



Feasibility and Scenario Appraisal Report

Black Bull Close / Backlands

Prepared for The Ridge SCIO



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1 Report Summary

This interim report describes the assessment of options for use of the redeveloped buildings behind 72-74 High Street, Dunbar (Black Bull Close) and adjacent 'Backlands' garden land. It includes the findings from the Feasibility Study and Options Appraisal Report commissioned by The Ridge SCIO from Simpson and Brown, Architects, in September 2017 and as subsequently amended.

The Ridge SCIO was set up in January 2017 building on social enterprises developed since 2012 with a strong inclusion and regeneration mission. Its founder Trustees were aware that although Dunbar was growing and expanding, there was a lack of jobs locally and many were dependant on finding work in Edinburgh and its outskirts. Employment and other support services are centred in Musselburgh, two bus trips away, with limited outreach services in Dunbar. These circumstances exacerbate the challenges facing those already struggling.

14% of Dunbar's population live in areas adjacent to the Town Centre which are ranked in the most deprived 40%. In these areas, employment deprivation rises to 15% of the population – twice the ward average, and higher than the Scottish average; 30% of the population have no formal qualifications; and 15% of young people are not in a positive destination.

The Ridge group vision statement is:

We aim to create jobs and training opportunities, primarily in Dunbar. We value our local heritage, in terms of both the natural and the built environment and want to make sure that the current and future generations are able to appreciate and care for it.

The Ridge group has built a thriving social enterprise with three inter-related activities:

- Social support and assistance for those most in need, including food and life skills training, and volunteering to increase health and wellbeing, through The Ridge (Scotland);
- Accredited training and employability relating to heritage construction work, through the Ridge Foundations, with trainees provided additional support through The Ridge (Scotland);
- A social enterprise Ridge Café providing a welcoming community café in the East Lothian Council's Bleachingfield Community Centre, and acting as an opportunity for alleviation of food poverty.

The Ridge group has been active on the Black Bull Close site since 2016, commencing with the creation of a community garden as an opportunity for health and wellbeing partnership projects. The Ridge has expanded its support, counselling and food projects for those most in need, supported by core funding from East Lothian Council and working with a range of public and third sector partners in locations across Dunbar, delivering to over 250 participants in the past year. The Ridge has also created and expanded its training and building restoration work through the Ridge Foundations, obtaining CITB accreditation as an in-scope Construction Company and gaining funding to assist ongoing clearance and restoration of the Black Bull Close, and currently providing 2 full time jobs and 1 part-time and 5 full-time employed trainee opportunities (including Modern Apprentices).

The Black Bull Close restoration project set out in this Report would both create and support a significant expansion for the Ridge group. Restoration of the site offers the opportunity to:

- Respond to key stakeholders' and partners' needs for regeneration in the Town Centre, indirectly benefitting the Ridge's key user groups by supporting economic regeneration, including the provision of rental space for a restaurant, workshops, studios, training and multi-use space;
- Create a base for the Ridge group to co-locate its community support activities, including enabling The Ridge (Scotland) to deliver and expand services from a single location;
- Provide a significant heritage restoration project to be undertaken by The Ridge Foundations. This would enable extensive training opportunities, thus delivering the mission of the Ridge group by providing training spaces for those furthest from employment, and growing the skills base available to The Ridge Foundations and enhancing its reputation for other restoration projects

for other clients. The funding available through capital grants would also provide for project management support, growing the administrative processes and systems of The Ridge Foundations to enable it to deliver its social enterprise vision;

- Create an asset for the Ridge group to provide additional income to help support core costs and contribute to financial sustainability.

The proposal fits with stakeholder and community needs.

The Scottish Government's Place Principle requires that "All those responsible for providing services and looking after assets in a place need to work and plan together, and with local communities, to improve the lives of people, support inclusive and sustainable economic growth and create more successful places". Further, the Scottish Government's Regeneration Strategy reaffirms a strong focus on community-led regeneration to realise the potential of deprived and disadvantaged communities.

This proposal meets with East Lothian Council's Town Centre Strategy, helping the Centre to be attractive to an increasing out of town population by provision of studios, workshops, office space, and leisure space particularly in the evenings for the restaurant. The proposal will not only reduce vacant and underused buildings and spaces in the town, but also create a restored and vibrant hub centred around a green space in the centre of Town, enjoyed by all.

The proposal helps address the East Lothian Plan 2017-27 issues of supporting disadvantaged communities resident in the central and older parts of the town by expanding existing heritage construction training opportunities; adding hospitality training opportunities; continuing to develop unstructured and structured volunteering opportunities. Exemplifying best practice identified by the Scottish Government's "No-One Left Behind" agenda, the co-location of The Ridge (Scotland) and other partner services on site will link trainees and volunteers to a range of support services to help people overcome significant challenges in all areas of their lives.

The Ridge group has carried out site-based consultation events, in July 2018 to test the proposed uses and architectural designs, and in May 2019 to feedback on the revised designs and final uses. On both occasions stakeholders, community groups, service users and members of the community were strongly supportive of the proposals, commenting favourably on the heritage restoration, training, and support services provision planned for the site.

The Ridge group has been awarded funding from the Architectural Heritage Fund, Historic Environment Scotland and the Heritage Lottery Fund to develop the project to planning and building warrant stage, and to restore part of the site by the Ridge Foundation using a technical support grant. The Ridge is currently seeking capital funding to carry out the restoration and building work. Initial capital costs were estimated at £1.4million; this is being re-assessed as designs are refined and initial building work is undertaken on the site.

The financial feasibility work undertaken for this interim report considered to what extent the use of the restored Black Bull Close would contribute to the Ridge's financial sustainability aims in addition to its social and community aims. This was tested as the extent to which income from the site would assist the Ridge group to sustain organisational core costs and also ensuring that the costs of the building are met. The work undertaken for this initial report tested four scenarios, with differing levels of activity undertaken by the Ridge group.

Under each scenario, the Ridge group can balance the organisation overheads against the income from Black Bull Close and from Ridge activities in the building. The narrow margins indicate that this will require close management, and the Ridge group will continue its search for ongoing core funding to help ensure financial viability, particularly to support its social support agenda. However, by meeting over 90% of anticipated core costs, generated income from Black Bull Close will help ensure that the Ridge group is more, not less, financially viable as it delivers on its vision and mission.



3D model - View from west, looking east

2 Purpose of Report

This report describes the assessment of options for use of the redeveloped buildings behind 72-74 High Street, Dunbar (Black Bull Close).

This report includes the findings from the Feasibility Study and Options Appraisal Report commissioned by The Ridge SCIO from Simpson and Brown, Architects, in September 2017 and as subsequently amended. The report reviews the proposed uses of the assets and presents views on how these might be integrated to form a coherent and viable proposition that reflects the values and aims of The Ridge SCIO and its related Community Interest Companies (The Ridge Foundations CIC, The Ridge (Scotland) CIC, and The Ridge Café CIC).

In so doing, this Report identifies a Vision for the project to be tested in detail as a Project Proposal set out in a Business Plan. This Plan will then support a bid for funding and for a Community Asset Transfer to purchase the property for the community.

The Brief requested the production of an options appraisal and feasibility study which considers and assesses:

- Potential uses and activities (including market testing)
- How best to meet identified community need within the project
- Options for income generation
- Options for cost minimisation
- How to create an accessible, welcoming high-quality venue and destination
- Options for reconfiguring/developing the asset to best meet other objectives
- Options for capital and revenue funding of the project
- Risks associated with development options and how these can be mitigated.

