critical to the movement.

3.0 BPT Funding

3.1 Introduction

This section explores the funding that supports the Scottish BPT movement. In particular, it looks at trends in the funding administered by Historic Scotland, the HLF and the AHF. In respect of these key funders, it also reviews the funding processes currently in place. This section also assesses the availability of core funding and highlights concern for the future sustainability of the BPTs.

3.2 Project Funding

There are three main organisations that provide project funding to Scottish BPTs: Historic Scotland; the HLF; and the AHF. These are discussed in more detail below.

3.2.1 Historic Scotland

Historic Scotland is an agency within the Scottish Government and is directly responsible for safeguarding the nation's historic environment, and promoting its understanding and enjoyment. In light of this, Historic Scotland plays a key role in enabling BPTs to undertake their work. Historic Scotland provides funding for BPTs through a number of different means.

Firstly, the organisation provides funding to the AHF; this is explored in more detail later.

In addition, Historic Scotland provides project funding directly to BPTs through their Historic Building Repair Grants Scheme. This scheme enables high quality repairs using traditional materials and specialist craftsmen to conserve original features in buildings of special architectural or historic interest. Their criteria for awarding grants are:

- The building must be of sufficient outstanding architectural or historic interest.
- The building must be at serious risk from neglect or repair.
- A need for grant for repairs to be undertaken must be demonstrated.

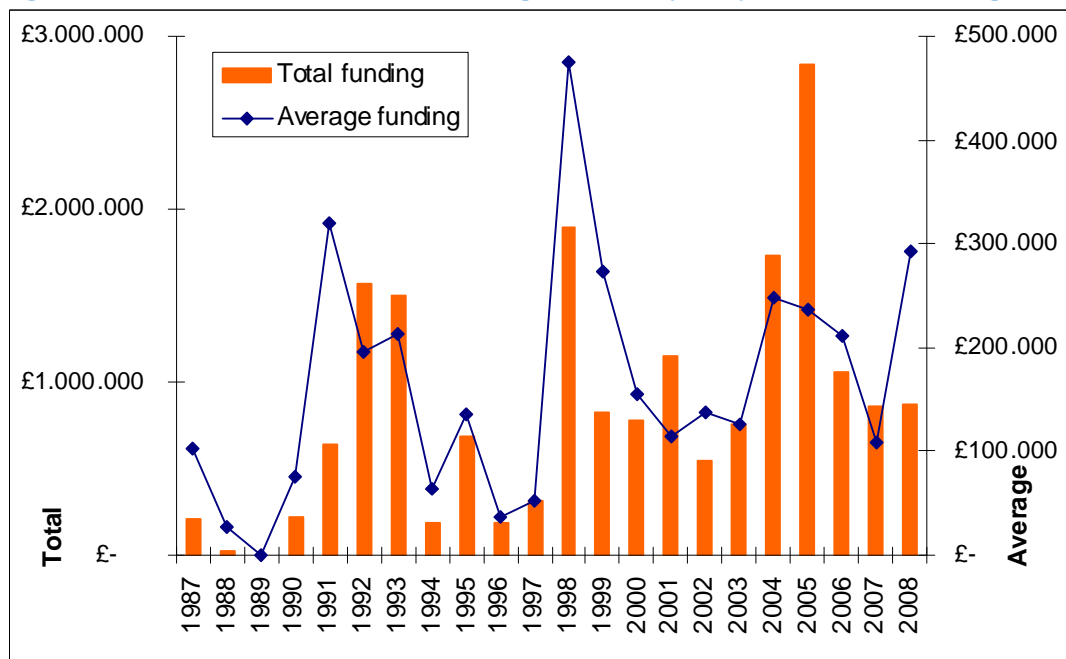
The assessment of applications is a competitive process and therefore, it also takes account of any wider benefits that the repair project may provide, such as:

- Benefits for communities.
- Promotion of quality and development of knowledge and skills.

For some time, Historic Scotland supported projects that resulted in a residential end use, however in light of a desire to contribute to these wider benefits, it has moved away from this and it is now only in exceptional circumstances that Historic Scotland supports such projects. Grants are also not available for routine maintenance and minor repairs, or for the repair or installation of services.

The following graph sets out the total amount of funding (orange columns) that has been awarded to BPTs since 1987 through the Historic Building Repair Grants Scheme. It also highlights the average value of the grants awarded each year (blue line)¹⁷. Since 1999, Historic Scotland has provided £11.4m to BPTs. This funding was allocated across 63 grant awards, for 49 different projects, led by 28 different BPTs. The number of grants awarded each year varies from three (in 1999) to ten (in 2001). Since 1999, the total amount of funding allocated every year also varies greatly, from a minimum of £550,000 in 2002 to a maximum of £2.8m in 2005. In addition, the size of individual grants varies over the ten years to 2009; Historic Scotland's largest grant was over 100 times larger than the smallest.

Figure 3.1 Historic Scotland's funding to BPTs, yearly totals and averages



Source: ECOTEC analysis of Historic Scotland data

In all cases, Historic Scotland only part-funds projects. Across all the grant awards that Historic Scotland has made to BPTs since 2001, its funding has, on average, contributed to 21% of the total eligible costs. What is more, data suggests that since 2003, there has been a general trend whereby the proportion of total funding offered by Historic Scotland has been increasing, particularly over the last two years. Reliable data is unavailable for the period prior to 2001, but the discussion paper produced by the APT in 2007 suggests that the proportion of total eligible funding offered by Historic Scotland has fallen considerably since the 1990s, when grants of up to 70% to 80% of total eligible costs could be offered.

Historic Scotland has recently established a partnership with Glasgow City Council, which allows the local authority to administer the Historic Building Repair Grants Scheme in Glasgow. This

¹⁷ There needs to be some care when interpreting the data related to the average funding grants awarded, as some of the large grants awarded can skew the data.

should be a good mechanism for aligning the City Council's and Historic Scotland's priorities. In addition, if a BPT secures funding via this route, it demonstrates that both Historic Scotland and Glasgow City Council are supportive of the project. This backing should facilitate the BPTs process of securing additional funding from other sources.

"It gives the trusts the green light to go to other funders".

(Glasgow City Council)

Historic Scotland also supports the regeneration of historic buildings through their CARS. In most cases, funding is directed at the local authorities that are managing these schemes. However, one exception is the Dysart CARS, where Fife Council devolved the management of the programme to Fife Building Preservation Trust. Historic Scotland also supports the City Heritage Trusts, which may in turn support some of the BPTs. One example is the Glasgow City Heritage Trust which has grant funded some of the work undertaken by the Glasgow BPT.

3.2.2 Heritage Lottery Fund

The HLF was established in 1994 and works to sustain and transform a wide range of heritage assets through innovative investment in projects with a lasting impact on people and places. There are a range of grant programmes that BPTs are eligible for, including Heritage Grants (£50,000 and over) and Your Heritage (£3,000 to £50,000). Both of these programmes have the following priority:

- To help people to learn about their own and other people's heritage.

Projects must also do either or both of the following:

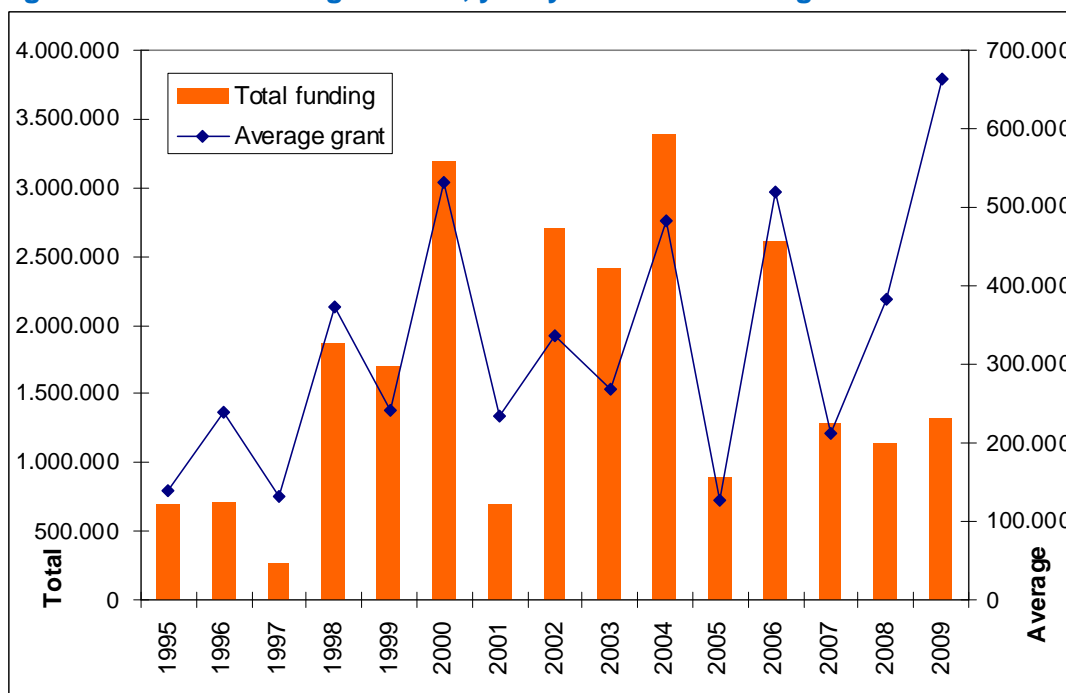
- Conserve the UK's diverse heritage for present and future generations to experience and enjoy.
- Help more people, and a wider range of people, to take an active part in and make decisions about heritage.

The introduction of the HLF led to a new source of funding for BPTs and therefore enabled a greater number of BPT projects to take place. Moreover, anecdotal evidence suggests that the availability of this funding contributed to a rise in single BPTs. Arguably, the HLF's criteria to support local communities means that by their very nature single BPTs, which retain the building for the benefit of the community have found it easier to access HLF funding than trusts which undertake multiple projects.

Since 1999, the HLF has awarded 63 grants, worth £21.3m, to 54 different projects led by 39 different trusts (some of which have been via the Townscape Heritage Initiatives). The size of individual grants, however, can vary greatly, from a minimum of £6,000 to a maximum of over £2m. In the past three years (2007-2009), the level of funding awarded by the HLF to Scottish BPTs has been relatively stable, at a level of approximately £1.25m per annum, but relatively low in comparison with the period 2002-2004, when more than twice the amount of funding was allocated to BPTs. On average, between 1999 and 2009, each HLF grant contributed on average 61% of the

costs associated with that stage of the project. Since 1999, for 28 of the grants awarded by HLF, the BPTs also secured funding from Historic Scotland.

Figure 3.2 HLFs funding to BPTs, yearly totals and averages



Source: ECOTEC analysis of HLF data

3.2.3 Architectural Heritage Fund

The AHF was founded in 1976 to promote the conservation of historic buildings in the UK. It is funded through income from interest, plus funding from Government agencies such as Historic Scotland and English Heritage. It also supports BPTs through donations. For its first 15 years, the AHF provided low interest loans to revolving BPTs. However, in 1991 grants for feasibility studies were made available and in recognition of a funding gap, project development grants were later introduced.

Historic Scotland provides funding to support both the AHF grant and loan funds. In 2007, Historic Scotland started allocating greater funds to the AHF, which are ring-fenced to support Scottish BPTs. As a result, in exceptional cases, for example very difficult or complex projects, a larger grant can be offered to Scottish BPTs. In order to qualify for financial support from the AHF, BPTs must be able to demonstrate that their project involves a change of ownership and/or a change of use, be undertaken by a charity and be a listed building (or one of exceptional importance). To summarise, the AHF currently offers the following funding to Scottish BPTs:

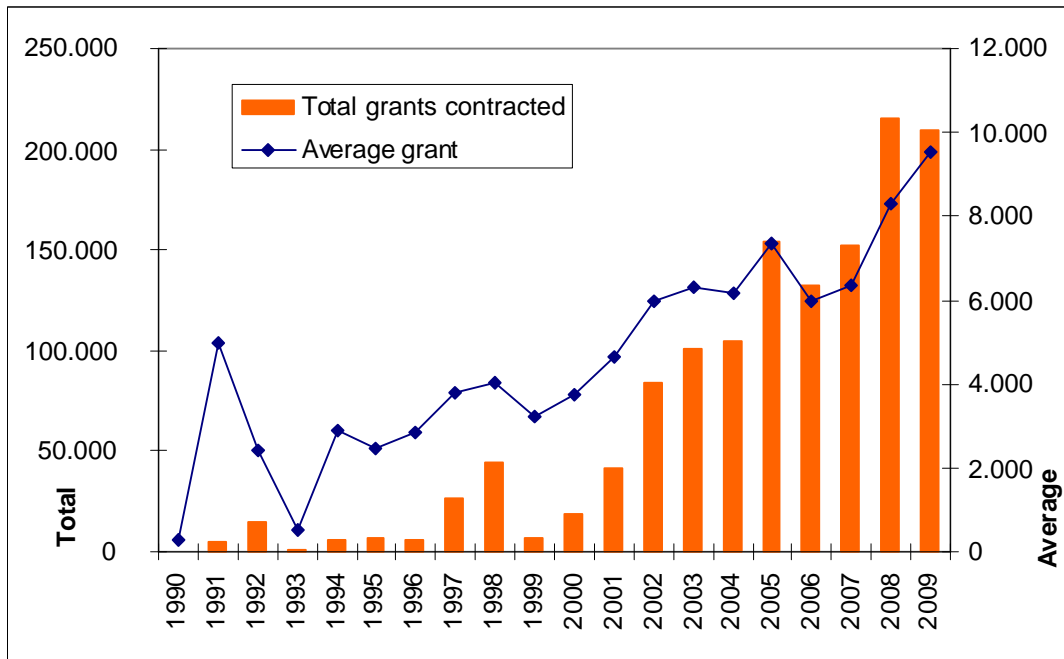
- Acquisition and working capital loans (up to £750,000 on a two year term basis);
- Options Appraisal Grants (up to £10,000, plus an additional £5,000 made available through Historic Scotland in exceptional cases);

- Project Development Grants (up to £20,000, plus an additional £10,000 made available through Historic Scotland in exceptional cases). This funding stream was established in 2008 as a means of streamlining the previous project administration, project organiser and capacity building grants.

Since 1999, the AHF has made 245 funding awards worth a total of £10.3m (loans and grants) to 60 different trusts¹⁸. This is more than three times the amount of money that was allocated by the AHF in the twenty years to 1999, showing the increasing scale of BPT activity.

The following graph clearly shows a rise in the yearly totals and average size of non-refundable grants allocated to Scottish BPTs. The AHF believes that the establishment of the HLF was largely responsible for this increase as this new funding stream enabled many more buildings to be tackled. Since 1999, the AHF has awarded 178 non-refundable grants, worth £1.2m to 50 different trusts.

Figure 3.3 AHF non-refundable grants to Scottish BPTs, yearly totals and averages



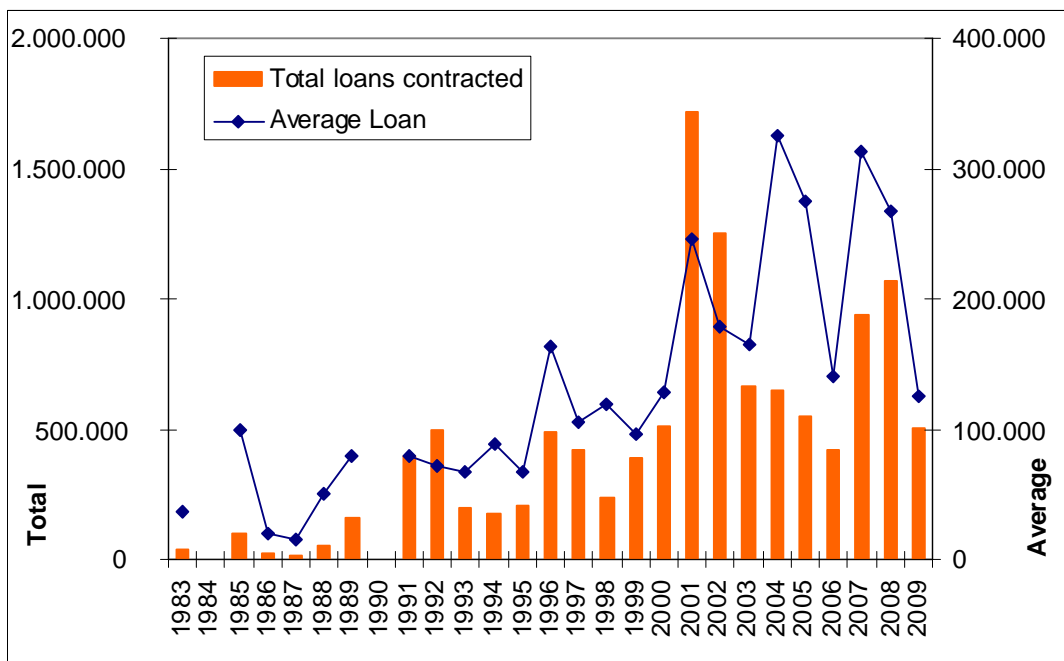
Source: ECOTEC analysis of AHF data

The yearly totals of AHF loans contracted to BPTs, however, appear to have reversely mirrored the trend of non-refundable grants. Since 1999, the AHF has contracted 44 loans, worth £8.7m to 26 different trusts. The volume of loans peaked in 2001 (£1.7m), but then gradually fell to £420,000 in 2006, followed by a slight increase in 2007 and 2008. Further supporting this data, for every £1 of non-refundable grants that are offered to Scottish BPTs, only £7.22 worth of loans is offered, which

¹⁸ In addition to the loans and refundable grants, the AHF also awarded 23 refundable grants, worth £375,000 to 15 different trusts.

is lower than the ratio for BPTs in England; £11.92 of loans to every £1 of non-refundable grants¹⁹. This raises questions over whether the conversion rate from options appraisal to project delivery has fallen or whether Scottish BPTs are finding alternative means of funding projects that do not require AHF loans.