This report presents the preliminary findings relating to uses and activities, community need, and income generation options based on the architectural feasibility findings for site layout and redevelopment, and a preliminary assessment of risk, ahead of the more detailed Business Plan.

3 The Ridge SCIO and its CICs

The Ridge SCIO was set up in January 2017 building on social enterprises established since 2012 with a strong inclusion and regeneration mission. Its founder Trustees were aware that although Dunbar was growing and expanding, there was a lack of jobs locally and many were dependant on finding work in Edinburgh and its outskirts. Employment and other support services are centred in Musselburgh, two bus trips away, with limited outreach services in Dunbar. These circumstances exacerbate the challenges facing those already struggling.

14% of Dunbar's population live in areas ranked in the most deprived 40%. In these areas, employment deprivation rises to 15% of the population – twice the ward average, and higher than the Scottish average; 30% of the population have no formal qualifications; and 15% of young people are not in a positive destination.

The Ridge's website sets out its ethos and purpose :

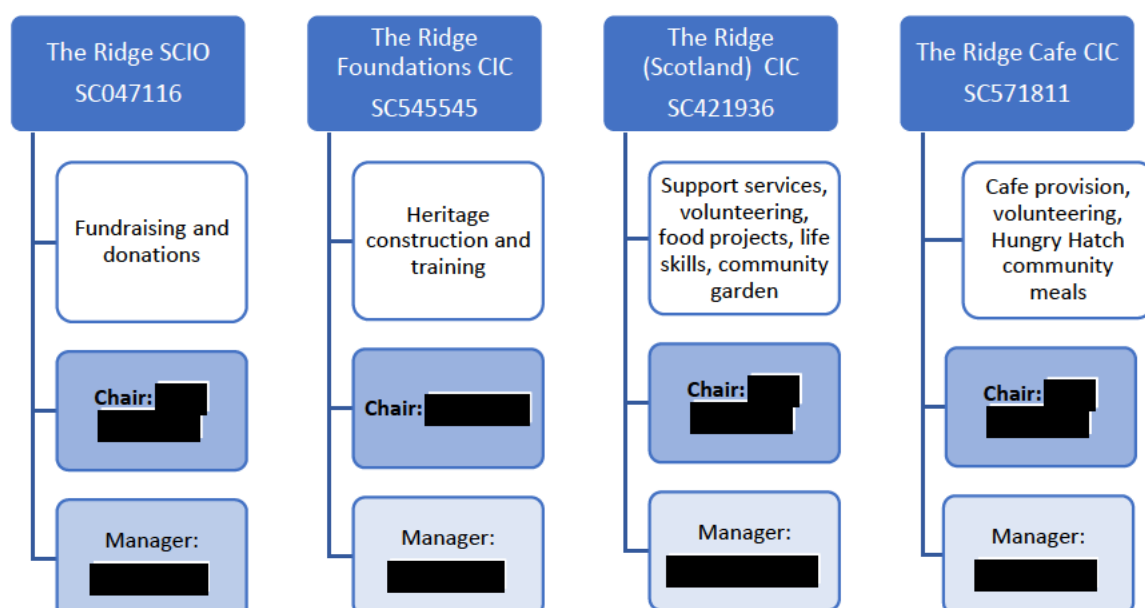
In Dunbar and the surrounding villages it can be especially hard to find jobs, and to access support and training. We are 30 miles away from Edinburgh and the cost of public transport makes working and training in Edinburgh and its outskirts prohibitively expensive.

The problems faced by the more vulnerable members of our community whether it be substance abuse, mental health issues, or issues arising from poverty (often due to recent changes to the benefits system) are all exacerbated by Dunbar's poor public transport system. The Ridge aims to provide local, effective, personalised and holistic support for local people to help them move beyond dependency towards contribution and fulfilment.

Across the Ridge, we aim to create jobs and training opportunities, primarily in Dunbar. We value our local heritage, in terms of both the natural and the built environment and want to make sure that the current and future generations are able to appreciate and care for it.

3.1 Current Activities and Structure

The Ridge SCIO carries out its work through a structure of the main SCIO and three Community Interest Companies, which are all limited by guarantee. There is therefore no legal link or ownership between the four organisations; they share a common overall purpose (above), a website, and have a Chair and Trustees in common.



In the last two years, The Ridge group has demonstrated its ability to make an impact. In the last financial year to April 2019, The Ridge group has accessed over £300,000 of income, mainly capital and revenue grants, for a range of projects, exemplified below.

The Ridge (Scotland)

The Backlands Project: The Ridge is managing what was a derelict space in the back lands behind Black Bull Close to provide a community garden, linked to therapy experiences for people with mental health issues and also to provide alternative learning and pathways to work or education for up to 10 young people who are at risk of exclusion from Dunbar Grammar School. The Backlands Project is currently staffed for only 2 days through short term revenue funding although there are also 5 long-term volunteers who take part, ensuring the garden is open at least 5 days a week. Many voluntary community groups use and work on this garden for a range of activities: Dunbar Dementia Carers Group who have 2 raised beds and designed/created the Sanctuary Garden with the Dunbar Grammar School group; the Countess Primary School After School Club as part of an after-school activity related to growing food; North Light Arts; Dunbar Street Art Trail.

Crisis Support, Employability and Counselling Service supported by two full time staff on revenue funding until 2022. This provides a service currently for 95 “live referrals” who are provided direct support or in collaboration with partner agencies. This is done as a drop-in at the Backlands – where there is simply a wooden temporary building – or by a peripatetic presence at the Library and Café in the nearby Bleachingfield Community Centre or at the Basics Foodbank at Dunbar Church Hall. The Ridge (Scotland) continues to refine its services in collaboration with existing referral/support agency partners - GPs, MELDAP, Adult Health & Social Care, Criminal Justice Social Work, East Lothian Works, SDS, Jobcentre Plus, Schools and library (council customer service hub), local foodbank (church), and East Lothian Council Housing and Homelessness teams. All referring agencies rely on this holistic, locally embedded and effective provision. The Ridge (Scotland) has built on its relationship with East Lothian Council's 'East Lothian Works' service to develop a Routes to Work programme, supporting those furthest from the jobs market who need much more time and intensive support to overcome barriers including mental health, substance abuse, Criminal Justice involvement, issues with debt, benefits, housing etc. The Ridge (Scotland) works with its wide range of partners to formulate a programme, which allows them to tap into their collaborative support on behalf of participants. Many of these partners and referring services such as JobCentre Plus, LEAP (rehabilitation services), MELD (addictions services), and Changes (Mental Health Services) are based in Musselburgh, two hours and two bus trips away. The Ridge's work enables people to attend outreach services in Dunbar itself, essential for service accessibility.

Food projects are run by members of staff and many volunteers. These projects (the Plenty Project, Hungry Hatch, Sunny Soups and Sunny's Kitchen) include teaching nutrition, budgeting and cooking skills to people at risk of poor nutrition and are run on-site in two local primary schools, in Dunbar Parish Church Hall, and by travelling out to Musselburgh for other groups. Up to 45 people (participants, their families and friends) access regular free community meals, with up to 20 of these joining in preparation and eating of community lunch. 36-55 people attend free weekly Hungry Hatch community meals. A free weekly Community lunch (Sunny's Kitchen) had 12-24 regular weekly attendees preparing a meal and eating it together. Through Plenty Project 21 adults accessed healthy eating, nutrition and budgeting information as well as learning basic cooking skills, with free childcare provided to help overcome barriers to participation.