Figure 3.4 AHF loans to Scottish BPTs, yearly totals and averages

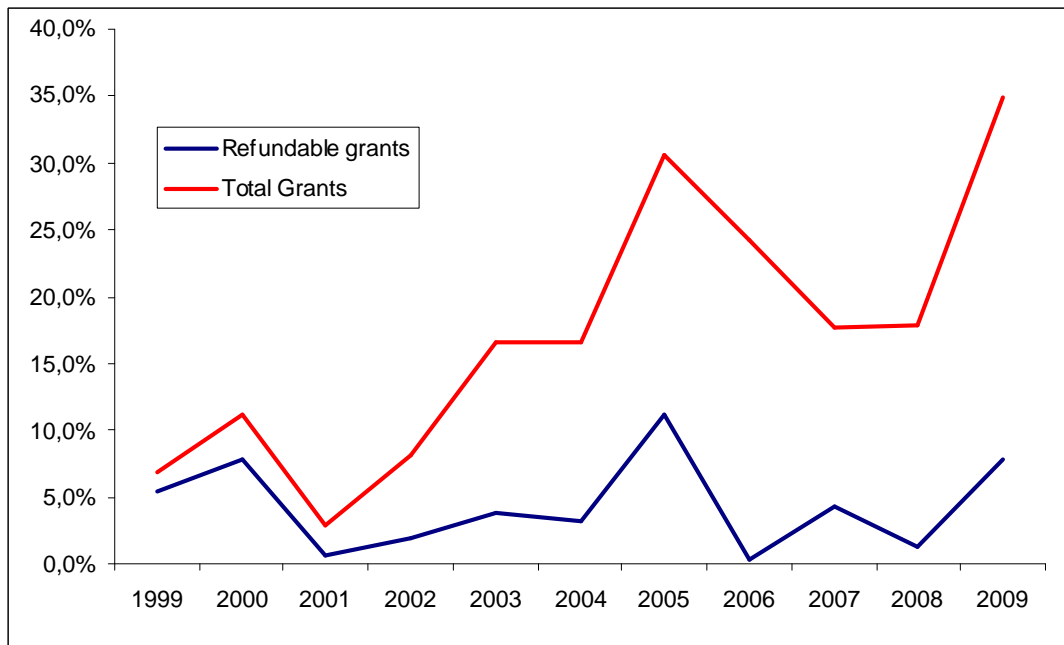


Source: ECOTEC analysis of AHF data

The following graph supports the finding that AHF funds allocated to Scottish BPTs are increasingly made up of non-refundable grants. Non-refundable grants accounted for 27.2% of total funding in 2009, up from only 1.6% in 1999. Whilst the number of loans and refundable grants has remained stable over the ten-year period, the number of non-refundable grants has increased from two in 1999 to 22 in 2009. However, grants are relatively small in size compared to loans, with a maximum of £26,500, compared to more than 30 loans of more than £100,000.

¹⁹ AHF analysis of AHF data, based on non-refundable grants allocated from 1990/01 and loans contracted from 1992/93.

Figure 3.5 Share of grants in AHFs total funding to BPTs (value)



Source: ECOTEC analysis of AHF data

2008 was a record year in terms of the number of funding awards (31), but 2001 (£1.8m) and 2002 (£1.4m) were record years in terms of the amount of funding awarded. A high amount of funding was also awarded in 2007 (£1.1m) and 2008 (£1.3m) but in 2009, the level of funding fell (772k). As interest rates fell, so did the funding available through the AHF. As a result, the AHF has reduced the maximum grant that BPTs can access. Although loans are still available to BPTs, grant allocation has been restricted to £90,000 across the UK per quarterly board meeting. Moreover, a BPT can currently only submit one application per grant type each quarter (i.e. a maximum of one application for an options appraisal grant and one application for a project development grant). This is starting to cause significant concern amongst the professional trusts as their ongoing sustainability depends on them undertaking more than one project at any given time.

The AHF also supports a mentoring scheme, which makes funding available for mentors (often other trusts) to support new trusts that are delivering projects or to provide support for complex projects. However, demand for this appears to be fairly low. This may, in part be due to the fact that the Scottish BPT movement already undertakes a significant amount of mentoring through other means or on a more informal basis. This scheme is seen as a good support mechanism but it does raise concerns about whether the AHF should be investing money into capacity building for trusts that may only take on one project, meaning that the knowledge is never re-utilised.

3.2.4 Other Funding Sources

A range of other funding sources have also been identified as supporting BPT projects. In many cases, these funding sources provide match funding to the funding provided through Historic

Scotland, the HLF and the AHF. The following list does not provide all funding sources but does highlight some of the key sources:

- Historically, Scottish Enterprise and Highlands and Islands Enterprise (HIE) supported BPTs but according to the trusts, they are now securing very little funding from these organisations. In line with the Scottish Government's 'Enterprising Third Sector Action Plan'²⁰, HIE highlighted that their priorities for the third sector have shifted towards social enterprises²¹, which are typically characterised by a greater focus on loans rather than grants to support activities. Some BPTs are already operating under a model that is very similar to, if not fully aligned to that of social enterprises but there is scope to further exploit these opportunities.
- The Scottish Rural Development Programme (SRDP) could be a potential source of funding for BPTs but the trusts consider that its funding criteria is so narrow and specific it is very difficult for them to access. However, some stakeholders believe that there is scope for BPTs to support the Government's strategic objectives in rural Scotland and believe that improved dialogue with organisations involved in the SRDP could assist this process.
- There is evidence to suggest that a number of local authorities have played a key role in financially supporting BPT projects, however tighter budgets means that funding is becoming much harder to secure.
- ERDF was previously a key source but this is also becoming much harder to access. However, recently trusts appear to be securing LEADER funding.
- BPTs are tapping into area based grant schemes as a means of funding their restoration projects, examples include: the THIs; the CARS; City Heritage Trusts; and World Heritage Sites.
- Examples of other funding sources include Communities Scotland, the Empty Homes Initiative, Scottish Homes, the National Heritage Memorial Fund, landfill tax credits, and Historic Buildings and Monuments Scotland.
- In addition to the AHF, loans are also available from organisations such as the Scottish Enterprise and Investment Fund, the Charity Bank and other banks.
- The BPTs, themselves, are also contributing to project costs, particularly as the availability of funding is becoming much tighter.

²⁰ Enterprising Third Sector Action Plan, 2008-11, 2008, Scottish Government

²¹ Social enterprises are defined as "*business with primarily social objectives whose surpluses are principally re-invested for that purpose in the business or the community rather than driven by the need to maximise for shareholders or owners*".

3.3 Project Costs

Based on available data, the average cost of a complete project undertaken by Scottish BPTs has been just less than £1.1m. However, the total cost of projects can vary greatly, from a minimum of £41,000 to a maximum of £12m; conducted by The Princes Regeneration Trust, which often takes on large projects. This variable cost reflects the wide variety of projects undertaken by BPTs. The following table shows the distribution of the range of project costs. Unfortunately, there is insufficient data to accurately assess how project costs have changed over the last ten years but anecdotally, it is believed that the costs are increasing.

Table 3.1 Total project costs

Cost	Percentage of projects
< £100,000	12%
£100,001 to £500,000	32%
£500,001 to £1m	25%
£1,000,001 to £5m	28%
> £5m	3%
Total	100%

Source: APT survey

3.4 Project Funding Processes

The BPTs hold mixed views as to whether the funders are clear about their priorities for supporting projects, whereas funders argue that their criteria are clearly stated. Arguably, the level of funding available appears to reflect the scope for flexibility open to funders. For example in competitive times, funders' criteria may be more strongly enforced. Good communication needs to ensure that funding criteria and any changes to these criteria are clearly articulated to the trusts. In light of this, the opportunity to discuss a potential project with Historic Scotland, the HLF and the AHF in advance of submitting an application form is strongly encouraged by both the trusts and the funders.

A recurring theme to emerge from the consultations with BPTs is that as complex funding packages are becoming more common, the resources required to complete funding applications is increasing (see figure 3.6).

"It can take a few thousand pounds in time and resources to access a few thousand pounds from funders".

(A large trust that undertakes small studies in-house)

"The administrative burden on trusts to apply for funding is often self-defeating".

(A trust that delivers multiple projects)

"Co-ordinating such a fund-raising exercise becomes hugely time consuming and has become an art form in balancing the different eligibility criteria and aspirations of a multitude of funders"²².

According to the trusts the HLFs application and project reporting processes are very time consuming, particularly for newly established trusts.

"They do ask for a great amount of information back from the trusts in terms of deliverables and this can be quite onerous for small organisations".
(A single trust reliant on volunteers)

These findings are corroborated by the National Audit Office²³, which recommended in 2007 that the HLF reduced the burden on applicants and sped up its decision process. The AHF, on the other hand, endeavours to visit new trusts that are applying for funding to support them through their application process.

Figure 3.6 Castlemilk Stables

Castlemilk Stables²⁴

Castlemilk Stables is a Category B listed late Georgian stable building. It is unique in its area and represents an important historic landmark. From the mid-1960s the building has been empty. Glasgow City Council endeavoured to maintain the building but by 1994 it was entered on the BARR. The Cassiltoun Trust, a subsidiary of Cassiltoun Housing Association, was formed in 2000 to take forward a campaign to rescue the building.

One of the key challenges was finding a long term use for the building. Situated in an area of multiple deprivation, on the periphery of Glasgow, the costs of its repair, the limits of its foot print and its location were all seen as major obstacles. In 2003, after previous attempts to identify a viable use, Cassiltoun Trust undertook a business planning process that demonstrated that the building would serve well as a community building with offices, childcare nursery and a training facility. Cassiltoun Trust would be the owner and Cassiltoun Housing Association would be the manager and principal occupant. The rest of the building would be let to provide an income for the long term maintenance of the building and investment in expanding community activity. However, Cassiltoun Housing Association did not have sufficient skills in-house to restore the building so it was agreed that Glasgow BPT (GBPT) would purchase the building, apply for grants, and undertake the repair and adaptive re-use works on the building.



²² UK APT, National Conference 2009, Rising to the Challenge, Presentation by George McNeill

²³ National Audit Office, 2007, Heritage Lottery Fund

²⁴ Photograph of Castlemilk Stables: Keith Hunter

On completion, the Stable Block would be sold to Cassiltoun Trust²⁵.

Glasgow BPT acquired the building from Glasgow City Council for £1. The total project cost was £4.2m; of which GBPT secured just less than £100k for managing the project. Between 2003 and 2007, the funding was secured from over 26 different sources, including Historic Scotland, HLF, ERDF, Glasgow City Council, Castlemilk Partnership, Cassiltoun Trust and Communities Scotland. Critical to the project delivery was the support of the AHFs Project Organiser Grant which enabled the multiple funding applications to be made. Also pivotal was AHFs development loan of £350,000, which allowed the project cash flow to be sustained²⁶.

The restoration started in 2005 and was completed in 2007. Since its completion, in partnership with a range of other organisations, Cassiltoun Trust has used Castlemilk Stables to deliver a range of services and learning opportunities such as IT programmes, community engagement projects and a youth housing project. These have all contributed to their overall aim to *'achieve ongoing regeneration in our community through maximising the opportunities for people to improve their confidence, skills and ultimately for the unemployed, employability'*²⁷.

Key lessons:

- The end user for the project was identified at a very early stage of the project development process. As a result the close partnership between GBPT, the end user and the local community was considered to be a critical success factor.
- GBPT secured less than £100k to manage the project, which for such a complex project was not sufficient. In particular, securing the complex funding package was a time-consuming process that required considerable expertise and resources.
- The restoration of a historic building can be a catalyst for much wider regeneration.

The allocation of funding is arguably, very subjective and therefore funders need to have a good understanding of historic buildings in general, plus the specific projects being proposed. Scottish BPTs are concerned that the key funding bodies can be too process driven. Placing a value on an historic building is often very difficult and therefore, BPTs believe that funding should not always be awarded on a simple value for money basis. Funders need to ensure that they take the time to fully understand the projects that are put forward and BPTs suggest that a greater number of project visits could help to overcome this issue.

Trusts also felt that it can sometimes take funders too long to make a decision on whether funding is offered. In line with this, BPTs would also welcome greater feedback from funders on unsuccessful applications.

In light of these challenges, some trusts are using alternative means of funding small options appraisals, thus enabling a much quicker process. For example, the Little Houses Improvement Scheme sometimes utilises its own funds to undertake small studies. Similarly, the Scottish

²⁵ Briefing Document 4, Castlemilk Stables, GBPT, Building Project Information. 2009, GBPT

²⁶ Annual Report, 2008, Glasgow Building Preservation Trust

²⁷ Tenants Handbook 2009 – 2012, 2009, Cassiltoun Housing Association Ltd

Borders Council provides small pots of funding to the Alba Conservation Trust to act as match funding for options appraisals, thus speeding up the process. Unfortunately, many trusts do not have this luxury.

The trusts recognise the importance of developing robust options appraisals and business plans, but there is concern that in some instances the emphasis on the paperwork is too great and as a result the process sucks too much of a trust's resources away from actually restoring a building. In particular, trusts noted that in some cases, there is a clear viable use for a building, but despite this, an extensive options appraisal still needs to be undertaken.

"You have to jump through options appraisal hoops to prove what everyone knows already".
(A well established trust)

Historic Scotland, the HLF and the AHF, however, believe that their requirements for options appraisals are not too onerous. This, therefore, raises a question as to whether other funders, for example those that provide match funding, are imposing greater demands on options appraisals.

The requirement to demonstrate a change of ownership and meet wider community outcomes also creates a challenge for certain projects, particularly those where a residential end use is the most obvious solution.

"You don't always need to find a new use; you could just bring it back into use".
(A rural based trust)

In addition, as competition for funding is increasing funders are more closely assessing the funds available to trusts. Those with large pots of un-restricted funds are less likely to be prioritised for grants.

"The fact that the trusts are unable to build up any profits means that there are no reserves if times get lean as they are at the moment".
(A professional trust)

3.5 Funding Gaps

According to the BPTs, there are a number of key gaps in the funding that is made available.

- BPTs consider that the level of **capital funding** available to undertake projects is insufficient. What is more, as BPTs take on increasingly complex projects, this issue appears to be becoming more pertinent.
- The general consensus from trusts, whether they receive core funding or not, is that **administration costs** are not adequately recognised by the key funding bodies. This is particularly the case for the professional trusts, whose overhead costs are typically much higher. Although funding bodies endeavour to incorporate the time that trusts contribute to a project

within their funding budgets many trusts, particularly those with staff, argue that this is not sufficient. In particular, they believe that funding bodies fail to acknowledge the true costs of their overheads, which are greater than just the salary costs, and the true cost of actually managing a project, particularly those that are complex.

"Volunteers absorb expenses personally".
(A single BPT reliant on volunteers and fund-raising)

- A clear view emerging from consultations with the trusts is that funding available for **options appraisals and project development** is not sufficient. As an example, the AHF provides a maximum of £10,000 (£15,000 in exceptional cases) for an options appraisal grant; however the APT survey revealed that around one fifth (22%) of options appraisal studies cost more than £20,000. This does not include time and resources that are offered on a voluntary basis, which make the actual cost much higher. The APTs discussion paper states that the lack of funding in the early stages of preservation works mean that BPTs usually start their project in deficit.
- **Emergency repair grants** are no longer made available through Historic Scotland. On the whole, projects tend to take several years before work actually starts on site. During this time, buildings at risk can deteriorate rapidly, thus incurring greater costs to restore. As an example, it took five years to secure the funding package to restore Castlemilk Stables in Glasgow. Without funding for emergency repairs, the building experienced water and fire damage which meant that the project was much more expensive and required greater input from the BPT in terms of time.
- Funding to restore **rural buildings** is proving particularly difficult for BPTs to secure. The main reason for this is their remote nature. These buildings are often either very isolated or within very small communities. As a result, it is very difficult to identify an end use for the building that meets funders' criteria to contribute to wider community benefits. In a lot of cases, rural buildings are only suitable for private residential housing. The viability of projects in rural areas, particularly in relation to value for money, is often much lower than in urban areas due to the small population.
- Professional BPTs in Scotland undertake a lot of **mentoring**, whereby they offer less experienced trusts advice and guidance. However, a significant amount of good will enables this to take place as funding does not sufficiently cover the costs of this support.

3.6 Financial Sustainability

The sustainability of BPTs is primarily an issue for the trusts that undertake a rolling programme of projects. As previously identified, professional trusts that undertake multiple projects are critical to the success of the BPT movement. However, they face significant challenges in relation to covering their overhead costs and ensuring their long-term sustainability. The trusts have become heavily reliant on grant funding, which in light of the current economic climate, places them in a very challenging position with regard to their sustainability.

*"If you don't have fee earning work it is not possible to survive".
(A regional trust with a wider conservation remit)*

The professional trusts have demonstrated that they are developing forward looking strategies to secure the sustainability of their trust. However, in some cases, there is greater potential to discuss and test these strategies with wider organisations and funders.

For a number of trusts, core funding has been a key way to support their activities. However, only BPTs with a national remit or a specialist role can be considered for core funding from Historic Scotland, therefore disadvantaging local trusts. The trusts highlighted in the following table receive core funding to support their operations.

Table 3.2 Core funding

Trust ²⁸	Core Funding Sources
Glasgow Building Preservation Trust	Glasgow City Council.
Little Houses Improvement Scheme	National Trust for Scotland and a Charitable Trust.
North East Scotland Preservation Trust	Aberdeenshire Council.
Perth and Kinross Heritage Trust	Perth and Kinross Council and Gannochy Trust.
Scottish Redundant Churches Trust	Historic Scotland and The Church of Scotland.

In all cases, this core funding only partly supports the trust and does not entirely sustain their activities.

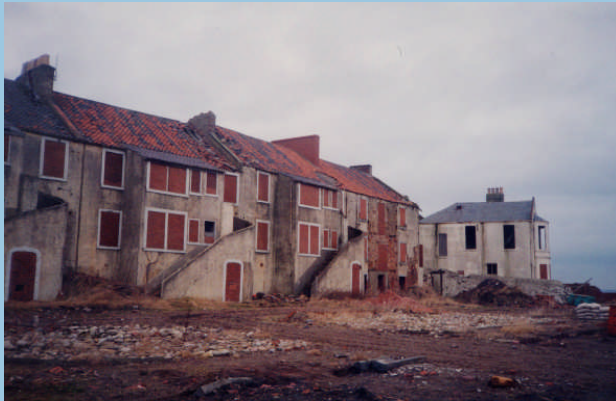
BPTs, with or without core funding, have expanded their role in a bid to sustain their restoration activities. Trusts that undertake multiple projects have commonly adopted one or several of the following means of securing income:

- **Management of area based regeneration schemes** is a good mechanism for securing a steady income to support trust activities. Fife Historic Buildings Preservation Trust has adopted this approach (see figure 3.7).

²⁸ The Princes Regeneration Trust receives core funding from English Heritage but this only supports work undertaken in England. There is no core funding for the member of staff based in Scotland.

Figure 3.7 Fife Historic Buildings Trust

Fife Historic Buildings Trust



Fife Historic Buildings Trusts was formed as a company limited by guarantee in 1997. On behalf of Fife Council, the trust managed the West Wemyss Townscape Heritage Initiative (THI). The one member of staff and ten trustees of Fife Historic Buildings Trust have significant experience of undertaking historic conservation work and therefore were seen by the council as an appropriate vehicle to take the scheme forward. A close relationship with the local authority was essential but the independence of the trust was also viewed as a key strength, particularly among the local community. This enabled the trust to forge relationships between the private sector, the local authority and the local community.

Fife Historic Buildings Trust secured £750,000 from the HLF under their THI schemes. This included £200,000 over a three year period that went directly to the trust to cover their revenue costs associated with managing the scheme. The scheme also secured match funding from Historic Scotland (£120k); ERDF (£200k); Fife Council (£50k); Scottish Homes (£150k); Scottish Enterprise (£200k); and the Fife Environment Trust (£94.5k). In addition, the Trust secured an AHF loan to support cash flow. The THI funding was also one of the principal levers for the trust to persuade the major local landowner, Wemyss Properties Ltd, to invest in a significant number of buildings.

The scheme was completed in 2002 and the total cost was £2.1m. This scheme enabled the development of 13 affordable residential properties; one community lodge, which provided a room for community use; and extensive landscaping work in the centre of the village. The scheme also contributed to a range of much wider benefits. An evaluation of the THI schemes found that the village had been transformed and no longer had the air of decay and dereliction that it did. There was also a new confidence and an increased sense of pride amongst locals in the village, along with a renewed interest in investment on the part of the main landowner²⁹. The scheme also stimulated further investment from the local authority, for example they later repaired the sea-wall.

Following the success of this scheme the trust is now managing the Dysart THI, which was launched in 2009. However, as local authorities' funding budgets tighten, future opportunities for Fife Historic Buildings Trust to undertake these schemes may be at risk; if the council manages the scheme in-house the overhead costs are likely to be lower but the expertise and consistency of having the BPT managing the scheme will be lost. In this situation, there may still be a role for Fife Historic Buildings Trust to support THI

²⁹ Townscape Heritage Initiative Schemes Evaluation, 2005, HLF

schemes by restoring specific buildings, particularly those that are very complex.

Key lessons:

- One of the key successes of the West Wemyss THI is that it was managed by the Fife Historic Buildings Trust. It built upon an existing and experienced agency that had an established track record, expertise and commitment to heritage. Moreover, this approach provided a solution for overcoming skills gaps that lay within the council.
 - The trust played a pivotal role in stimulating and managing complex partnerships between the funders, the local authority, the private sector and the local community. In turn, these partnerships enabled the realisation of much wider benefits, beyond just the restoration of historic buildings. The long term nature of these partnerships and the independence of the trust were crucial.
 - THI schemes include sufficient revenue funding to support the management of the scheme. Given the duration of these schemes, the trust can ensure a degree of long-term sustainability.
- Many trusts have **retained a building** that they have restored as a means of generating income to enable them to undertake future projects. In practice, this approach is a good model. However, it can be very high risk and during the economic recession, the risks associated with this model have been exposed. Some trusts have buildings that are not fully occupied, meaning that the rental income is not sufficiently covering their costs.

"It [a building] can drain the trust rather than generate an income".
(A professional trust)

The Mansfield Traquair Trust, however, has reduced its risk by securing a 21 year lease with the Scottish Council for Voluntary Organisations on the building it restored. The income from this agreement supports the trust's staff and ensures that any repairs to the building can be undertaken.

- Historically, trusts were able to **sell a building** that they had restored and use the profits to fund their next restoration project. However, there are now two issues with this approach. Firstly, projects do not always make a profit, for example the North East Preservation Trust spent £800k restoring a building that only sold for £400k. What is more, Historic Scotland and the HLF endeavour to only put enough funding into a project to make it happen. And secondly, funders impose rules that preclude profit making or result in claw-back meaning that the profits from one project cannot be used to support the next. Some trusts have suggested that they will undertake a small number of commercially viable projects in order to fund the more challenging projects that will not be tackled by the private sector.
- Trusts have undertaken **consultancy work or event management** (e.g. open doors events) to support other trusts or wider organisations, such as the private sector or local authorities. This is a good mechanism for sharing the knowledge and expertise that is tied up in trusts whilst securing an income to sustain the trust. However, it can reduce the trusts' capacity to actually undertake restoration projects themselves. In addition, there is concern about BPTs selling services and subsequently risking their charitable status if it becomes the principal source of income.

- Trusts have incorporated **training** into their projects as a means of supporting their costs, whilst also up-skilling individuals. This widens the remit of BPTs meaning that their objectives are no longer solely focussed on restoring buildings but it does provide a means of financially supporting the restoration activities that they do undertake.
- Trusts are very reliant on **volunteer input**, which arguably makes their operations very cost efficient. However the demand placed on these individuals is increasing. The relationship between volunteers and employed staff also needs to be carefully managed.

Despite these approaches, many trusts are still struggling to cover their overhead costs. Strathclyde BPT, for example, previously suspended operations as result of these challenges (see figure 3.8).

Figure 3.8 Strathclyde Building Preservation Trust

Strathclyde Building Preservation Trust

In 1991, Strathclyde BPT commenced the restoration of Lauriston House. A first phase of restoration was completed but then the project faced difficulties associated with identifying an appropriate end user, options appraisals and business plans were taking longer than anticipated, and match funding was proving difficult to secure. By 1998, following the completion of two phases of restoration, there was concern about the effect the property could have on the financial future of the trust; the trust had started to secure fewer loans and instead, was relying on existing revenue funds that they had built up. This approach meant that their funds were very quickly used up with no means of securing any additional income. Consequently, the trust did not secure funding for phase three of the project. As a result, in early 2004 Strathclyde BPT suspended its operations.

The trust began operations again in late 2005, but it has been a slow process to build its track record and revenue back up again. The trust conducted consultancy work as a means of securing revenue funding to enable them to undertake restoration projects. Their focus is now directed at restoration projects, with far less consultancy work. In the meantime, Lauriston House was sold; it currently lies vacant and is back on the BARR. The money from the sale of the property is being used to financially supplement the trust's activities.

Key lessons:

- The sustainability of a trust is critical if they are to successfully undertake projects that may take several years to complete.
- Funding does not sufficiently cover all project costs, particularly for complex projects. Trusts therefore face a difficult balancing act between undertaking activities that secure revenue for the trust and fulfilling their principal role, which is the restoration of historic buildings.
- It is important that a clear business plan and exit strategy are identified for a project at the outset.

3.7 Trends, Challenges and Opportunities in BPT Funding

The following table summarises key trends that have emerged in respect of funding for BPTs and their projects, and in turn presents both a number of challenges and opportunities for the BPTs.

Table 3.3 Trends, challenges and opportunities

Trend	Evidence	Challenges	Opportunities
Introduction of the HLF in 1994.	HLF was established in 1994.	<p>Complexity of different applications for different funders.</p> <p>Introduction of funding criteria that is hard for trusts that are delivering a rolling programme of projects to meet.</p>	<p>Greater funding opportunities and therefore more buildings tackled.</p> <p>Greater opportunities for single trusts.</p>
Reduction in funding availability.	<p>Applications for AHF funding have been restricted.</p> <p>Local Authority budgets are far tighter.</p>	<p>Increased competition for funding between trusts. For example, the Highlands and Islands Preservation Trust and the Alba Conservation Trust are both seeking to develop projects in Caithness but Historic Scotland has noted that due to tight budgets funding for this area will have to be prioritised</p> <p>Project funding budgets are far tighter, thus creating a challenge for BPTs to cover overhead costs.</p>	Opportunity for increased focus and prioritisation within the BPT movement.
Reduction in large pots of funding.	<p>The proportion of Historic Scotland funding as a total of project costs is increasing slightly.</p> <p>Previous funding sources, e.g. Scottish Enterprise, do not appear to be available.</p> <p>BPTs are compiling increasingly complex funding packages.</p>	<p>Increased time required to secure funding.</p> <p>Activities are becoming higher risk for the BPTs.</p>	<p>Opportunity to explore alternative funding sources, e.g. area based grant schemes.</p> <p>Opportunity to build relationships with other organisations, e.g. local authorities, housing associations, the private sector.</p>
Shift towards wider community benefits.	Projects with a residential end use are far less common and are becoming much harder to secure funding for.	In some cases, it can be very difficult to identify a suitable end use for a building that delivers wider community benefits; this is particularly evident in very isolated, rural areas.	<p>Access to wider funding sources, for example the HLF.</p> <p>New partnership arrangements that will support the costs for affordable residential units,</p>

Trend	Evidence	Challenges	Opportunities
			<p>for example with housing associations.</p> <p>New partnerships with community organisations, for example Development Trusts.</p>
Reduction in phased funding.	All funding requires a sustainable end use and is no longer available as a phased package.	<p>Unable to moth-ball buildings until a sustainable use is identified.</p> <p>Challenges to secure funding for some buildings.</p> <p>Deterioration of buildings unless a suitable end use can be identified.</p>	Opportunity for increased focus and prioritisation within the BPT movement.
Introduction of top up grants.	In 2007, Historic Scotland provided additional funding to the AHF that was ring-fenced to support Scottish BPTs.	None identified.	Opportunity to increase funding made available to BPTs.
Clawback of funding.	Funders imposed rules that preclude profit making or result in claw-back.	Mitigates against the 'revolving' trust model.	None identified.

3.8 Key Findings

- Since 1999, through its Building Repair Grant Scheme Historic Scotland has provided £11.4m for work on 49 different projects, which have been led by 28 different BPTs. Since 2001, its funding has, on average contributed to 21% of the total eligible project costs, which is much lower than the grants offered in the 1990s that were worth 70 to 80% of total eligible project costs. In addition, Historic Scotland provides funding to the AHF to support their grant and loan funds.
- The introduction of the HLF in 1994 enabled a greater number of BPT projects to take place. Since 1999, the HLF has awarded £21.3m for work on 54 different projects led by 39 Scottish BPTs. On average, HLF funding has constituted 61% of costs associated with that stage of the project. Arguably, HLFs criteria are more favourable towards single trusts, rather than trusts that deliver multiple projects.

- Since 1999, the AHF has allocated a total of £10.3m (loans and grants) to BPTs; this includes 44 loans worth £8.6m to 26 different trusts and 178 non-refundable grants worth £1.2m to 50 different trusts. Since 1999, the AHF has seen an increase in the number of non-refundable grants awarded to Scottish BPTs but a decline in the volume of loans. Due to a decline in interest rates, AHF funds have decreased significantly and measures are in place to manage the amount of funding allocated each year.
- The average cost of completed BPT projects has been around £1.1m and in addition to Historic Scotland, HLF and AHF, BPTs have tapped into a wide range of alternative funding sources.
- The key challenge facing Scottish BPTs in relation to project funding processes is the high level of information, resources and expertise required to pull together increasingly complex funding packages.
- A number of shortfalls in the funding available to Scottish BPTs have been identified and include a lack of sufficient capital funding; core funding or funding to cover administration costs; funding for options appraisals and project development; emergency repair grants; grants for rural buildings; and financial support for mentoring.
- BPTs are heavily reliant on grant funding, which has decreased significantly. Subsequently, the long-term sustainability of BPTs is perhaps the biggest concern to the movement. For a number of trusts, core funding has been a key way to support their activities. In addition, trusts have taken on wider roles, with varying degrees of success, in a bid to secure an income to support their activities.

4.0 Project Delivery

4.1 Introduction

This section explores the project delivery processes including success and failure factors. It also explores the relationships between BPTs and other organisations involved in the preservation of the historic environment.

4.2 Identification of Buildings

BPTs identify buildings through a variety of means, including the local community, the BARR, the local authority or a private sector owner. The BARR currently contains 2,104 buildings, of which 277 are Category A listed. What is more, new buildings are constantly being added. Funders prioritise buildings on the BARR but it appears to be very rare for either the trusts or the funders to undertake any further process of strategically prioritising buildings. There is evidence, however, of some local authorities prioritising buildings in their area; one example is the Scottish Borders Council (see figure 4.1).