The Ridge (Scotland) report that in 2018-19 over 250 participated in its support projects against a targeted activity level of 50 people.

The Ridge Foundations

The Ridge Foundations provides training, employability, and work experience primarily to young people who are otherwise not in employment education or training, and to adults in recovery or rehabilitation from mental health and addiction issues, who may have been in the criminal justice system. The Foundations secured funding from Heritage Lottery Fund, Historic Environment Scotland, the Architectural Heritage Fund and others for the project to restore the Backlands Garden, to gain technical expertise while restoring part of Black Bull Close. This has allowed the team and trainees to consolidate the training programmes.

The Ridge Foundations is now certified as a CITB “in scope” construction company, providing additional access to support and to funding for training.

The Foundations employs two full time staff trainers in Joinery and in Masonry, 5 full time and one part time trainee / modern apprentices. These are funded through a combination of Historic Environment Scotland, employability funding, and commercial income generation. The team is planned to expand in the summer of 2019, taking on an additional 3 trainees to assist in the current part-restoration of Black Bull Close.

The Ridge Foundations has commenced providing restoration services to a range of commercial, private, and public sector customers, with a current order book of almost £50,000 and plans to expand this service further as it builds its skills, experience, and resource base. Orders range from small (a few hundreds of pounds) to up to £20,000 for larger projects. This is anticipated to expand further. East Lothian Council was successful in securing Conservation Area Regeneration Scheme Grants (CARS) for Cockenzie and Tranent, and this will help ensure continuing demand for heritage restoration skills. East Lothian Council also plan to resubmit the CARS application for Dunbar, which if successful would be approved in 2020.

The Ridge Café

The Ridge Café provides a community café at the nearby Council-owned Bleachingfield Community Centre. The café provides a welcome and child-friendly space for the visitors to the Centre, which is adjacent to the Primary School. The Trustees wished to apply The Ridge’s training and inclusion model through the café, but this has been limited due to lack of space. The café provides a location for some of the food-related projects carried out by The Ridge Scotland.

3.2 The Ridge: Future Vision and Challenges

The Ridge Group wishes to ensure that it continues to deliver and expand its vision, ensuring continued financial viability by attracting income from a wider range of sources.

Its ambitions are:

The Ridge Scotland:

- To develop a co-production approach to provision of support services with the current referral services and partners, securing longer-term funding to provide a range of outcomes to Dunbar’s most economically or socially disadvantaged;
- To move away from dependency on grant funding towards payment for services under a Service Level Agreement, already under discussion with East Lothian Council’s Adult Health and Social Care Services;
- To set up a social enterprise gardening service to incorporate the training and social inclusion aspects of the Ridge group’s work, providing opportunities to help people overcome their challenges and bring them closer to employment;
- To expand the range of training opportunities provided by The Ridge group into a training kitchen / training restaurant provision;

- To provide a consultancy, advisory or mentoring service to other community groups in Scotland to set up a similar successful social enterprise model that incorporates training and social benefit.

The Ridge Foundations:

- To develop its training scheme further as a social enterprise, building on its existing successes to deliver heritage construction and restoration services through an expanded skills and training base;
- To commence a Traditional Skills Training Centre as part of a national network, training others in the construction industry, in partnership with CITB, Morrisons, East Lothian Council, Historic Environment Scotland, and others;
- To provide a consultancy, advisory or franchise service to other community groups in Scotland to set up a similar successful social enterprise model that incorporates training and social benefit in provision of services to the construction and other markets.

Strategic Challenges

In achieving these ambitions, the Ridge group will also address the following strategic challenges:

- Current reliance on short term grant funding for The Ridge Scotland's support work: while The Ridge SCIO and The Ridge (Scotland) have been successful in attracting a range of funders and grants, this is against the ever-changing grant priorities of funders and the increasing demand for funding as austerity and economic uncertainty continue to impact most severely on the poorest of society.
- Mitigating against this, The Ridge Scotland's work alongside that of the Ridge Foundations continues to deliver to Scottish Government priorities of "No-One Left Behind". The Ridge is involved in high-level discussions which aim to facilitate action to bring value-led (as opposed to cost-led) procurement into play for the benefit of all, in particular those currently 'left behind', who make up the Ridge's clients, trainees and workforce.
- Current reliance on capital grant funding for The Ridge Foundations training work: heritage restoration is often reliant on capital grant schemes for major works. Mitigating against this, the market for heritage restoration has been consistent through the life of the Heritage Lottery Fund – over 20 years – and the recent opportunities and successes in the CARS scheme in East Lothian mean that this is not likely to reduce.
- Over-reliance on a small number of Trustees and on one person, Managing Director Kate Darrah; while the Boards of the various organizations in the Ridge group have been recently expanded, they remain small, particularly The Ridge (Scotland) which carries out the support work. Core funding for The Ridge group is small and this means that it is difficult to provide additional support and organizational resilience or succession planning to mitigate the risks of overreliance on the Manager – a strategic risk recognized by the SCIO in its annual report.
- A legal structure that may not support future sustainability. Four separate legal bodies mean that the risks of each operation are kept separate. However, it may be challenging in the future to ensure that such a legally detached group can cross-subsidise activities to ensure their continuation during funding variations. Each company or charity Board must legally take decisions in the best interests of that entity, and not of the group as a whole.

There are also current operational challenges. The support services are provided from a range of locations creating difficulties both for clients in knowing where to access services, and for the staff involved in having a base to maintain and access confidential files. The only current base for The Ridge group is a wooden cabin on the Backlands Garden site, which is shared with the volunteer groups who access the garden. The Foundations team are based on the Black Bull Close construction site and again share the same wooden cabin for administration, files, storage, and shelter. This last will improve once Phase 1, the restoration of the current project at the smaller building on Black Bull Close is complete, providing a basic workspace for the team.

4 Black Bull Close – the Opportunity

The Ridge group have identified an opportunity to develop their strategic aims through delivery and management of a restored Black Bull Close. The site is in the ownership of East Lothian Council, with the Ridge group intending to apply to for a Community Asset Transfer of the asset (backland areas and buildings to rear of 72-74 High Street) to The Ridge.

Figure i. OS map detail of Black Bull Close



Restoration and development of the site offer the opportunity to the Ridge group to:

- Respond to key stakeholders' and partners' needs for regeneration in the Town Centre, indirectly benefitting the Ridge's key user group by supporting economic regeneration, including the provision of rental space for a restaurant, workshops, studios, training and multi-use space;
- Create a built asset for the Ridge group as a base to co-locate its community support activities, enabling The Ridge (Scotland) to deliver and expand services from a single location and therefore increasing accessibility and visibility of these services to its clients;
- Provide a significant heritage restoration project to be undertaken by The Ridge Foundations. This would enable extensive training opportunities, thus delivering the mission of the Ridge group by providing training spaces for those furthest from employment, and growing the skills base available to The Ridge Foundations and enhancing its reputation for other restoration projects for other clients. The funding available through capital grants would also provide for project management support, growing the administrative processes and systems of The Ridge Foundations to enable it to deliver its social enterprise vision;
- Create an asset for the Ridge group to provide additional income to help support core costs and contribute to financial sustainability.

4.1 Black Bull Close – developing the architectural options

The Ridge group commissioned Simpson and Brown Architects to carry out architectural feasibility, stakeholder and community consultation on the proposed layout and uses of the site.

The full architectural feasibility report is available separately to this report.

Restoration of the existing buildings will reflect the historical layout of the site, while proposing modern additions in the space to the rear of the site.

The proposed final layout of the site includes:

- A drop-in centre at the rear of the site, adjacent to the volunteer-supported Backlands Garden, including small meeting rooms for confidential discussions;
- Administration and office accommodation on the ground floor for the Ridge group in the restored building, allowing a “reception” to people accessing the site from the High Street;
- A studio or other space available looking on to the Backlands garden;
- Workshop space on the ground floor, available to let for two or three craftspeople to share;
- A workshop / garden room for use by the various volunteer groups supporting the Backlands garden;
- On the upper restored floors of the buildings, space for training, workshops, conferences, and multi-use space. This space will have better access to natural light; this is restricted on the ground floors due to the nature of the building itself and due to the setting of the site and adjacent buildings.

Figure ii. Proposed Ground Floor Plan

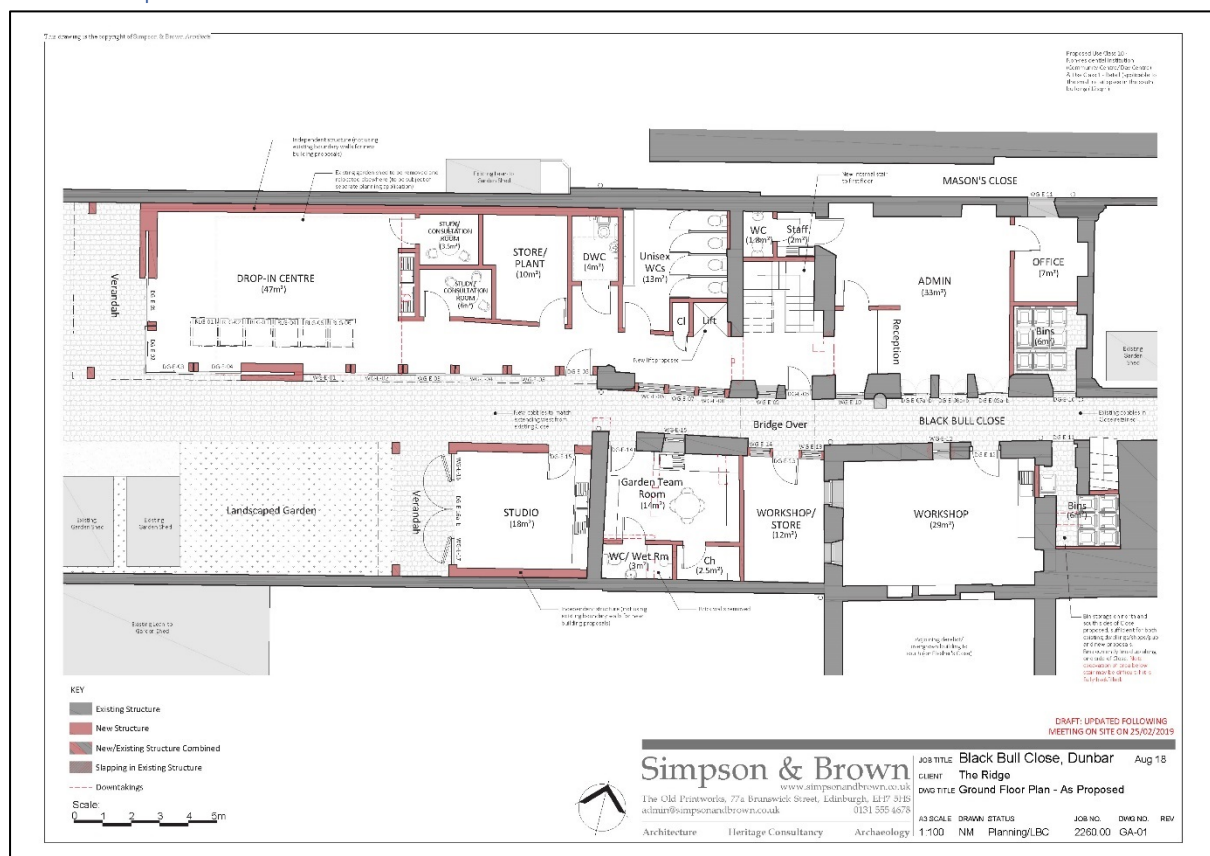
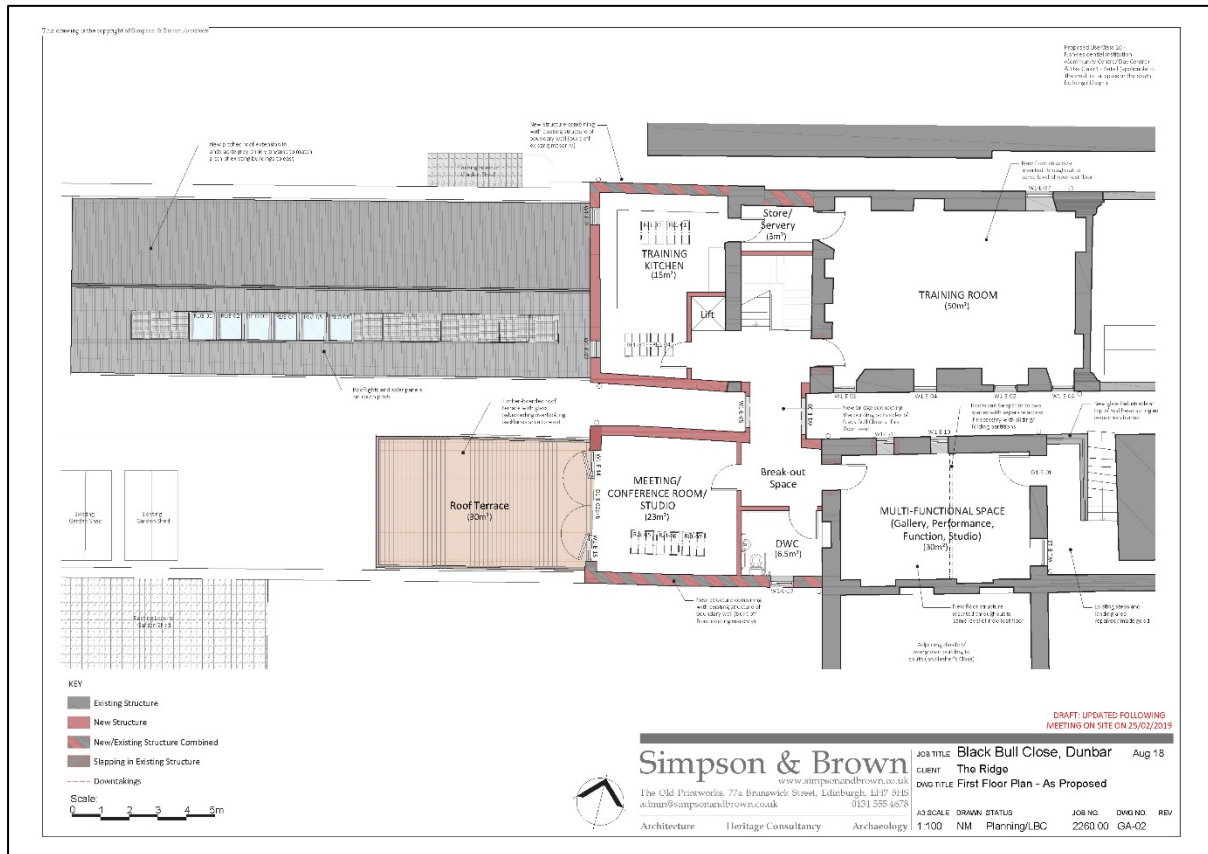


Figure iii. Proposed First Floor Plan



These proposals are assessed against financial viability in Section 6.