Figure 4.1 Scottish Borders Council: Prioritising buildings at risk

Scottish Borders Council: Prioritising buildings at risk

The Scottish BARR has identified 153 buildings at risk in the Scottish Borders. In recognition of such a high volume of buildings, the Scottish Borders Council has worked closely with the Scottish Civic Trust to develop a prioritisation system for their buildings at risk. This process has been undertaken by a Conservation Architect at the Scottish Borders Council. The system is based on a number of factors such as planning and building standards; access; building listing; category of risk; and the condition of the building. Taking all these factors into consideration, each building has been given a priority score that ranges from one to 20.

The Scottish Borders Council believes that *"this new managed database helps us to make hard decisions about priorities"*. For example, the Scottish Borders Council works closely with the Alba Conservation Trust and this process helps both organisations work together more effectively to restore historic buildings at risk.

Key lessons:

- The prioritisation of buildings on the BARR enables more effective joined up working between the various organisations involved in the restoration of historic buildings.
- The prioritisation of buildings on the BARR needs to be undertaken by suitably qualified professionals that have a full understanding of the conservation of the historic environment, the local area, and the operational processes for undertaking such projects.
- Involvement or support of the local authorities in this process is critical if the prioritised buildings are to be strategically recognised.

The experience and track record of the professional trusts means that many have developed a good understanding of what type of buildings can successfully be restored. Therefore a judgement is always made at an early stage as to whether it is viable to proceed with an options appraisal. For less experienced trusts, advice is often sought from the funding organisations or other more experienced trusts.

4.3 Options Appraisals and Project Development

Key funders believe that the conversion rate from options appraisal study to BPT project has fallen. Table 4.1 is based on an analysis conducted by the APT Scotland that assesses the number of AHF feasibility study / options appraisal grants that have been converted to projects. It is important to note that there does need to be some care when interpreting this data as not all BPT projects will have received an AHF feasibility study / options appraisal grant. The table shows that the greatest number of options appraisal grants were awarded between 2000 and 2004 (61) but between 2005 and 2009, this fell to 38.

Between 1995 and 1999, the conversion rate from feasibility study to project was at least 64%, but during 2000 and 2004, this fell to a maximum of 49% (this takes account of OAGs which may still lead to a project). Given the time that it takes for projects to develop, it is too early to draw conclusions on the conversion rate between 2005 and 2009.

Table 4.1 Conversion rate

Years	Number of OAGs awarded	Number of OAGs that led to a project	Number of OAGs that did not lead to a project	Number of OAGs that have not led to a project yet	Other ³⁰
1990-1994	16	10 (63%)	6 (37%)	0 (0%)	0 (0%)
1995-1999	28	18 (64%)	7 (25%)	1 (4%)	2 (7%)
2000-2004	61	22 (36%)	31 (51%)	8 (13%)	0 (0%)
2005 - 2009	38	6 (16%)	6 (16%)	16 (42%)	10 (26%)

Source: APT Scotland analysis based on AHF data

Consultations with BPTs suggest that they are being far more selective in the options appraisals that they undertake, which in part is reflected by the decline of options appraisal grants awarded by the AHF between 2005 and 2009. BPTs are taking far more consideration of the long-term viability of a project prior to undertaking these studies. One of the key reasons for this is the cost associated with undertaking these studies; many trusts do not achieve full cost recovery on the

³⁰ 'Other' refers to projects that were taken on by the private sector or where there is no information available.

options appraisals that they undertake. This situation is becoming more pronounced as funding budgets are tightened and match funding is becoming more difficult to secure. In light of this, many BPTs do not believe that the conversion rate from options appraisal to project is decreasing. Instead, some projects are simply taking longer to develop. This is supported by findings in the discussion paper produced by the APT (Scotland), which notes that the timescale from feasibility study to site has more than doubled, from three years to over six years, in the last decade. Alternatively, some BPTs suggested that the reduction in funding available and the increased rigour with which funding bodies are reviewing project funding applications are resulting in a lower conversion rate.

The professional BPTs undertake a significant amount of the work associated with the options appraisals and project development themselves. Whereas the volunteer based trusts commission a greater proportion of this work out to other organisations; in some cases the work goes to other, more experienced trusts within the movement. In light of the restricted funding available for developing projects, Tayside BPTs mutually beneficial relationship with Dundee University is particularly advantageous (see figure 4.2).

Figure 4.2 Tayside Building Preservation Trust

Tayside Building Preservation Trust

Alongside its restoration role, Tayside BPT works closely with Dundee University's Centre for Conservation and Urban Studies as a means of improving existing skills and methodologies in conservation. The Trust's Chief Executive is the programme tutor for the postgraduate course in European Urban Conservation and manages the trust from within the college. Many of the post-graduate students become closely involved and undertake practical work for the Trust, varying from day to day administration, to feasibility and development work. A number of the students also elect to tailor their course-work submissions to undertake projects which are of benefit to the Trust and some work for the Trust during their six week placement.

Key lessons:

- Building mutually beneficial relationships with wider organisations can help facilitate BPTs in their role and can offer cost effective solutions to supporting their activities.
- Working closely with a university creates a valuable two-way process of sharing information, knowledge and expertise.
- The BPT movement is characterised by an ageing population. Close relationships with higher education institutions raises awareness of and support for the BPT movement among a much younger generation of skilled individuals.

4.4 Project Delivery

The APT survey has revealed that since 1984, over 110 buildings have been successfully restored by Scottish BPTs and at least another ten are currently on site. The Little Houses Improvement Scheme, which was set up by the National Trust for Scotland in 1960, has restored a further 184 properties and the Shetland Amenity Trust has undertaken 49 successful restoration projects. In addition, the New Lanark Trust has progressively restored Robert Owen's model industrial village

on the Clyde to the point where it is now a World Heritage Site. Due to information gaps these figures are considered to be an under-estimation of the actual number of projects completed.

Of the 110 buildings successfully restored, around two-thirds of these have been completed by the staffed trusts. This trend of a high dependence on a small number of trusts is also evident among the English BPTs; an analysis of the operations and activities of the English BPTs shows that of the 120 trusts, 34 of these are responsible for 94% of overall activity.

Some trusts have benefited from obtaining buildings for virtually nothing. For example, owners have left buildings to the community in their wills and local authorities have sold buildings at risk to trusts for as little as £1. However, notwithstanding this, one of the biggest challenges that BPTs face when delivering restoration projects is the high level of risk that comes with such projects (see figure 4.3). This risk often falls directly on the BPT undertaking the project. This suggests that there should be far greater risk sharing and the BPT movement needs to explore mechanisms that will help to reduce this risk. Another challenge is the time it takes to complete projects; some have taken as many as ten or fifteen years from initial preliminary work through to completion. Significant changes can occur in such long time frames, for example the condition of the building can deteriorate, the state of the local economy can change and funding criteria can evolve.

Figure 4.3 Greenlaw Town Hall

Greenlaw Town Hall



Greenlaw Townhall is a Category A listed building located in a conservation area in the Scottish Borders. The Greenlaw Town Hall Trust, a community led organisation, was set up to try and restore the building but over a 12 year period they were unable to develop a suitable project. The building was in a dangerous state and there was a real risk that the building would have to be demolished. The Scottish Historic Buildings Trust (SHBT) stepped in to try and help save the building. It started by convening a meeting with the key funding bodies. As a result, they were given an indicative grant of £500k from Historic Scotland; however this came with some challenging conditions. Firstly, 25% of the match funding (approximately £450k) had to be raised within three months and secondly, the project had to start on site within nine months³¹.

Raising this amount of money in such a short timescale was extremely challenging. However a form of enabling development generated a significant portion of the funding required. A landowner offered to sell a section of his land for £250k; he would not receive a penny and instead the money, with additional gift aid, would go towards saving the Town Hall. With financial assistance from the Scottish Borders Council, the land has been acquired by a local housing association that will build fifteen new affordable homes. This, plus contributions from local estates and landowners and a contribution from Scottish Borders Council conservation budget meant that 25% of the match funding was secured within the specified timescales.

However, during the project development stage, there was insufficient funding to undertake the work and as a result, the design team worked at risk. At the end of 2009, the project was still £100k short and there were difficulties identifying a local group to take on the management of part of the building once the project had finished. Although the Scottish Borders Council helped to mitigate some of this risk, the SHBT was

³¹ Greenlaw Town Hall, Berwickshire, Scottish Borders, 2009, The Architectural Heritage Society of Scotland

still operating under significant risk.

The project is expected to be completed in August 2010 at a total cost of £2m. There are currently no office units in Greenlaw so the building will provide 242 m² of rented office space, plus a community hall. The restoration will also ensure that the village green surrounding the building remains accessible to local residents, thus improving the attractiveness of the village. The restoration is also likely to indirectly generate employment and increase footfall which will indirectly benefit local shops in the area.

Key lessons:

- The partnership working demonstrated through this project was a critical success factor. SHBTs professionalism, resources and financial clout coupled with the Scottish Borders Council's pro-active approach to supporting the project, both in terms of planning legislation and financial assistance, were critical in making the project happen. In addition, the ongoing support of the local community and the generous contribution offered by the private sector were essential.
- The restoration of Greenlaw Town Hall has demonstrated that projects can be delivered under tight timescales and criteria set by funders. As a result, the project will have been delivered far quicker but the process has not been easy and has resulted in the BPT taking a significant amount of risk.

4.5 Partners

Partnership working is fundamental to the success of the BPT movement. This section explores the relationships between Scottish BPTs and other trusts, local authorities, the local community, the private sector and other organisations involved in the restoration of historic buildings. The relationship between the BPT movement and the key funders, notably Historic Scotland, the HLF and the AHF, was explored in the previous chapter.

4.5.1 APT

The APT was set up by the AHF in 1989 to provide a voice for the BPTs across the UK, plus support and advice to its members. The APT is a registered charity that is constituted as a membership organisation. It has a National Committee and nine geographically-based Area Committees, which are serviced by local volunteers. It is entirely reliant on funding made available through the AHF, Historic Scotland, English Heritage, the Northern Ireland Environment Agency and Cadw, plus membership subscriptions. The APT is currently managed and run by one director.

The Scottish BPTs are very supportive of the APT movement. In Scotland, there are currently around 40 Scottish APT members and four meetings per year are held. The Scottish APT members are considered to be particularly active, with good communication flowing between members. What is more, there is a good relationship between the larger professional trusts and the smaller, volunteer based trusts.

An evaluation of the APT that was conducted in 2007 found that the APT has clearly developed a range of relevant and timely support, advice and information to enable its members³². Supporting these findings, this research found that the APT is particularly acknowledged as a good mechanism for exchanging good practice and sharing information.

"The annual conference is good for new ideas and exchanging experiences".
(A professional trust that operates across Scotland)

Some of the smaller or newly established trusts highlighted that the APTs guidance notes were very useful but greater hands on guidance and advice would have also been very helpful.

"It saves you trying to re-invent the wheel".
(A single BPT)

On this note, there could be more effective use and awareness raising of the small BPT start up grants that the APT currently offers. Advice provided by the APT on VAT was also considered to be very useful but trusts reported that this did not appear to be as readily available as it had been previously.

A recurring theme to emerge from the consultations is that the APT needs a much higher profile, particularly among wider strategic organisations such as the Scottish Government and the local authorities. Given the importance of the APT to the BPT movement, there is also concern that the APT lacks resources and subsequently staff. This reflects findings from the evaluation of the APT, which states that the APTs profile was far too low.

"The APT may need to examine the way it interacts with bodies and the wider world outside of APT, to ensure that it grows and maintains the highest profile and representation for its members".

The APT is exploring mechanisms for building its capacity within the BPT movement. A proposal which is currently being explored is the development of a Project Organiser Development Scheme. This scheme aims to build a strong network of practitioners across the UK and through the delivery of projects assist BPTs in respect of learning the social enterprise culture, strengthening organisational capacity and building new strategic relationships.

4.5.2 Other BPTs

This study has revealed that the larger, professional trusts frequently provide support and guidance to the smaller trusts (see figure 4.4).

"The Scottish BPT movement is very united and trusts are ready to offer support and advice to each other".
(A trust that delivers multiple projects and is an APT member)

³² UKAPT Evaluation, 2007, APT

This is an excellent way of supporting the smaller trusts in delivering projects whilst sharing capacity and expertise. However, despite the importance of this, the BPTs do not feel that this mentoring role is sufficiently funded. It therefore requires a significant amount of good will.

Where there is the capacity, willingness and skills among a local trust, partnership working should be a mechanism for a more experienced trust to provide advice and guidance to the smaller trust as and when appropriate. In these instances, the more experienced trust should not take on full project management responsibility. However, in reality, the role of a mentor has not been as clear cut. There are instances where more experienced trusts have adopted a far more hands-on, management role. In some cases, this is because the local trust does not have sufficient skills. Alternatively, some projects are simply too complex for small trusts to undertake and therefore with the support of the local trust, the more experienced trust takes over project management. Partnership working between trusts needs to be flexible in order to cater for these differing requirements but the roles of the trusts involved in these relationships need to be clearly defined at the outset.

Figure 4.4 Knockando Woolmill

Knockando Woolmill

The Knockando Woolmill Trust was established in 2000 as a single project trust with the specific aim of restoring and maintaining production at the woolmill. With no formally paid staff, a reliance on the good will of volunteers and recognition that they had a lack of individuals with project management expertise and understanding of formal funding procedures, the trust put the management of the project out to public tender. Since 2004, Alba Conservation Trust (the successful applicant) has coordinated the development of the conservation project and their relationship with The Knockando Woolmill Trust has been highly effective. Alba Conservation Trust was



responsible for securing project funding from the HLF and Historic Scotland, enabling the Knockando Woolmill Trust to focus entirely on the renovation of the building. From the point of view of obtaining funding from the HLF and Historic Scotland, it was important that the end use for the building was clearly defined and the Knockando Woolmill Trust had support from Moray District Council, who recognised the significance of the building as a cultural and tourist attraction.

To date £3.5m has been secured to deliver the project and contractors are due to start on site in early 2010.

The renovation of the woolmill has already resulted in a number of benefits for the local community including the up-skilling of local tradesmen in the traditional crafts required for historical building preservation and an increased awareness of Moray as a tourist destination through a number of press publications. Over the next two years the mill will become increasingly accessible to tourists and will provide a sustainable source

of income to support the trust and maintenance of the building.

Key lessons:

- Single BPTs benefit from the development of formal relationships with larger trusts that have greater project experience and access to individuals with a range of required skills.
- The identification of a sustainable end use at the commencement of activity facilitates the completion of the project.

4.5.3 Local Authorities

BPTs highlighted that the support of local authorities is fundamental to enabling them to successfully undertake their role. However, relationships between BPTs and local authorities are extremely varied across Scotland; some are very strong, whereas others are virtually non-existent. Cases where BPTs are successfully working with local authorities need to be promoted in order to raise awareness of how BPTs can support local authorities in meeting their strategic priorities.

The knowledge and expertise tied up in BPTs means that they are very well placed to support local authorities in restoring their buildings at risk, whether this is through the provision of advice and guidance or through actual project delivery. This is particularly pertinent for local authorities that lack sufficient conservation or project management skills in-house. What is more, BPT projects are increasingly meeting much wider priorities, for example they can contribute to local authorities' economic, social and regeneration priorities. In turn, local authorities can support BPTs by: sharing risk for example through acting as a loan guarantor; funding, either directly or by helping to secure European funding or funding through tax credits; by providing political and strategic support for BPT projects; and helping to obtain buildings. In relation to the latter, The North East Preservation Trust has an agreement with Aberdeenshire Council that means that any compulsory purchased buildings are offered to the trust first.

However, there appear to be a number of key challenges that are preventing some local authorities from fully engaging with BPTs. These include a lack of funding; a lack of sufficient strategic prioritisation of the historic environment; a lack of understanding of how BPTs can support them; and a very cautious stance towards supporting projects that are high risk.

Despite these challenges, Glasgow City Council and the Scottish Borders Council both recognise the benefits that can be derived from working with BPTs (see figure 4.5).