5 Meeting Community and Stakeholder Needs

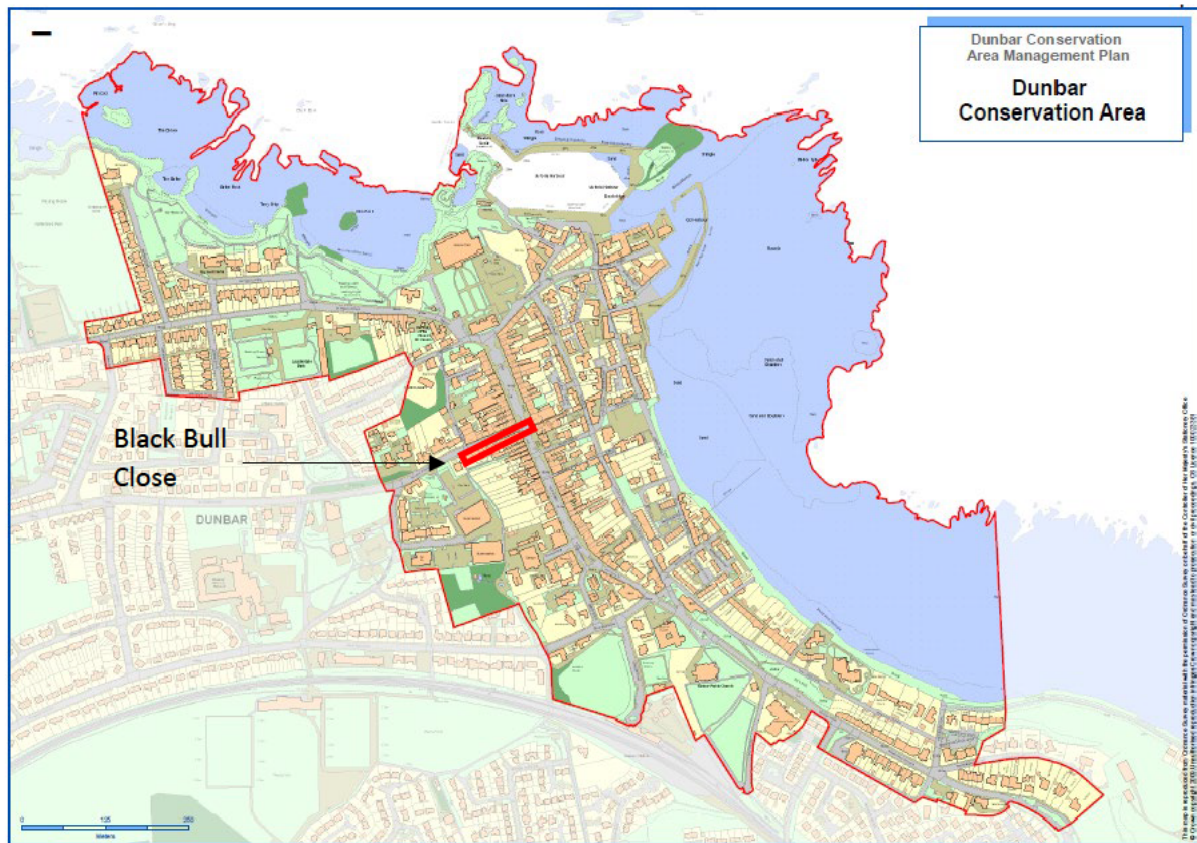
5.1 Dunbar's History

An historic port town at the mouth of the Firth of Forth, Dunbar is one of East Lothian's most beautiful and popular seaside towns. It is among the oldest of the Royal or King's Burghs in Scotland. It became a Royal Burgh in 1370 under King David II, which bestowed many privileges, including the right to trade in Wool, Animal Hides, Fish and many other commodities. A town of three harbours, Dunbar was once a major herring and whaling port.

The High Street was the main thoroughfare where all business was transacted, following the standard blueprint for a Royal Burgh with a Castle at one end and the local church at the other. As the town developed the old temporary market stalls become incorporated into buildings with stallholders becoming shopkeepers trading on the ground floor and living with their families above. The layout of the current High Street as it is today was in existence by the late 16th or early 17th century. Dunbar Town Centre has retained the historic pattern of these burghs, with narrow shop fronts and long narrow "closes" leading behind these to their "backlands". The High Street forms the spine of the Dunbar Conservation Area.

Figure iv. Dunbar Conservation Area Map

(Source: Dunbar Conservation Area management plan, East Lothian Council, 2010)



Black Bull Close is in the heart of the historic area, leading from the High Street to what was the original Monastery in Dunbar and is now more prosaically a shopping centre. According to the Simpson and Brown report, the site at Black Bull Close falls within the area identified by the Burgh Survey as having developed during the medieval period. The earliest datable feature on site to date is a roll moulding on a blocked doorway on Building 1 on the north side of the close. This type of doorway dates to the 16th century or possibly the early 17th century; medieval pottery has been found in the archaeological excavations inside the building.

Black Bull Close's location, history and archaeology are core to the purpose for this project. The location adjacent to the High Street makes it easily accessible to its community; its history and archaeology provide both a connection to the past and a site to help develop Dunbar's future.

5.2 Dunbar today

Dunbar is accessible by the dualled A1 and by local rail services to Edinburgh. Border Buses provide daytime links to Eyemouth, Berwick on Tweed and Edinburgh and there is a local town service provided by a number of services. However, it remains relatively geographically remote and distant from Edinburgh. East Lothian Council's Dunbar Town Centre Strategy (2018) notes that this distance reflects in convenience expenditure in the town, where a significant proportion (66%) is retained in the local centre of Dunbar, and any losses appear to be leaking to Haddington.

Tourism is significant to the town's economy. Dunbar's strengths are being the birthplace of John Muir, with the John Muir Birthplace visitor attraction in High Street and the long-distance footpath, the John Muir Way. The path is attracting additional tourists and visitors to the town and in so doing contributing to the local economy. Other attractions such as East Links Family Park, John Muir Country Park and the Leisure Pool also attract significant numbers of visitors. Dunbar's 400-year-old

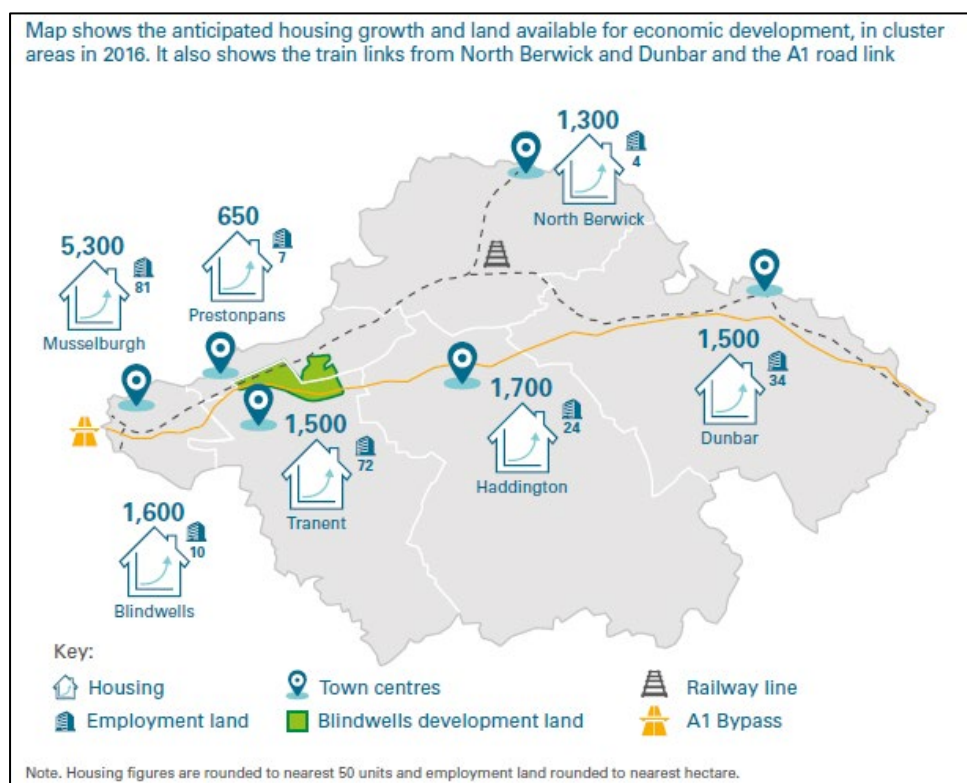
Town House was recently refurbished and restored and is now run in partnership with Dunbar and District Historical Society. Dunbar's Harbour below the ruined Castle is popular with water sports enthusiasts. The once-popular East Beach largely lost its sand after devastating storms in 2014 but there are now proposals in place for its re-establishment.

Aside from its tourism economy, there are large employers relatively close to the town, including Tarmac's Cement Works, Torness Nuclear Power Station, and employment has increased due to the recent expansion of the Viridor waste treatment plant by its Energy Recovery Facility.

Dunbar is changing quickly due to recent and planned population expansion. Its population has increased by 40% since 2001 to an estimated 9,500¹ and with a similar change in households to almost 3,500. A further housing expansion of 1,200 homes is being built out or planned in the area as East Lothian Council adapts to housing pressure particularly in towns with robust commuting links to Edinburgh.

Figure v. Proposed Household Growth in East Lothian

(source: Audit Scotland, Best Value Assurance Report for East Lothian Council 2018)



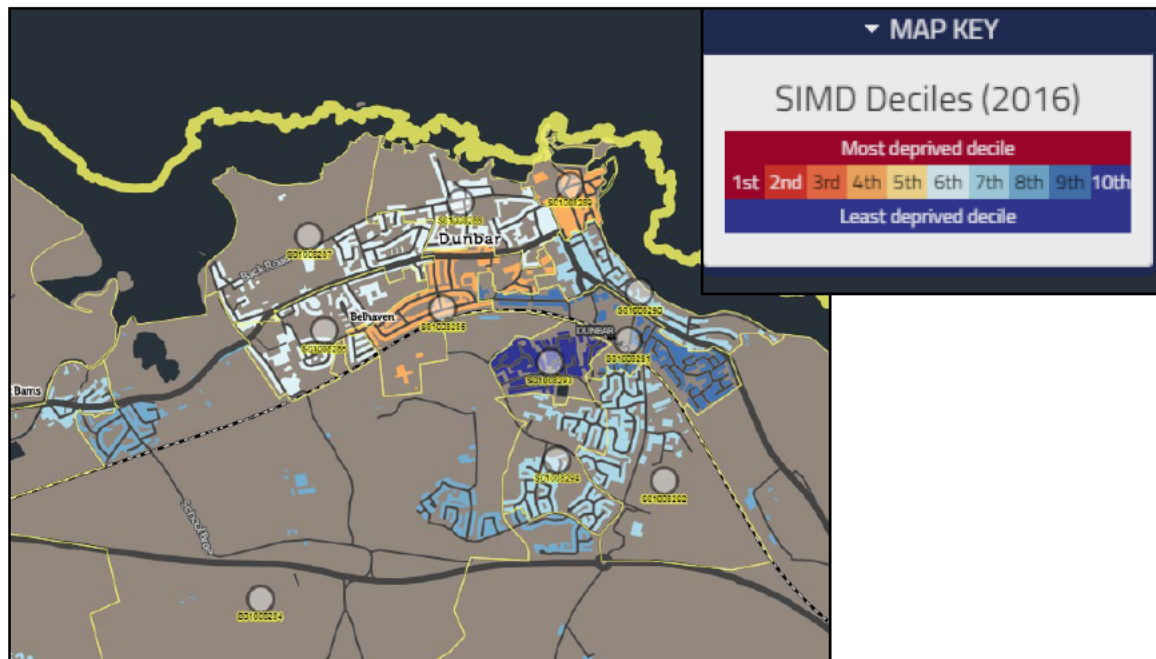
Dunbar's town centre could benefit from the presence of these new residents. However, the town centre will only continue to attract people if it is attractive to users, residents and investors. Dunbar's heyday as a popular tourist destination fell away in the late 1970s and the town entered a period of economic decline. There have been various initiatives over the last two decades to reverse this decline including the Dunbar Initiative, which won a British Urban Regeneration Award in 1999; a Townscape Heritage Initiative 2004-2010; and most recently the Community Council's initiative in 2018 to facelift High Street buildings.

¹ Per ELC Dunbar and East Linton Ward Profile, 2016 mid-year estimate, 14041 people live in the Ward with 67.1% of the population (9,422) in Dunbar and West Barnes

5.3 Dunbar: a mixed society

Dunbar is a mixed society. The town and its adjacent villages are mix of demographics, with a particularly wide range of people, housing and activities. The number of older couples with no children is higher than average. There is a mix of professional and non-professional jobs, and part-time and self-employment are both important for a significant proportion of residents. Socioeconomic status varies greatly across the areas of the town and there is a mix of professionals and non-professionals, and of those with higher and lower academic attainment.

Figure vi. SIMD 2016 rankings for Dunbar



While 6.5% of Dunbar's population live in areas ranked in the least deprived 10% in Scotland, 14% of people live in areas ranked in the most deprived 40%. These areas are around the historic Harbour and Castle, and in social housing and ex-social housing in the centre of the town; while the area around the Harbour and Castle has improved in relative terms over the last 5 years, this is not true of the social housing area.

The town centre population also includes areas in least deprived 30%, indicating the existence of an immediate market for amenities and leisure uses.

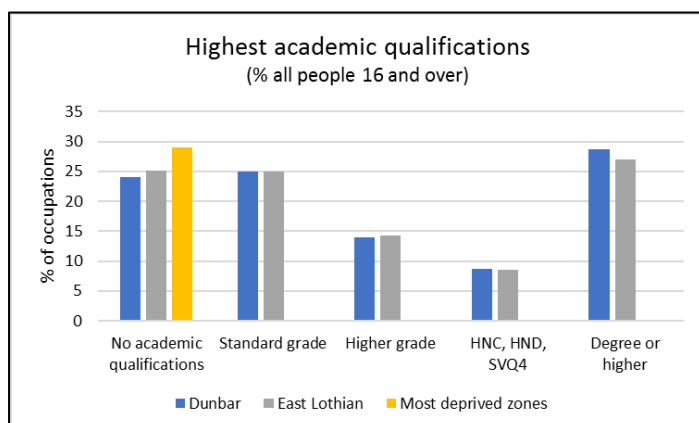
While approximately 7.4% of the population in the Dunbar and East Linton ward are considered to be income deprived, compared to the overall East Lothian rate of 9.8%, this rises to 14% in its most deprived areas – twice the ward average.