Figure 4.5 Partnership working with local authorities

Glasgow City Council	Scottish Borders Council
<p>Glasgow City Council provides core funding to Glasgow BPT (GBPT) as a means of enabling the trust to play a greater role in contributing to their priorities. This funding was secured from central budgets and was achieved for a number of reasons:</p> <ul style="list-style-type: none"> • GBPT developed a business plan that sets out how they will contribute to Glasgow City Council's priorities. • There was very strong political will to support GBPT, for example a number of councillors sit on the GBPT board: <i>"political championing makes it happen"</i>. • Glasgow City Council recognises that GBPTs work can contribute to their wider priorities: <i>"BPTs are important for the bigger cities because they can be seen as part of the bigger regeneration of the area. Glasgow City Council have seen the work of GBPT as part of their economic strategy"</i>. <p>This relationship is maintained through regular strategic discussions between Glasgow City Council and the Director of GBPT.</p>	<p>The Scottish Borders Council fully acknowledges the important role that BPTs play; they state that:</p> <p><i>"although some of our buildings at risk will be tackled through information dissemination by private owners, there is a strong need for professional, full time and properly resourced BPTs to assist planning authorities.....We need an experienced professional to come up with a good delivery model to tackle these buildings. That's why we use the Alba Conservation Trust; they have the skills, expertise and passion"</i>.</p> <p>In partnership with the Alba Conservation Trust, the Scottish Borders Council jointly identifies buildings, jointly funds options appraisals and jointly undertakes projects. When suitable projects arise, the Scottish Borders Council also works with local trusts. For example the Scottish Borders Council recently contributed £400k to the Gunsgreen House Trust to support them in undertaking the £2.4m project to restore Gunsgreen House into a heritage centre and holiday accommodation.</p>
<p>Key lessons:</p> <ul style="list-style-type: none"> • Both Glasgow City Council and the Scottish Borders Council have strong, passionate individuals that champion the restoration of historic buildings. Subsequently, albeit tightening budgets, these individuals have been committed to finding the financial resources to support BPTs. • There needs to be recognition that BPTs can successfully contribute to wider strategic priorities and that <i>"there is added value from working together"</i>. • Both the BPT and the local authority need to identify a strategic plan that effectively meets both organisations' priorities. 	

4.5.4 Private Sector

Establishing close relationships with the private sector is also critical to enabling BPT activity. Many of the buildings at risk are privately owned and therefore BPTs need to work closely with these owners if they wish to obtain the building. In addition, the private sector can be a key mechanism for financially supporting projects and sharing risk. As an example, the Princes Regeneration Trust worked closely with a private sector end user on their project to restore Anchor Mills in Paisley. The total cost of the project was £12m and the private organisation's substantial financial contribution was amplified by the Trust to nearly £4m using Gift Aid. Despite these

benefits, the BPT movement does not currently maximise its links with the private sector. For example an English study found that 89% of third sector organisations had considered working in partnership with the private sector in heritage-led regeneration but only 11% had actually done it successfully³³. Mechanisms for building these links need to be explored.

4.5.5 Local Communities

Involvement of the local community in projects is essential, particularly as they are often end users of the restored building, but also for their local knowledge and ability to champion local projects (see figure 4.6). Community driven organisations can also have access to a range of different funding to support projects, for example the Big Lottery.

"The community need to feel part of the project and take ownership".
(A single trust)

The fact that many BPTs in Scotland are single, local trusts suggests that there is already significant community involvement in the Scottish BPT movement. Positively, this is recognised by the BPTs as a significant strength of the movement and emphasises the continuing role for these local trusts.

Community will power has been one of the key factors for ensuring that local projects happen. Examples of such community commitment are evident within the Kirkintilloch Townhall Preservation Trust, the Knockando Woolmill Trust and the Greenlaw Town Hall Trust; all of which have invested significant time and resources into making their projects happen, despite various challenges and set-backs along the way. What is interesting to note though is that to varying degrees, all three of these trusts have had the support of a more experienced trust; the Glasgow BPT, the Alba Conservation Trust and the Scottish Historic Buildings Trust, respectively.

³³ Promoting Partnerships in Heritage-led Regeneration, 2009, North of England Civic Trust and Heritage Works

Figure 4.6 Scottish Redundant Churches Trust

Scottish Redundant Churches Trust



The Scottish Redundant Churches Trust (SRCT) was established in 1996 as a private initiative by a group comprising an historian, an architect and individuals with a specific interest in ecclesiastical heritage. Scotland has a long founded ecclesiastical heritage with more than 3,500 churches of all denominations across the country, many of which have architectural or historical importance. With falling congregations and changing social habits, many of these churches are under threat of closure, which would result in the irretrievable loss of a priceless part of national heritage. Moreover, historic churches are especially vulnerable as repairs to their aging fabric are highly specialised and expensive. This highlights the importance of having a specialised team that supports the preservation of churches and reinforces the view held by Historic Environment Advisory Council for Scotland (HEACS) that the SRCTs role should be developed³⁴.

The Trust currently has six churches in its care, one of which is St Peter's Kirk in Orkney. The focus of the project was to repair and conserve the building as an example of a type of church once very common on the island. In undertaking the project, SRCT had to tackle two issues that posed significant barriers to the completion and ongoing sustainability of the church.

Firstly, there was the need to ensure high levels of community engagement, particularly given the small size of the local community and the end use of the building. During the early stages of delivery it became clear to the trust that this was more than simply a renovation project, but a community engagement project. The local population had become rapidly disenchanted with the church, viewing it as a symbol of a once vibrant farming community that had long since disintegrated. Through outreach work and educational activities, the trust succeeded in getting the local population to appreciate the building again and once physical regeneration commenced interest and support had increased.

Secondly, the trust had to deal with the remoteness of the building and the effects this had in respect of practical completion and access to funding. Being located on the island of Orkney, there was only a very short 'weather window' when conditions were favourable to those renovating the building. This meant that

³⁴ Report with recommendations on the long-term conservation of the ecclesiastical heritage in a time of demographic change, 2009, Historic Environment Advisory Council for Scotland

all the relevant individuals and necessary funding needed to be in place at precisely the time when conditions were appropriate. The project team faced difficulties in securing HLF funding at the right time.

The building was acquired from the Church of Scotland for £1 and the total project cost was £250k. By 2003, the building had been restored as a place that is accessible to visitors and the community as a place of occasional worship, a venue for events and as a heritage asset that demonstrates the ecclesiastical, cultural and architectural importance of Kirk.

Key lessons:

- This project highlighted the undoubted need for local community engagement and support. Without the perceptions towards the building being changed the development of the project would have been almost impossible and the end use not sustainable.
- This project also highlights a role for trusts that can offer specialised skills to facilitate the restoration of complex historic buildings.
- The remoteness of the building and the limited time available for renovation highlighted that, for certain projects, funders need to offer a degree of flexibility.

4.5.6 Other Organisations

The level of BPT engagement with a selection of wider organisations is outlined below:

- BPTs have demonstrated effective relationships with the World Heritage Sites and the City Heritage Trusts, whereby they work together to achieve the common aim of preserving the historic environment. For example, Edinburgh World Heritage has provided funding to Alba Conservation Trust to enable them to develop conservation plans for some of their projects. However, in some cases there may be scope to further increase relationships with URCs. For example, there appears to be limited BPT activity around the Riverside Inverclyde URC area.
- BPTs have demonstrated that they work closely with the local community but there is scope to facilitate and further enhance these relationships by adopting a more strategic approach to working with third sector organisations, for example through the Development Trust Association (DTA), the Scottish Council for Voluntary Organisations (SCVO), the Highlands and Islands Social Enterprise Zone (HISEZ), Aspire to Enterprise and the Council of Voluntary Organisations (CVO).
- In some cases, there is also scope to increase engagement with organisations such as housing associations, which could constitute valuable partners for certain projects.
- Links with the Built Environment Forum Scotland (BEFS) should be retained as a means of keeping up to date on strategic initiatives and sharing good practice.
- Perhaps most notably, the BPT movement identified that strategic links with the Scottish Government were not sufficient.

4.6 Success Factors

This section has already highlighted a number of factors that are considered to be critical to the successful delivery of projects. To summarise, consultations have highlighted the following key success factors:

Partnership working:

- the local authority;
- the local community;
- the private sector;
- the funders;
- the owner of the building; and
- the end user.

Robust business plan:

- identification of a sustainable end use;
- identification of an appropriate end user;
- robust exit strategy; and
- sufficient funding.

Expertise:

- professional team;
- appropriate expertise in the restoration of historic buildings;
- local knowledge;
- knowledge of funding streams; and
- passion.

4.7 Failure Factors

In most cases, failed projects include those that simply do not get off the ground at all, or do not progress past the options appraisal stage. Information received as part of the APT survey indicated that only seven buildings that BPTs have been involved with have subsequently been demolished.

Trusts have reported a number of factors that have resulted in the failure of projects. Most commonly, it comes down to being unable to secure appropriate funding, for example from key funders or in terms of match funding. Given the rural and isolated nature of the areas in which the Highland Building Preservation Trust operates in, it often faces challenges in securing funding. A recurring issue is the problem of identifying a new end use for a building that meets funders' criteria. In many cases, rural buildings are only suitable for private residential housing as, for example there is often little demand for office space or additional community facilities. One example is Townlands Barn in Cromarty, which is well suited to a residential end use but to date has not managed to develop a scheme that meets funding criteria. The viability of projects in such rural areas is also very different to that of urban projects, for example the Highland Building

Preservation Trust explored the potential of restoring a building in an area that was home to 59 people, however the costs associated with restoring the building outweighed the wider benefits due to the small population.

A lack of support or intervention from the local authority has also been a key factor for the failure of projects. The statutory powers of a local authority can be critical in helping trusts to secure buildings. Trusts also feel that in some cases, local authorities are reluctant to share the risk that is associated with restoring buildings, for example through match funding or loan security.

Another factor that can lead to failed projects is a lack of co-operation from the owner of the building. In some cases, this has been the local authority and in others, it has been private sector owners. For example Stonehaven Maritime Radio Heritage identified a redundant radio station that they hoped to develop into a museum and community facility. However, they were unable to gain a commitment from the owner that they would sell the building to the trust. As a result, they were unable to proceed with an options appraisal.

The final factor identified through this study is a lack of, or withdrawal of, an end user; an issue that has become more prevalent during the economic recession. As an example, the restoration of Trinity Church has not commenced. Due to the recession, in 2009 the identified end user pulled out of the project. No further purchaser has been identified so despite having a viable project, the restoration has not gone ahead yet.

Argyll and Bute Building Preservation Trust had difficulties securing funding to restore a building and as a result is no longer operating (see figure 4.7).

Figure 4.7 Clock Lodge

Clock Lodge

Argyll and Bute BPT was established in order to try and restore the council owned Clock Lodge at Lochgilphead. The Trust established a good relationship with the local authority and identified that the building could be used by the council as an archive centre. As part of this agreement the council would be responsible for maintaining the building in the future. However, the local authority was unable to fund the restoration and Historic Scotland funding was also unable to be secured.

The trust was reliant on volunteer input and when this project did not go ahead, resources and time had been exhausted and therefore a further project was not explored. The relationship with the local authority was also weakened and subsequently the trust ceased to operate.

The building remains on the BARR and its close proximity to a nearby road remains a concern. The building has also been set on fire by vandals further heightening its risk.



Key lessons:

- Ongoing support from local authorities is critical.
- The time and resources required by volunteers can prevent trusts from taking on projects.
- The level of risk associated with buildings is raised considerably if they are not able to be restored.

4.8 Key Findings

- The BARR, which currently contains 277 Category A listed buildings at risk, are prioritised. However, it appears to be very rare for either the trusts or the funders to undertake any further process of strategically prioritising buildings.
- There is concern that the conversion rate from options appraisal to actual projects has decreased. This may be due to the increased rigour with which funding bodies are reviewing project funding applications.
- The BPTs are very supportive of the APT movement in Scotland, which is considered to be particularly active. However, there is concern that the APT lacks resources, and subsequently staff and there is a general consensus that the APT needs a much higher profile, particularly among wider strategic organisations.

- The larger, professional trusts frequently provide mentoring to smaller trusts, which is an excellent support mechanism for the movement. However, the roles of the trusts involved in these relationships need to be clearly defined at the outset. Despite the importance of this, BPTs do not feel that mentoring is sufficiently funded.
- There is evidence to suggest that some BPTs have forged strong links with the local authorities but there is still scope to enhance these relationships in many areas. Establishing closer relationships with the private sector and voluntary sector and maintaining community engagement, will be critical to enabling future BPT activity.
- Key factors influencing the successful delivery of BPT projects include partnership working, robust business planning and expertise.
- Very few projects have failed once on site, in most cases they simply do not get off the ground at all, or do not progress past the options appraisal stage. Key failure factors include the availability of suitable funding, lack of support from the owner of the building (either private or public sector), and lack of a suitable end user.

5.0 Benefits

5.1 Introduction

This section describes the quantifiable and softer benefits realised through BPT projects. It also identifies how the BPT movement contributes to strategic priorities.

5.2 Benefits

The principal benefit derived from the work of the BPTs is that historic, listed buildings are restored. The APT survey has revealed that to date, over 110 projects have been successfully completed, some of which include the restoration of more than one building. Virtually all of these projects have been Category listed buildings and at least 40 are Category A listed. The BARR was established in 1990 and of the 92 projects that were known to be completed after 1990, at least 43 were originally on the BARR. As previously stated, the Little Houses Improvement Scheme has restored a further 184 buildings; the New Lanark Trust has progressively restored Robert Owen's model industrial village on the Clyde; and the Shetland Amenity Trust has undertaken 49 successful restoration projects. There are also more projects currently underway.

In addition to restoring buildings at risk, BPTs also bring buildings back into use, thus delivering much wider benefits. When the HLF was established BPTs, in a bid to align with HLF funding criteria, increased their focus on community and social benefits. The following table provides an example of some of the building uses and demonstrates the wider benefits that can be derived from bringing historic buildings back into use.

Table 5.1 Outputs and outcomes of BPT projects

End use	Project example	Trust	Total cost	Compl. date	Outputs	Potential wider benefits
Housing	The Old Sail Loft and Commercial Hotel, Stornoway	Highland Building Preservation Trust	£1.6m	2004	7 houses	Improved housing offer, increased population
Holiday accommodation	Gunsgreen House	Gunsgreen House Trust	£2.4m	2009	Holiday accommodation that sleeps 14 people	Enhanced tourism offer, increased visitor spend
Heritage centre / museum	Easterhouse, Burra	The Burra History Group	£155k	2006	Heritage centre	Enhanced tourism offer, increased visitor spend
Offices / workspace	McArthur's Store, Dunbar	Dunbar Harbour Trust	£1.1m	2009	11 fishermen's stores / office space	Inward investment, strengthened business base
Community facility	Pollockshields Burgh Hall and Lodge House, Glasgow	Pollockshields Burgh Hall Trust Ltd	£1.8m	1994	Community hall (plus two flats)	Enhanced community cohesion and capacity
Training centre	Yard and Workshop, Charlestown	Scottish Lime Centre Trust	£447k	1999	Specialist training centre	Enhanced skills
Leisure facility	The Hippodrome, Bo'ness	Scottish Historic Buildings Trust	£1.9m	2008	Cinema	Improved access to facilities

Due to the gaps in the information received through the APT survey, it has been difficult to fully quantify the outputs delivered by BPTs, but as a minimum the work of the Scottish trusts has:

- created over 250 homes;
- created 12 large commercial properties, including some 75 workplaces;
- created 25 community facilities; and
- secured 15 monuments.

Projects have also indirectly supported employment. For example, a report on the economic impact of the historic environment in Scotland found that the built heritage construction sector supports some 20,000 full time employees in Scotland. What is more, a significant proportion of

this overall impact is rooted in grants and/or expenditure by key historic environment organisations, including Historic Scotland, National Trust for Scotland and the HLF³⁵.

In addition to the deliverables associated with project delivery, BPTs also contribute to a range of much softer benefits. As highlighted in the following table.

Table 5.2 Wider benefits

Environmental	Economic	Social	Other
<p>Raise the profile of historic buildings at risk.</p> <p>Improve environmental quality.</p> <p>Contribute to reducing carbon dioxide emissions by utilising existing buildings and preserving their embodied energy³⁶.</p>	<p>Reduce the potential long-term costs from the ongoing repair of historic buildings at risk.</p> <p>Lever significant additional public and private sector funds.</p> <p>Catalyse wider regeneration of an area.</p>	<p>Provide an opportunity for local residents to take an active part in their heritage.</p> <p>Raise the skills and capacity of local communities.</p> <p>Actively encourage and develop high quality, traditional craft skills.</p>	<p>Share good practice related to restoring historic buildings.</p> <p>Offer a vast amount of advice and guidance to other voluntary sector, private sector and public sector organisations.</p> <p>Stimulate effective partnerships between the voluntary, private and public sector.</p>

Moreover, research by the North of England Civic Trust and Heritage Works revealed that 94% of public sector organisations felt that the re-use of heritage assets as part of a regeneration scheme was of benefit to the overall scheme³⁷.

5.3 Contribution to Strategic Priorities

The Scottish Government recognises the contribution the third sector can make to building a successful Scotland. More specifically, the core activity of BPTs, which is to rescue and preserve buildings of historic interest, directly serves the Scottish Government's purpose of '*valuing and enjoying the built and natural environment, and protect it and enhance it for future generations*', one of the National Outcomes listed in its National Performance Framework. What is more, BPTs increasingly appear to be taking on schemes that generate innovative mixed uses and encourage community ownership, thus directly contributing to the Government's priorities to stimulate and encourage economic growth and strong communities. Also in line with the Government's aims BPTs have a role to play in encouraging partnership working between Government, local authorities, private individuals and voluntary sector organisations in order to improve historic buildings. In general terms, it is clear that the BPT movement can support the Government's wider

³⁵ Economic Impact of Historic Environment in Scotland, 2009, ECOTEC Research and Consulting Ltd

³⁶ Value Added: the economic, social and environmental benefits from creating incentives for the repair, maintenance and use of historic buildings, The Princes Regeneration Trust.

³⁷ Promoting Partnerships in Heritage-led Regeneration, 2009, North of England Civic Trust and Heritage Works

agenda to create an aspiring, confident country with sustainable economic growth, confident communities and a vibrant and dynamic cultural life. Moreover, BPTs can contribute to the Scottish Government Strategy for Tourism³⁸, which notes that the historic and cultural heritage, along with the natural environment, is one of the main tourist assets of Scotland. Supporting this, research conducted by ECOTEC in 2009 found that the historic environment is estimated to account for 22% of all visits to attractions in Scotland and nearly 30% of total spend.

However, more specifically, the National Framework also includes an indicator '*to improve the state of Scotland's historic buildings, monuments and environment*', which is measured by the percentage of A-listed buildings on the BARR. The BARR currently includes 277 Category A listed buildings at risk, which suggests a significant, and ongoing, role for BPTs to play in helping to improve buildings to a standard that removes them from this register.

Historic Scotland has produced a Scottish Historic Environment Policy (SHEP) that provides greater policy direction for Historic Scotland and the range of organisations that have a role and interest in managing the historic environment. It identifies three key outcomes:

- that the historic environment is cared for, protected and enhanced for the benefit of our own and future generations;
- to secure greater economic benefits from the historic environment;
- the people of Scotland and visitors to our country value, understand and enjoy the historic environment.

BPTs represent an important mechanism to support Historic Scotland in achieving these aims. By rescuing endangered historic buildings and allowing businesses and communities to use and enjoy them, BPTs not only preserve the historical heritage, but also raise awareness of the historic environment's contribution to economic priorities and regeneration efforts, plus building communities. Moreover, by helping communities and local government understand the role of the built heritage, BPTs contribute to Historic Scotland's ambition to improve the understanding of historic environment.

With their emphasis on preserving historic buildings and giving them a second life, BPTs also contribute to the achievement of HLFs objectives of '*conserving, sustaining and sharing heritage*'⁶⁹. The BPT movement works closely with local communities and is heavily reliant on volunteers, therefore it also contributes to the HLF's ambition to "*help more people to take an active part in decisions about their heritage.*" In fact, an important part of the larger trusts' work is to support smaller and newer BPTs with their own projects, sharing their experience of preservation and conservation with volunteers who are new to the subject.

³⁸ A new strategy for Scottish tourism, 2000 Scottish Government.

³⁹ Business Plan, National Heritage Memorial Fund, 2009, Heritage Lottery Fund

5.4 Key Findings

- The principal benefit derived from the work of the BPTs is that historic, listed buildings are restored. Since 1984, over 110 buildings have been successfully restored by Scottish BPTs and virtually all of these have been Category listed buildings. In addition, since 1990, BPTs have removed at least 43 buildings from the BARR.
- Quantifiable benefits of BPT projects include the creation of over 250 homes; some 75 workplaces; and 25 community facilities.
- Scottish BPTs directly contribute to the Scottish Government's priority to *'improve the state of Scotland's historic buildings, monuments and environment'*. In addition, they support wider economic and social regeneration objectives.
- The wider benefits realised by BPTs are vast and range from leveraging additional funds and indirectly supporting employment, to raising the profile of historic buildings at risk and raising the capacity of local communities, to supporting partnership working and improving environmental quality.

6.0 Issues

6.1 Introduction

This section provides an analysis of the key research findings from the earlier chapters and synthesises these in order to provide a summary of the issues facing the BPT movement in Scotland. All individuals that were consulted with were asked to identify what they felt the issues facing the BPT movement were; these have been analysed by ECOTEC and the key issues presented below.

6.2 SWOT Analysis

The following table highlights ECOTECs analysis of the strengths, weaknesses, opportunities and threats facing the Scottish BPT movement.

Table 6.1 SWOT analysis

Strengths	Weaknesses
<p>Scottish BPTs have a strong set of skills and expertise in respect of restoring historic buildings.</p> <p>There is a high level of professionalism, particularly among the staffed trusts.</p> <p>BPTs have strong local knowledge.</p> <p>Trusts delivering multiple projects have a competent understanding of the funding environment.</p> <p>There is a high level of passion and enthusiasm driving activities within the BPT movement.</p> <p>The BPT movement has a good track record of successfully restoring historic buildings.</p> <p>The Scottish BPT movement is well established and has built up a strong reputation.</p> <p>The BPT movement effectively draws upon volunteer resources.</p> <p>There are a high number of active trusts.</p> <p>The diversity of the movement means that it is well placed to deliver a range of different projects.</p> <p>The APT movement represents a strong network.</p> <p>The APT movement in Scotland is very proactive.</p> <p>The BPT movement has demonstrated flexibility in responding to challenges.</p> <p>Within the BPT movement, there is evidence of significant knowledge sharing.</p>	<p>Some of the smaller, less experienced trusts lack sufficient skills and expertise.</p> <p>Some of the volunteer-led trusts lack professionalism.</p> <p>The diversity of the movement represents a complex picture, which generates the potential for competition between trusts.</p> <p>The time and resources required from staff and volunteers is high.</p> <p>The profile of the APT among wider strategic organisations is low.</p> <p>The APT has limited resources.</p> <p>There is limited evidence of strategic prioritisation within the BPT movement.</p> <p>A significant proportion of buildings restored by BPTs are not on the BARR (although this is starting to change).</p> <p>There appears to be a decline in conversion rates from options appraisals to projects.</p> <p>Funding does not always cover project costs.</p> <p>Projects are high risk.</p> <p>The BPT movement is very dependent on grant funding.</p> <p>On the whole, the level of commercial thinking within the BPT movement is weak.</p>

Strengths	Weaknesses
<p>Trusts have facilitated valuable partnerships between the public, private and voluntary sectors.</p> <p>The Scottish BPT movement is addressing a market failure by tackling historic buildings that are unviable for the private sector.</p> <p>BPTs have preserved historic buildings and removed buildings at risk from the BARR.</p> <p>BPTs build capacity within local communities.</p> <p>BPTs meet wider objectives that contribute to environmental, economic and social priorities.</p>	<p>The long term financial sustainability of trusts is a concern.</p> <p>The level of engagement with local authorities is mixed.</p> <p>There is insufficient strategic dialogue with wider organisations in Scotland.</p> <p>The BPT movement does not effectively showcase how its work contributes to other organisations' agendas.</p>

Source: ECOTEC analysis, based on consultation findings

Opportunities	Threats
<p>Support for removing buildings at risk from the BARR.</p> <p>Contribution to Scottish Government's priorities.</p> <p>Greater consideration for income generating activities and exploration of the social enterprise agenda.</p> <p>Greater strategic dialogue with wider organisations.</p> <p>Greater demonstration of how the BPT movement can contribute to other organisations' agendas.</p> <p>Greater support for rural development priorities.</p> <p>Greater prioritisation of activities.</p> <p>Support for addressing skills gaps in local authorities.</p> <p>Exploration of alternative funding sources.</p> <p>Exploration of involvement in area based schemes.</p> <p>Ongoing restoration of historic buildings at risk during a time of economic difficulty.</p>	<p>The current economic climate has threatened the sustainability of trusts, for example selling buildings and securing end users has become harder.</p> <p>Reduction in the availability of grant funding.</p> <p>Long-term sustainability of BPTs.</p> <p>Loss of key players and expertise within the BPT movement or individual trusts.</p> <p>Competition for funding between trusts.</p> <p>Changes to strategic priorities.</p> <p>Decline of conservation staff in local authorities.</p>

Source: ECOTEC analysis, based on consultation findings

6.3 Current and Emerging Issues

The study has highlighted that the Scottish BPT movement faces a number of issues. In no particular order, these are summarised below:

1 The role of BPTs is becoming less clearly defined.

The core role of BPTs is to take on building restoration projects that are unviable for the private sector. However, many BPTs actually have a much wider remit, which includes for example, training, consultancy or building management. As a result, the study has highlighted disparities in terms of defining the BPT movement.

2 The diversity of the Scottish BPT movement is a considerable strength but going forward, it could present an increasing number of challenges.

The Scottish BPT movement is characterised by significant diversity, which is considered to be a key strength. However, as funding budgets tighten there is concern that increasing competition will ensue amongst the movement. In the future, a united movement with good communication links within and beyond the movement will be key in order to ensure that this diversity remains a strength.

3 A high level of professionalism is becoming more important for the BPT movement.

BPTs are increasingly taking on more complex projects. Coupled with the increasing difficulties associated with securing funding and the need for strategic partnerships, a high level of professionalism within the BPT movement is becoming more critical.

4 Limited capacity within the Scottish BPT movement is restricting activity.

The BPT movement is heavily reliant on volunteers. However, projects are demanding far more time and resources from these individuals. Trusts recognise that it is virtually impossible to manage a trust or a project whilst holding down another full time job. Therefore, finding appropriately skilled people that have the time to support the BPT movement is becoming more difficult. Trusts with staff also note that insufficient funding is limiting their capacity.

5 Buildings at risk are not effectively prioritised.

The BARR identifies buildings at risk across Scotland and there are currently 2,140 buildings listed on this register, of which 277 are Category A listed. A proportion of BPT projects have removed buildings from the BARR but in line with Scottish Government priorities, there is scope to place greater emphasis on these buildings. Key funders prioritise buildings on the BARR but it appears to be very rare for either the trusts or the funders to undertake any further process of strategically prioritising buildings. Instead, a much more ad-hoc approach to prioritisation occurs.

6 The need to ensure sustainable end uses that meet wider socio-economic priorities is taking the focus away from the restoration of historic buildings.

Key funders encourage new uses for buildings at risk that deliver wider community benefits. As a consequence, some buildings that BPTs could remove from the BARR are not always gaining financial support, for example small houses that may have limited contributions to the wider community or buildings that do not have a viable, sustainable end use.

7 BPTs are heavily reliant on grant funding, which is reducing.

Public sector funding has been reduced significantly in recent years and the trend is set to continue for some time. This has led to a reduction in the amount of grant funding available to BPTs and competition between trusts is beginning to emerge. Both funders and the trusts need to adopt a far more focussed and prioritised approach towards the delivery of projects.

8 There are gaps in the type of funding available to BPTs.

There are some significant gaps in the type of funding available to trusts which present obstacles for the Scottish BPT movement. In addition to insufficient capital funding, there are also gaps in funding for administration, project development, emergency repairs, rural buildings and mentoring.

9 Accessing funding has become more complex and time consuming for BPTs.

BPTs are taking on much more complex projects. In addition, the reduced levels of funding available means that trusts are resorting to increasingly complex funding packages, which require a significant amount of expertise and resources to pull together.

10 Many operational models adopted by BPTs are not sustainable over the long term.

As grant funding becomes much harder to access, the operational models adopted by many BPTs are proving to be unsustainable in the long term. This places the movement at significant risk of losing a wealth of expertise, experience and good will.

11 There is scope to strengthen strategic relationships with wider public sector organisations.

There are examples of close partnership working between BPTs and local authorities but it does appear to be patchy. The survival of the BPT movement is heavily reliant on establishing successful partnerships with local authorities. Despite BPTs' contribution to the National Performance Framework, the strategic relationship between the BPT movement and the Scottish Government could be strengthened.

12 Partnership working with the private sector should be more fully exploited.

Private sector organisations offer a key mechanism for financially supporting projects and sharing risk but successful engagement with this sector does not appear to be fully exploited.

13 BPTs level of community engagement is a key success factor but it is important that this is sufficiently sustained in the future.

BPTs involvement of the local community has been very successful but in light of the increasingly challenging nature of projects, there needs to be careful consideration for how their involvement should be sustained in the future. Going forward, BPTs need to place a greater emphasis on exploring opportunities for establishing a strategic dialogue with third sector organisations such as the DTA or the SCVO.

14 The profile of the Scottish BPT movement needs to be raised.

The strengths of BPTs are widely acknowledged within the BPT movement, but its profile among wider organisations needs to be raised as a means of encouraging meaningful partnerships. What is more, BPTs need to raise awareness of how they can contribute to other organisations' agendas.

15 The Scottish BPT movement is a strong network but there is scope to more effectively facilitate the process of knowledge sharing.

The Scottish APT movement is very good at informally sharing knowledge and the more experienced trusts often mentor smaller, less experienced trusts. However, more formal recognition or funding for this work appears to be limited and therefore it relies heavily on good will and voluntary inputs, which are not sustainable. Moreover, there is concern that the knowledge passed on to single trusts through mentoring is lost when they do not take on any subsequent projects.

The key issues facing the Scottish BPT movement can be categorised under a number of key themes: the capacity of the movement; the prioritisation of buildings at risk; funding and long-term sustainability; and partnership working.

7.0 Transferable Lessons

7.1 Introduction

This section highlights good practice and key lessons that can be learnt from elsewhere. It focuses on a number of the key issues identified in the previous chapter; notably professionalism and capacity; prioritisation of buildings at risk; financial sustainability; partnership working; and knowledge sharing.

7.2 Professionalism and Capacity

Professionalism and capacity can be enhanced through the availability of a central, co-ordinating individual or team. Examples of three different approaches are outlined below.

The **Development Trusts Association** (DTA) in Scotland has a small core staff of five based in Edinburgh, all of whom are funded through the Scottish Government, Big Lottery monies and income generation. Beyond this core team, members of the local community are co-opted on a project-by-project basis to provide outreach services to the more remote parts of Scotland such as Shetland. The DTA has also established a consultancy service which again offers support on a project-by-project basis.

Similarly, in Wales, the appointment of a **Development Officer Wales** (DOW) has been trialled by the APT. Wales was identified as an area where few new BPTs were developing but where many buildings at risk were being identified. In light of this, the role was primarily targeted at providing support to individuals wishing to set up a new trust. This role highlighted an ongoing need for both development support to emerging and new trusts and project advice and support to existing member trusts, who may not be as experienced in delivering projects. However, the post was only funded for three years and in March 2008, the APT was unable to secure further funding. Realistically the lessons learned from the DOW project indicate that without either national effort and intervention or secure funding, such posts would not survive in the longer term⁴⁰.

Alternatively, the **North England Civic Trust** (NECT) is a regional trust that has been active in conservation and regeneration across the North East of England, North Yorkshire and Cumbria for over 40 years. The overarching strength of a regional trust is critical mass. Often, local trusts are volunteer run and progressing a project can be hampered by only having access to a small pool of individuals, many of who will have other work commitments. NECT are able to access a larger number of volunteers and people with a range of practical and management skills. On the other hand, the regional focus of the trust makes it difficult for core NECT staff to remain in regular contact with all its members. NECT supports its activities through consultancy work that it performs commercially and their three year plan does not envisage any more BPT projects.

⁴⁰ UKAPT Evaluation, 2007, UKAPT

Transferable lessons:

- A regional structure can help to raise the profile of an organisation but maintaining regular communication with local communities can prove difficult.
- A team of core staff could raise the capacity and effectiveness of the Scottish BPT movement. However, national support, an initial injection of grant funding and careful consideration for the ongoing sustainability of such a post is required.