5.3.1 Employment

Although East Lothian is generally considered to be an area of high employment and general affluence there is considerable variation in economic activity, unemployment and the financial position of households between and within East Lothian's wards.

7% of the Dunbar and East Linton ward is considered employment-deprived, compared to 8.5% for East Lothian and 11% for Scotland. However, in the most deprived parts of Dunbar, this rises to 12% and 15% of the population – twice the ward average, and higher than the Scottish average.

Figure vii. Levels of academic qualification in Dunbar

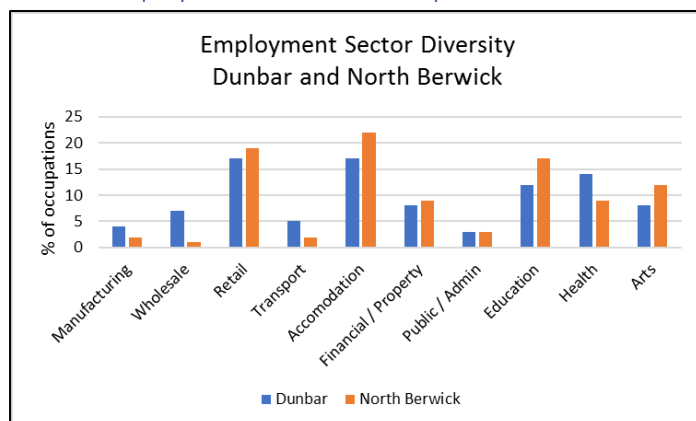


Academic qualification levels provide a rough proxy for earning levels. The proportion of people with each level of academic qualification is similar for to that of East Lothian as a whole; almost 25% do not have a standard grade or higher qualification.

In the most deprived areas of Dunbar, this rises to 30%.

As the number of young people not in education, employment or training rises to 15% in Dunbar's most deprived areas, the link between poor educational prospects and ability to earn, continues.

Figure viii. Employment Sector Diversity in Dunbar



The diversity of employment in Dunbar can be compared to North Berwick, further west, wealthier, and closer to the pull of Edinburgh. Compared to North Berwick, there is a smaller proportion of people with occupations in education and the arts, accommodation and retail professions; and more in manufacturing, wholesale, and transport.

The proposals put forward by The Ridge help address the key issues of supporting disadvantaged communities resident in the central and older parts of the town by providing a range of ongoing support and training opportunities locally;

- The Black Bull Close restoration will enable The Ridge Foundations to develop and diversify its restoration construction training and employment opportunities in the Town Centre of Dunbar through the expansion of the Ridge Foundations' social enterprise;
- The completed restoration will create a Town Centre base for developing additional unstructured and structured volunteering opportunities;
- Creation of a restaurant will add to the range of training and employment opportunities delivered by the Ridge within the Town Centre;
- Maintenance and development of the Backlands Garden will continue to provide an accessible, welcoming green space in the heart of the Town, enjoyed by all.

5.4 East Lothian – Community Planning

East Lothian Partnership is a group of organisations from across public, private, third and community sectors, working together to make life better for the people of East Lothian. To help achieve this, the East Lothian Plan 2017-27 (the Local Outcomes Improvement Plan) sets out a range of priority actions. These actions reflect three key themes – Prosperous, Community-minded and Fair.

The East Lothian outcomes and related actions which are supported by the work that the Ridge group is undertaking and proposes to expand through this project are:

Prosperous

Outcome 1.1: East Lothian people are working, are free from in-work poverty and are able to develop and improve their work skills.

Action b): Encourage career progression through training opportunities available under the forthcoming Edinburgh and South East Scotland City Region Deal.

The Ridge group's Black Bull Close project will provide extended training opportunities through continuation of The Ridge (Scotland)'s work and the expansion of The Ridge Foundations in-work training.

Community-minded

Outcome 2.2: East Lothian People can live affordably and contribute to a thriving community life in a high-quality environment.

Action i): Through our Area Partnerships, continue to help our communities to access resources so they can work out and take forward their priorities for their own area.

The Ridge group is a member of the Dunbar and East Linton Area Partnership assisting in partnership decisions for local actions (see Section 5.6 below).

Fair

Outcome 3.1: We tackle the causes and effects of poverty in East Lothian and we reduce the gap between the richest and the poorest people.

Action p) Develop joint projects to test how to get the best outcomes for some of our most vulnerable people, through better relationships between public sector partners and also between families and service providers.

The Ridge group will provide co-located support services on the Black Bull Close site, continuing to work with a range of partners from the public and third sectors.

5.5 Dunbar and East Linton Local Area Partnership's Plan

East Lothian Council has set up 6 Area Partnerships as the local voice of community planning for delivery and development of Local Plans, to help meet the outcomes of the East Lothian Plan. Each Area Partnership has a Local Plan which sets out the ambitions for the local area; a small (£300,000) devolved annual budget is available to finance these. The Ridge group is one of 14 members, including 4 third sector organisations, on the Area Partnership.

The Local Plan sets out detailed objectives and actions, and arose in part through consultations in which young people identified a range of activities and facilities they wanted to see in Dunbar. These include:

- Young people will have improved post-school employment opportunities, including with more opportunities to train and work in the Ward.
The Ridge already provides training opportunities and the range of skills training will expand through the Black Bull Close project.
- Young people will have improved social, sporting and recreational opportunities, including more social spaces for young people to meet and relax.
The Ridge's development of the modern support hub could also be used as a youth space in the evenings.

The Ridge's Black Bull Close project will also help deliver Local Plan economic development activities:

- Local Business will be supported to grow, including creating spaces for business and development of vacant premises and sites and provision of flexible affordable workspace. The Black Bull Close project will create workshop space for 2-3 businesses, studio or office spaces, and also provide accessible meeting rooms in the Town Centre.

The Area Partnership last published a review of progress against the Local Development Plan objectives in 2016 and will produce a further review during June 2019. The Ridge group is involved in this review and will consider how it can meet other deliverables in the Plan.

5.6 The Town Centre Strategy and Regeneration Scheme

East Lothian Council's Dunbar Town Centre Strategy (2018) sets out the context for the Town Centre Regeneration in the Conservation Area.

"Dunbar town centre is located within the historic core of the town. Since the town has expanded the town centre is no longer in the physical centre of the built up area and therefore has to work harder to encourage all the town's residents to use it. No town centre can compete well unless it is an attractive place to be in and contains a good range of attractions for people....

Footfall trends within Dunbar town centre over the last 7 years, are very varied within Dunbar compared with a steady growth since 2013/14 elsewhere in East Lothian as generally fewer people visit the High Street for retail purposes. However with a larger population to draw on the town centre it should be capable of attracting its new residents on a more frequent basis.

The town centre has an expanding catchment population to draw on however this has not prevented a rise in vacancy rates.

A local centre has also been established at Spott Road on the edge of the town with a supermarket, garden centre, fast food restaurant and hotel and as well as servicing A1 traffic is a local draw for houses to the south of the town, this may be a cause of reduced footfall and increased vacancy in the town centre. With increasing population there is no need to consider the reduction in size of the town centre commercial area and the strategy concentrates on improving conditions within the town centre to make it as attractive an environment as possible for the town.

Analysis has shown that there is a range of retail, services and café restaurant uses in Dunbar town centre. There are fewer leisure and office uses. There is currently no shared business hub facility in the town centre though this has been under discussion for some time and could be an additional facility that could benefit the town if the right location can be identified."

"The town has seen a rise in vacant buildings. Town Centre vacancy rates are higher than the average for East Lothian. The footfall has fluctuated from year to year going from the highest in 4 years in 2014/15 to the lowest the next year, then rising to the highest in 6 years in 2016/2017 and recently dropping to a 7 year low in 2017/18 .