7.3 Prioritisation of Buildings at Risk

In response to a need to prioritise their buildings at risk, **Liverpool City Council** established two inter-related projects. In 2002, the 'Historic Environment of Liverpool project' (HELP) was launched and represented a unique partnership between English Heritage, Liverpool City Council, North West Development Agency (NWDA), National Museums Liverpool, Liverpool Vision and the Liverpool Culture Company. Funded in part through NWDA support, this project aims to ensure that Liverpool's historic character plays a part in the city's future and that attention is paid to better understanding, managing and celebrating the city's historic environment. A key component of HELP has been the development of the 'Buildings at Risk Project' (BAR), which provides new listings for Liverpool's buildings. Again with funding from the NWDA, the BAR project was committed to delivering the following target outputs:

- 65 listed building owners contacted;
- 50 initial building surveys completed;
- 30 detailed building surveys completed;
- 14 urgent repair notices served;
- two repair notices served; and
- six building owners assisted in the preparation of refurbishment schemes.

Delivered in three phases, the BAR project surveyed 65 historic buildings, procured urgent works via the serving of Urgent Works notices under Section 54 of the Planning (Listed Buildings and Conservation Areas) Act and used discretionary powers to recover the cost of works under Section 55 of the same act. Through this project, Liverpool City Council was able to tackle historic buildings in greatest need of attention.

Transferable lessons:

- Effective prioritisation of buildings at risk requires a partnership effort.
- Clear objectives and targets focus activities and monitor progress.

7.4 Financial Sustainability

The financial sustainability of Scottish BPTs is an important issue. A series of examples that highlight ways that other trusts generate an income and/or reduce costs is set out below.

One of the fundamental principles of the **DTA** is to ensure that trusts are not solely reliant on the provision of grant funding. In doing so, development trusts are community owned and often use land assets and trading activity to support interventions. In the case of the former, a number of development trusts in the highlands of Scotland have used renewable energy to support their activities. Nine wind turbines connected to the National Grid can generate in excess of £1m per year. This opportunity has been recognised by trusts on the Isle of Skye. In Scotland, there is also 'Community Right to Buy' which provides localities with the opportunity to come together and purchase a building through community ownership. With reference to trading activities, the DTA promotes the establishment of community enterprises that can offer services to local residents. Examples of community enterprises include the management of local shops or post offices, petrol stations or sports centres.

With specific reference to the BPT movement, **Birmingham Conservation Trust** was set up in 1997 and currently has two full time staff. The BPT recognises that it needs to build proper fees into the project funding in order to establish the reserves appropriate for an organisation undertaking multi-million pound projects. As a means of achieving this, it aims to identify a number of less complex projects that can be turned around quickly and contribute surplus to pay for unfunded costs of the trust.

Alternatively, the **North Pennines Heritage Trust** has set up a series of trading subsidiary companies that are used to further the work of the Trust. N.P. Archaeology Ltd is a commercial archaeology company working across the North East and the North West. This company also oversees all the heritage projects that the Trust undertakes. N.P. Heritage Ltd is a building company that carries out all of the Trust's conservation projects, plus some commercial work⁴¹. Having the capacity to undertake much of the project work in-house can be a very cost-effective approach.

This approach is similar to that of the **Spitalfields Trust**, which in addition to their trustees and two full time administrators has a direct labour force of three. These individuals have a huge amount of historic building restoration experience and together form a close knit group, acting as client, contractor, architect and quantity surveyor. This allows them to fully control all aspects of the restoration process in terms of the nature and quality of the work undertaken. Another characteristic of the Spitalfields Trust is that it frequently undertakes projects that are in undesirable areas. Consequently they aim to acquire their buildings for next to nothing. The Trust pays close attention to the authenticity of their buildings and often retains a huge amount of the buildings' original fabric and as a result has found a loyal clientele base. As many of their projects are in run down areas, the ability to attract such buyers who are prepared to pay good prices, together with their low cost restoration model, transforms the economics of the restoration process.

⁴¹ www.npht.com

The **King's Lynn Preservation Trust**, which is predominantly a volunteer-led trust, does not have the capacity to undertake a project in-house but it has found ways of reducing its project costs. As a result of the project to restore Thoresby College, the Trust's director stated that:

"works are more cost-effective when managed in house, with the employment of individual craftsmen, rather than firms. This saves on professional fees and other on costs. It [Thoresby College] has been helpful in showing the way forward for future project work"⁴².

An alternative mechanism for generating an income is through the retention of restored buildings. The **Devon Historic Buildings Trust** (DHBT) was formed in 1973 as a joint initiative by Devon Conservation Forum and Devon County Council. Typically, the trust restores buildings and then re-sells them, with appropriate safeguards, on the open market. The proceeds are then available for acquisition and restoration of further properties. However, retention of a very unique property has enabled the trust to generate an income, which adds to their pot of funding that has built up through continuous support from public authorities, plus donations. In 1994, the DHBT restored the Haldon Bevedere. The building is a Grade II* listed triangular tower and has been restored in a way that illustrates its fine architecture, ornate plasterwork, gothic windows and mahogany flooring. The building is very unique and is considered to be one of the finest examples of this type of 18th Century tower. Since its restoration, the DHBT has retained the building, which is open to the public. It also provides a unique venue for civic ceremonies and has a holiday apartment. The building is managed by one individual, with support from individuals on the steering group and volunteers⁴³.

A number of other trusts also retain their buildings. For example, the **Vivat Trust** has developed a sustainable model that is built around the provision of holiday accommodation. It restores characteristic historic properties, which are then let out as holiday accommodation. Their lettings business is constituted within a subsidiary limited company. It is important to note, however, that the trust's model has developed in a way that ensures that the two members of staff focus on restoration projects; they spend approximately 80% of their time on project based activity rather than the lettings side, which is predominantly looked after by two part time employees. Most of the Vivat Trust's properties are leased rather than owned and many properties are let on behalf of landlords and other trusts. This brings additional income and also ensures that the property portfolio has sufficient critical mass to recover marketing costs. In 2008, the profit from the lettings activity contributed £62,500 to the trust, which supported the two permanent staff. The Trust raises all of its funding for new projects from external sources such as the AHF, English Heritage, HLF and Historic Scotland as well as grant-making trusts and public companies. The trust has also benefitted from two bequests. The intention is to open these as holiday lettings. The Vivat model allows such properties to be preserved and be available for the enjoyment of the public without the need to provide endowment funds to ensure their maintenance.

Arguably, the **Landmark Trust** has established itself as the primary organisation within the BPT sector. This trust also restores buildings to let out as holiday accommodation. Similar to the Vivat

⁴² www.klprestrust.org.uk

⁴³ www.dhbt.org.uk

Trust, the letting income generated from holiday bookings then pays for the future maintenance of the buildings. The costs of restoration and acquisition are not funded through the letting income. Initially these were covered by the Manifold Trust, another charity set up for this purpose. However, since 1990 the Landmark Trust has managed to raise its entire project funding independently of the Manifold Trust. The Trust's three main fundraising activities are grants, major individual donations and legacies and direct donor fundraising including appeals. The Trust offers a number of effective ways that individuals or organisations can support projects:

- Becoming guardians of a scheme - For a single donation of £6,000, individuals or small groups can become Project Guardians. This enables individuals to become more closely involved with the building restoration project of their choice.
- Becoming a patron - Patrons of the Landmark Trust are an exclusive group of dedicated supporters who wish to be more involved in the work of the Trust and make a vital contribution to the rescue and restoration of historic buildings. An annual donation of at least £1,000 is required and in return, benefits include forward bookings at new Landmarks and invites to various events.
- Gift of shares - Individuals can give shares to Landmark, which allows tax relief equal to the market value of the shares on the day the gift is made to be claimed. For example, if an individual is a higher rate tax payer, the donation could cost the individual £600 but this would provide the Landmark Trust with £1,000 worth of shares.
- Tax efficient giving - UK Taxpayers can make a Gift Aid declaration, which will increase the value of the gift to the Landmark Trust by over 28% at no extra cost⁴⁴.

Transferable lessons:

- A number of BPTs in England have developed sustainable models through the restoration of buildings for holiday lettings. Given that the Scottish Government recognises that the historic and cultural heritage, along with the natural environment, is one of the main tourist assets of Scotland, this would appear to be a valuable opportunity to further exploit.
- The development of separate trading subsidiaries is an effective way of supporting charitable trusts, whilst sharing and enhancing knowledge and expertise. It is a model that some English BPTs have already adopted in order to support the short-fall in project funding but it requires trusts to adopt a much more commercial way of thinking.
- Similarly, a more commercial stance would allow the BPT movement to recognise and tap into more innovative means of generating an income, as demonstrated by the DTA.
- Scotland is home to a range of unique, historic buildings. Scottish BPTs should endeavour to secure sufficient funding packages that enable the restoration of these buildings to be of a high quality finish that maintains original characteristics. In turn, this uniqueness can attract visitors and/or the private sector.
- Charitable organisations can benefit from schemes such as tax relief and gift aid that enhance donations. Scottish BPTs could explore the opportunities that can be derived from these schemes in more depth.

⁴⁴ www.landmarktrust.org.uk

7.5 Partnership Working

Partnership working is critical to the successful delivery of BPT projects. Two trusts demonstrate how effective partnership working can make projects happen.

The **Fitzrovia Trust Limited** concentrates on an area of central London. The Trust focuses on acquiring properties that can be restored to mixed uses. It acts as an enabling agency and works closely with local authorities, housing associations and the private and voluntary sectors. The trust endeavours to retain a commercial part of the restored building to rent out, for example for shops and businesses that are of value to the local community, and generally reserves the accommodation element as affordable housing. In this vein, the Trust has also assisted housing associations to obtain funds from the Housing Corporation⁴⁵.

Heritage Works was established in 1995 to rescue buildings at risk in the Ancoats area of Manchester. The impetus for the founding of the trust came from the NWDA, who leased Murray Mills to the Trust, after it had been compulsory purchased as part of the wider regeneration of the area. The Trust was responsible for the restoration of the shell of the building. Following completion, the building was passed back to the NWDA who was responsible for selecting a commercial developer to complete the interiors in a way that best met residential and office demands. This project highlights the different roles that partners can play during the various stages of a restoration project.

Transferable lessons:

- Effective utilisation of the expertise held within partner organisations at different stages of a project can enable Scottish building restorations to be undertaken far more effectively.
- Scottish BPTs should endeavour to generate mixed end uses that can generate an income for the trust, whilst also contributing to the priorities of other organisations and the local community.
- Working with housing associations to offer affordable housing is an effective partnership that ensures that historic buildings can contribute to wider strategic priorities.

7.6 Knowledge Sharing

In the sharing of good practice, the **DTA** in Scotland has implemented a programme of events to "*help existing trusts learn from each other and work effectively*". This programme includes:

- The DTA Annual Conference: The main opportunity in the year for new and existing development trusts to get together at a national level, share information and expertise and inspire each other;
- Building Design Projects Study Tour: A one-day event for early stage development trusts to visit a successful Development Trust project. During the tour of the project, the host trust will detail their experiences with building projects and provide the opportunity to take away design ideas, ask questions and gain insight into the design process;

⁴⁵ www.fitzroviatrust.org.uk

- Training events: In 2010, the focus is on business acquisition and the basics of being an employer; and
- Learning from Evaluation: A conference for charities, voluntary sector organisations, public sector bodies and charitable trusts, offering the opportunity to learn from each other how evaluation can help improve their work.

Transferable lessons:

- There is already evidence of significant knowledge sharing within the Scottish BPT movement but it is currently on a much more informal and ad-hoc basis. A more formalised and recognised programme of events could further capitalize on this knowledge sharing.
- Incorporating training into BPT projects provides a means of sharing knowledge and expertise. The Scottish Lime Centre Trust has already tapped into this potential but there is greater scope for Scottish BPTs to contribute to learning outcomes, particularly in respect of traditional building and craft skills.

8.0 Conclusions and Recommendations

8.1 Introduction

This section sets out the key findings and conclusions of the study and identifies recommendations to improve the effectiveness and efficiency of the Scottish BPT movement.

8.2 Key Findings

The key findings emerging from this research are highlighted below.

8.2.1 The Scottish BPT movement

BPTs are fulfilling their core role to preserve and restore historic buildings, but they are also adopting a range of much wider roles related to the historic environment.

The APT survey revealed that 90 trusts have been established since 1985. At least 49 of these are believed to still be active; 21 are single trusts and 28 are trusts capable of delivering multiple projects. However, only 18 of these 28 trusts have actually completed multiple projects to date.

The Scottish BPT movement is well established with the second half of the 1980s being a very dynamic period. As a result, half of the active trusts are now more than 20 years old.

BPTs in Scotland vary in respect of their area remit. Of the active trusts, there are seven trusts that operate across the whole of Scotland, 15 that operate at a regional or sub-regional level and 22 that operate at a local level. There are clusters of trusts in the central belt but significant gaps in the Highlands.

At least 500 volunteers are involved in the BPT movement, which is a key strength. However, the 11 trusts that have 34.5 staff between them are also critical to the movement.

8.2.2 Funding

The average cost of completed BPT projects has been around £1.1m. Since 1999, the BPT movement has received grant funding totalling £11.4m from Historic Scotland, £21.3m from the HLF and £1.2m from the AHF, plus a wide range of other funding sources. Scottish BPTs appear to be increasingly reliant on grants rather than loans for supporting project delivery but the availability of grants is decreasing.

The key challenge facing Scottish BPTs in relation to project funding processes is the high level of information, resources and expertise required to pull together increasingly complex funding packages.

A number of shortfalls in the funding available to Scottish BPTs have been identified and include a lack of sufficient capital funding; core funding or funding to cover administration costs; funding for options appraisals and project development; emergency repair grants; grants for rural buildings; and financial support for mentoring.

The long-term sustainability of BPTs is perhaps the biggest concern to the movement. For a number of trusts, core funding has been a key way to support their activities. In addition, trusts have taken on wider roles, with varying degrees of success, in a bid to secure an income to support their activities.

8.2.3 Project delivery

The BARR, which currently contains 277 Category A listed buildings at risk, are prioritised. However, it appears to be very rare for either the trusts or the funders to undertake any further process of strategically prioritising buildings.

There is concern that the conversion rate from options appraisal to actual projects has decreased, which may be due to the increased rigour with which funding bodies are reviewing project appraisals.

The BPTs are very supportive of the APT movement in Scotland, which is considered to be particularly active. However, there is concern that the APT lacks resources, and subsequently staff and there is a general consensus that the APT needs a much higher profile, particularly among wider strategic organisations.

There is evidence to suggest that some BPTs have forged strong links with the local authorities but there is still scope to enhance these relationships in many areas. Establishing closer relationships with the private sector and voluntary sector and maintaining community engagement, will be critical to enabling future BPT activity.

Key factors influencing the successful delivery of BPT projects include partnership working, robust business planning and expertise.

Key project failure factors include the availability of suitable funding, lack of support from the owner of the building (either private or public sector), and lack of a suitable end user.

8.2.4 Benefits

The principal benefit derived from the work of the BPTs is that historic, listed buildings are restored. Since 1984, over 110 buildings have been successfully restored by Scottish BPTs and virtually all of these have been Category listed buildings. In addition, since 1990, BPTs have removed at least 43 buildings from the BARR. Quantifiable benefits of BPT projects include the creation of over 250 homes; some 75 workplaces; and 25 community facilities.

Scottish BPTs directly contribute to the Scottish Government's priority to *'improve the state of Scotland's historic buildings, monuments and environment'*. In addition, they support wider economic and social regeneration objectives. For example, the benefits realised by BPTs range

from leveraging additional funds and indirectly supporting employment, to raising the profile of historic buildings at risk and raising the capacity of local communities, to supporting partnership working and improving environmental quality.

8.2.5 Issues

The key issues facing the Scottish BPT movement can be categorised under a number of key themes: the capacity of the movement; the prioritisation of buildings at risk; funding and long-term sustainability; and partnership working.

8.3 Overall Conclusions

Scottish BPTs should continue to be supported as a mechanism for restoring historic buildings. In light of the number of buildings at risk on the BARR, there is a clear demand for organisations with the necessary skills and expertise to restore these buildings and wherever possible, bring them back into use. In many cases, private sector intervention for these buildings is not viable. This study has demonstrated that Scottish BPTs can effectively manage and deliver projects that restore buildings at risk, which in turn supports the Scottish Government's objective *'to improve the state of Scotland's historic buildings, monuments and environment'*. This study has also highlighted that BPTs are supporting much wider environmental, economic and social regeneration objectives.

The rich tapestry of professional and amateur trusts remains key to the future of the Scottish BPT movement and enables the movement to support the diverse range of buildings at risk. The skills and expertise held within the BPT movement, for example knowledge of historic buildings, project management expertise, understanding of funding regimes plus local knowledge, is invaluable. There is also a *"real hidden asset in the volunteers"* that demonstrate a huge passion and commitment to preserving Scotland's historic built environment. Building on this, the BPT movement endeavours to build capacity within local communities by encouraging them to take ownership of local historic buildings. Finally, the independence of the BPT movement has facilitated partnership working between the public, private and voluntary sectors.

The following box highlights the ongoing support for BPTs.

Figure 8.1 Support for the BPT movement

*"BPTs are doing a job for the nation.....It is work that the private sector cannot tackle and without them more vulnerable historic buildings will be lost."*⁴⁶

*"At their most successful, they [BPTs] represent one of the most important tools in the armoury of historic buildings protection."*⁴⁷

"There is a suite of tools for regeneration and preservation of historic buildings. No one size fits all and BPTs are part of this suite of tools." Edinburgh World Heritage Site

"BPTs can be seen as part of the bigger regeneration of the area." Glasgow City Council

"We have some of the recipe but are missing some of the ingredients. BPTs represent some of those missing ingredients." Historic Scotland

"I am under no illusion that they are doing valuable work, but they could do more". HIE

To date, the environment in which BPTs operate in has undergone significant changes. The BPT movement has demonstrated flexibility and adaptability as it has responded to the array of challenges and opportunities that have emerged as a result of these changes. However, the long term sustainability of Scottish BPTs is very much at risk and the movement is, arguably, now *"fighting to survive"*. Effective partnerships are now more than ever, critical to the ongoing success of the BPT movement. The movement needs to review how it can most effectively contribute to the priorities of other organisations and in turn, focus on building strategic relationships with these organisations.

8.4 Recommendations

Despite the large amount of good work that has been undertaken by Scottish BPTs, this study has highlighted that there are a number of fundamental issues that are restraining the movement's potential. Moreover, the study has highlighted that there is scope to improve the efficiency and effectiveness of the movement. The following recommendations seek to address these issues.

⁴⁶ Discussion paper on the future of the BPT movement in Scotland, 2007, APT (Scotland)

⁴⁷ Building Preservation Trusts: Have they still a significant role in the restoration of buildings at risk?, 2009, Beckett

Raising the profile of the BPT movement and sharing knowledge

Recommendation 1: The profile of the BPT movement should be raised.

Recommendation 2: The definition of an active BPT should be clearly defined and a database of all known BPTs should be established and updated annually.

Recommendation 3: BPTs should be encouraged to prepare case studies and identify good practice from the delivery of projects and post this on the UKAPT website and other relevant websites.

Recommendation 4: BPTs should ensure regular dialogue with wider organisations, including for example Scottish Government, the HLF, AHF, development agencies (HIE and SE), local authorities, DTA, housing associations and the Charity Bank.

Recommendation 5: APT Scotland meetings should be used to both raise the profile of the BPT movement and promote dialogue with other organisations through guest speakers.

Promoting professionalism and developing capacity

Recommendation 6: The capacity, expertise and skills of the professional trusts should be recognised and their skills should be utilised to support the wider movement and enable complex projects to be undertaken.

Recommendation 7: Partnership working between professional trusts and single BPTs should be encouraged and supported.

Recommendation 8: The UKAPT should seek to secure funding for its 'project organiser development scheme' in order to build capacity in the movement and support the place making and social enterprise agenda.

Prioritising buildings at risk

Recommendation 9: Historic Scotland should take responsibility for developing a framework for the prioritisation of buildings at risk identified on the BARR, taking account of factors including listing, access, viability and ownership.

Recommendation 10: Within the framework established by Historic Scotland, local authorities in Scotland should take a leading role in prioritising buildings at risk within their areas.

Improving funding processes

Recommendation 11: All funding bodies should ensure that the criteria for the acquisition of funds and the information associated with this are effectively communicated to BPTs.

Recommendation 12: Historic Scotland and the HLF should review their application forms to identify any opportunities for further simplification and streamlining.

Recommendation 13: All funders should adopt a flexible and proportionate approach to reviewing project applications and project viability with due reference to the complexity of the project and the scale of financial support being sought.

Recommendation 14: All funders should provide constructive feedback to BPTs in relation to project applications that fail to secure financial support.

Addressing funding gaps

Recommendation 15: Historic Scotland should continue to directly offer project funding to BPTs and where possible should continue to provide top up grants through the AHF.

Recommendation 16: Funders should review their approaches to funding project management costs in order to reduce the shortfall in funding that BPTs experience when undertaking complex projects.

Recommendation 17: Historic Scotland's Building Repair Grants Scheme should include funding directed towards rural buildings, which have broader criteria in respect of viable end uses.

Recommendation 18: Where necessary, emergency repair grants should be considered by Historic Scotland and made available to protect buildings that are known to be the subject of a BPT project.

Ensuring the financial sustainability of BPTs

Recommendation 19: BPTs should explore the role of social enterprises, in terms of both project delivery mechanisms and as occupiers of restored buildings.

Recommendation 20: Where appropriate, BPTs should be encouraged to improve their strategic business planning to include an alignment of priorities with those of funding bodies and the identification of opportunities for income generation.

Recommendation 21: Where appropriate, BPTs should be encouraged to identify and undertake income generating activities, including consultancy work and building management that will promote their longevity.

Recommendation 22: BPTs should explore the opportunities for involvement, delivery and management of area based schemes, including the appropriation of a management fee.

Recommendation 23: Local authorities should be encouraged to act as loan guarantors for BPT projects and the AHF and APT should provide advice to local authorities in respect of the mechanisms available to support this.

Recommendation 24: To the extent that it is possible within existing funding frameworks, all funders should review their stance and practices in relation to the claw-back of funding in order to facilitate BPTs in recycling resources from one project to the next.

Facilitating co-ordination

The effective delivery of some of the recommendations, plus the overall co-ordination and promotion of the BPT movement requires resources, and ideally these should be dedicated resources. Therefore, the final recommendation is as follows:

Recommendation 25: Explore opportunities to appoint a co-ordinator for the BPT movement in Scotland, which would include grant support from Historic Scotland.

The primary focus of this post should be to support existing trusts, although support for establishing new trusts should be provided as and when appropriate. The BPT co-ordinator should have a competent understanding of the Scottish BPT movement, restoration of historic buildings and the Scottish funding environment but ideally they should be independent from active Scottish BPTs. This post would initially need to be fully grant funded but opportunities for supporting the sustainability of such a post should be explored, for example building management or consultancy work could generate an income. There should be recognition, however, that the post may always need an element of grant funding. As examples, the type of activities that should be undertaken by the BPT co-ordinator are:

- Provide advice and guidance to the Scottish BPT movement.
- Co-ordinate the BPT movement's response to tackling buildings at risk.
- Provide a central contact point and stimulate effective communication and knowledge sharing within and beyond the BPT movement.
- Raise the profile of the Scottish BPT movement and showcase good practice.
- Support the Director of the UKAPT.
- Explore mechanisms to support the sustainability of this post.
- Support the implementation of the recommendations identified in this report.

Historic Scotland is currently exploring mechanisms for effectively managing the BARR. Therefore, there may be opportunities for establishing a co-ordinator or similar position that could support both the BARR and the BPT movement.

Annex One: Consultee List

Consultee List

Stakeholders

Organisation	Individual
Historic Scotland	Martin Fairley, Head of Investments and Projects Team Thomas Knowles, Deputy Head of Investments and Projects Malcolm Cooper, Chief Inspector Jim Macdonald, Deputy Chief Inspector
Heritage Lottery Fund	Colin McLean, Head of the Heritage Lottery Fund Scotland
Architectural Heritage Fund	Ian Lush, Chief Executive
Association of Preservation Trusts	James Moir, Director George McNeill, Chair (Scotland)
Charity Bank	Carolyn Simms, Regional Director
Development Trust Association	Ian Lodge, Director
Edinburgh World Heritage Site	Adam Wilkinson, Director
Glasgow City Council	Cathy Johnston, Group Manager
Glasgow City Heritage Trust	Torsten Haak, Director
Glasgow City Initiative	Liz Davidson, Project Director
Highlands and Islands Enterprise	Chris Higgins, Head of Culture and Third Sector Team
North of England Civic Trust	Ann Halliwell, Trust Secretary
Riverside Inverclyde URC	Bill Nicol, Chief Executive
Scottish Borders Council	Andy Millar, Countryside and Heritage Manager

BPTs

Trust	Name
Alba Conservation Trust, Cockburn Conservation Trust and Scottish Historic Buildings Trust	Una Richards
Argyll and Bute Building Preservation Trust	Michael Davis
Brough Lodge Trust	Paul Rutherford
Castles of Scotland Preservation Trust	Kenneth Ferguson
Clackmannanshire Heritage Trust	Susan Mills
Fetternear Trust Ltd	John Whittall
Fife Historic Buildings Trust	Alan Lodge
Friends of Portencross Castle Ltd	Ann McLachlan
Glasgow Building Preservation Trust	Anne McChlery
Greyfriars Kirkyard Trust	Angus Mitchell
Heritage Building Preservation Trust	Robert McCallum
Highland Buildings Preservation Trust	Mia Scott
Kirkintilloch Townhall Preservation Trust	Pam McGaughrin
Knockando Wool Mill Trust	Jana Hutt
Lewis & Harris Buildings Preservation Trust	Campbell Mckenzie
Little Houses Improvement Scheme	Sian Loftus
Mansfield Traquair Trust	Rosemary Mann
Maryhill Burgh Halls Trust	Hunter Reid
Moffat Town Hall Redevelopment Trust	Peter Beck Samuels

Trust	Name
North East Scotland Preservation Trust	Paul Higson
Perth & Kinross Heritage Trust	Andrew Driver
Princes Regeneration Trust	Maria Perks
Scottish Lime Centre Trust	Roz Artis-Young
Scottish Redundant Churches Trust	Victoria Collison-Owen
Solway Heritage	Michael Leybourne
Stonehaven Maritime Radio Heritage Halls	Alistair Maclean
Strathclyde Building Preservation Trust	Sarah Mackinnon
Tayside Building Preservation Trust	Kevin Moore

Annex Two: Topic Guides

Topic Guide for BPTs in Scotland

This topic guide is designed to inform discussions with the BPTs in Scotland. It intends to build on information gathered through the survey and is flexible, so will be appropriately tailored to the individual. The length of the discussion and its content will be dependent on the level of information already gathered through the survey and the knowledge of the consultee.

Building Preservation Trust: _____

Consultee: _____

Position: _____

Introduction

- 1 Identify key characteristics of the Trust

The majority of this data should be available through the survey, but please seek to address any gaps in information, including type of trust, remit, core funding and age of trust.

- 2 What do you consider your Trust's role to be? Has your role developed overtime? Does it remain appropriate?

See survey response for objectives of trust.

Operation

- 3 Identify operational structure of the Trust

The majority of this data should be available through the survey, but please seek to address any gaps in information, including constitution, number of staff, number of volunteers and number of trustees.

- 4 As a whole, how effective is the structure of the BPT movement in Scotland? What are the strengths and weaknesses? Is there anything that could be improved?

Explore balance between larger and smaller trusts, remit of trusts, role of APT, role of funding bodies. Explore whether there is scope to streamline the BPT movement.

- 5 How do you support overhead costs?

- 6 What are the strengths and weaknesses of your operational model?

Explore revolving and single trusts, staff and volunteers, area based or building based, expertise, capacity. Explore whether there are any other voluntary sector models, including from overseas, that could be applied to BPTs.

Project Delivery

- 7 Confirm how many projects have been delivered by the Trust

The majority of this data should be available through the survey, but please seek to address any gaps in information, including number of buildings considered, number of options appraisals undertaken and number of projects completed.

- 8 How do you identify buildings? Is there a more effective way of prioritising buildings?

Explore use of the BARR

- 9 How do you fund and undertake options appraisals/feasibility studies? Is there anything that could improve this process?

- 10 Do you feel that the conversion rate from options appraisal into viable project has changed over recent years? If so, what do you think the reasons for this are?

- 11 Over the last ten years, how has project funding changed?

Explore changes in funding availability, increase in complex funding packages

- 12 How do you identify and apply for sources of funding? Could anything be done to facilitate this process?

- 13 Do you feel that the right funding is available? Is there any type of funding that you would like to see more of?

Explore coverage and eligibility of funding e.g. availability of funding for administration costs, feasibility studies, project delivery, rural vs urban bias, support for revolving trusts.

- 14 How many of your projects have failed or stalled? What are the key barriers (actual and/or perceived) preventing you from successfully delivering projects?

Explore availability of funding, clawback of funding, time commitments, skills and expertise, partner involvement.

- 15 What do you consider to be the key factors for delivering successful projects?

Partners

- 16 To what extent do you engage with the following organisations? How effectively do they support you in your role? Is there anything that they could do to further support you? *Explore their role as funders and advisors.*
- Association of Preservation Trusts (APT)
 - Historic Scotland
 - Heritage Lottery Fund (HLF)
 - Architectural Heritage Fund (AHF)
- 17 Do you engage with any other organisations (*e.g. other BPTs, LAs*)? How have you established these relationships? What are the benefits of this engagement?
- 18 Are there any organisations that you could work more closely with? *e.g. local planning authorities.* Would you require support to facilitate this?
- 19 What mechanisms are there for sharing good practice? Is there any way that this could be enhanced?

Explore role of APT, mentoring from more established trusts

Performance

- 20 What benefits are realised through your projects? Have you gathered any data to capture these benefits?

Explore quantifiable outputs (e.g. housing units, service provision, jobs, financial leverage) and wider benefits including economic, community and environmental. Where possible gather data to support views.

Future

- 21 Are there any additional roles (aside from building rescue) that you feel BPTs could undertake?
- 22 What are the future plans for your Trust?
- Explore whether the Trust has any projects in the pipeline*
- 23 Going forward, what do you see as the three key issues facing BPTs in Scotland?

Any further comments?

Topic Guide for Stakeholders

This topic guide is designed to inform discussions with wider stakeholders. The topic guide is flexible and will, therefore, be appropriately tailored to each individual.

Organisation: _____

Consultee: _____

Position: _____

Introduction

- 1 What is your relationship with / knowledge of BPTs in Scotland?
- 2 What do you consider the role of BPTs to be? Does this remain appropriate?

Operation

- 3 What are the key strengths of BPTs?
- 4 What are the key weaknesses of BPTs?
- 5 As a whole, how effective is the structure of the BPT movement in Scotland? What are the strengths and weaknesses of the structure? Is there anything that could be improved?

Explore balance between larger and smaller trusts; role of APT; role of funding bodies

- 6 Do you think there is scope to streamline the BPT movement in Scotland? Why? If yes, how could this be achieved?
- 7 Do you have a view on the most effective delivery model for individual BPTs? Are there any that demonstrate good practice?

Explore revolving or single trusts, remits, staff and volunteers. Explore whether there are any other voluntary sector models, including from overseas, that could be applied to BPTs

- 8 How effective is the process of prioritising buildings? Could this be improved?
- 9 How effective is the option appraisal / feasibility study process? Is there anything that could improve this process?

Funding

- 10 How has the funding environment changed over the last ten years?
- 11 How well do you think the existing funding streams support BPTs in their role? Are there any gaps or deficiencies in the current funding mechanisms? Are there any new/different funding opportunities that BPTs could explore?
- 12 Is there any way that the different funding streams could be more effectively streamlined?

Partners

- 13 If appropriate, how effectively do BPTs work with your organisation?
- 14 Is there any additional support that your organisation could offer the BPT movement?
- 15 To what extent do BPTs work in partnership with wider organisations? Are there any partners that you think they could work more closely with? How could this be facilitated?
- 16 Are there any additional roles that BPTs could undertake?

Performance

- 17 How do BPTs contribute to your strategic priorities?
- 18 Overall, what are the benefits realised by BPTs?

Future

- 19 Going forward, what do you see as the three key issues facing BPTs?
- 20 Do you think there is still a role for BPTs? Are there any alternative vehicles for saving buildings?

Any further comments?

Name Sarah Jenkins
Title Consultant

ECOTEC Research and Consulting Ltd
Vincent House,
Quay Place,
92-93 Edward Street,
Birmingham,
B1 2RA

Tel +44 (0) 0845 313 7455
Fax: +44 (0) 0845 313 7454
Email: Sarah.Jenkins@ecotec.com