There are a wide range of uses represented in the town centre, with almost half representing shops (Class 1). There are a higher proportion of Sui Generis uses (which can include pubs and bookmakers) than there are restaurants for use after 6pm. Although over 50% of residents visit the Town Centre after 6pm, this is not frequently and the majority go once a month or less."

In summary, the Town Centre strategy is based on addressing key challenges to become attractive to an increasing out-of-town population including provision of office space, leisure space particularly in the evenings, and a corresponding reduction in vacant buildings.

The proposals put forward in The Ridge's Black Bull Close restoration project address these challenges:

- The Black Bull Close restoration will restore one of the disused spaces and bring it back to life;
- Provision of spaces for hire as offices, studios, and workshops will create availability of these diverse spaces in an area currently lacking in this provision, and by so doing bring more people back to the High Street area for a more diverse range of jobs;
- Creation of a restaurant will add to the current minimal provision of leisure retail within the Town Centre;
- Maintenance and development of the Backlands Garden will continue to provide a green space in the heart of the Town, enjoyed by all.

5.7 Dunbar: an Active Community

Dunbar has an extensive network of community groups actively promoting pride and a sense of place in the town, including in the town centre. These include Dunbar Trades Association, which maintains a central website, [Discover Dunbar](#). These groups share a common vision of a regenerated, vibrant Dunbar, and the Ridge group works with many of these groups (including the Trades Association) and has Trustees in common with some.

Dunbar Community Development Company was one of the earliest development trusts in the town. It owns the Halhill Leisure Centre which this was leased to a Charitable company Halhill Ltd in 2010, with a mission to provide affordable sport and community facilities through a social enterprise approach – community facilities owned by the community for the community.

The Dunbar Harbour Trust, a community-led body, manages the historic three-harbour port just outside the Town Centre. The harbour is the home port to some 29 shellfishing vessels, varying in size from 6 to 15 metres long. The harbour is also home to one of the largest lifeboat stations in the area and there is a thriving Sailing Club, a Coastal Rowing Club, and a base for many SCUBA diving clubs. The Harbour Trust is currently working to further redevelop the Dunbar Battery, the ruined site of the old guns on Lamer Island which was partially stabilised following a heritage funding package in 2017. The project created "The Battery", an outdoor amphitheatre for 60 people and a coastal garden which provides a venue for fortnightly events including the Sparkling Dunbar Harbour Festival.

Dunbar Shore and Harbour Neighbourhood Group (DSHNG) is linked to the Harbour Trust by joint Directors. The Group was set up in 2011 for those living in the area around the harbours – around 600 homes. The DSHNG seek to improve the neighbourhood conditions including beach tidies and reviews of vacant properties and are currently seeking feasibility funding for the restoration of the East Beach following the storms in 2014 that eroded its sand.

Sustaining Dunbar is a community development trust set up in 2008 whose vision is of a community where people are healthy, connected and empowered; living and working is easy and attractive; and where a vibrant local economy provides good livelihoods and meets local needs. Sustaining Dunbar is currently seeking a Community Asset Transfer of the property at 46 - 48 High Street, as a community coworking centre. Dunbar has a relatively high proportion of people who are self-employed.

The historic Dunbar Town House at the top of the High Street was restored and renovated in 2017 by East Lothian Council in partnership with the Dunbar and District Historic Society, which is now based in the building with its volunteers providing reception and guide services to the building and its exhibits. The Town House also provides gallery and exhibit space in the Community Gallery.

The Bakery in Dunbar is a community cooperative company set up and funded in 2011 to regenerate a local family bakery after the previous owner retired. It secured finance from the Co-operative Loan Fund to set up shop at a former High Street newsagent's and pay for new, professional baking equipment. The bakery now supplies products to 17 other retail outlets in East Lothian. The Bakery supplies the Ridge Café with bread and other baked goods.

Zero Waste Dunbar set up Miixer CIC, a non-profit Social Enterprise based in East Lothian. It was established in April 2017 to continue and develop the legacy of Dunbar as Scotland's First Zero Waste Town. Miixer CIC diverts over 30 tonnes of material from landfill every month to reuse for community benefit. It has a shop in Dunbar close to Black Bull Close, selling quality items cheaply to local communities, donating to local groups and charities, and supporting those in need with free goods. Miixer CIC now operates across East Lothian in partnership with East Lothian Council, providing 10 full time jobs without external funding.

Dunbar Craft Studio is a community interest company started in 2017 with the help of East Lothian Business Gateway, operating from Dunbar High Street. The aim is to provide rent-able space for local crafters to display their wares. They also do on-line sales worldwide, and in future plan to run crafting classes.

Bleachingfield Community Centre, located a short walk from the Black Bull Close site, was rebuilt by East Lothian Council at a cost of almost £4million in 2012. The Centre provides a wide range of community activities, houses the library, and includes a café space currently run by The Ridge Café CIC. The Centre provides small confidential meeting spaces in "pods" and rooms for hire as meeting spaces.

The Battery Theatre Group and North Light Arts already work with the Ridge in creative support work. They are looking for additional space within a restored Black Bull Close for their rehearsals and shows, and the multi-functional room will help provide this much-needed facility. Dunbar Music School also requires practice space which is not currently available within the Town Centre.

Dunbar Community Woodland Group are already engaged with the Ridge, working on the Backlands garden. The Group are responsible for a number of walls and structures which are deteriorating and are exploring ways for linking with The Ridge Foundation to help stabilise or rebuild these.

The Ridge group have strong links to a number of organisations for young people, including Dunbar Youth Club, the Countess After-School Club, and the various Scout and Guides chapters. These young people volunteer on or help out in organised times at the Backlands site, with a mix of horticultural and archaeological engagement.

Through its support work, the Ridge group works with Dunbar Basics Food Bank to help support vulnerable people in food poverty. Dunbar Dementia Carers Support Group use the Backlands garden regularly and maintain some of the area, providing a welcome respite.

6 Community Asset Transfer Outcomes

The Ridge SCIO will apply for a Community Asset Transfer (CAT) from East Lothian Council of the land and buildings at Black Bull Close / Backlands. The Ridge currently leases the site from the Council. Asset ownership is required to allow the Ridge SCIO to meet funder requirements for capital funding for restoration and development of the site, and more widely to help meet community development aspirations.

The Scottish Government's stated purpose for CAT is:

"Ownership or control of land and buildings is a powerful tool for communities to drive change and achieve their own goals. In the first place it provides a base for activities and services that might not otherwise be accessible to members of a particular community, and can provide jobs, training and bring income to the local area. More widely, it can provide stability and sustainability for the community organisation, allowing them to develop new initiatives and support other developing groups, and it can create a stronger sense of community identity, cohesion and involvement."

The proposed restoration and development of the Black Bull Close will allow a community-led organisation, embedded in its community and working with a range of partners, to provide a secure base for its crisis and support services and for its construction training activities. Better yet, the restoration itself will be done through The Ridge Foundations' training ethos, so that the community will rebuild for the community.

The Black Bull Close project will enable The Ridge group to expand its services and its social enterprise activities, developing additional pathways to employment through horticulture and hospitality, in addition to current provision in construction.

The Black Bull Close project will provide the Ridge group with a base in the Town Centre of Dunbar, providing a source of income generation to help support financial viability and thus helping additional security as the Ridge group develops co-production of support services and its social enterprises.

The Community Empowerment Act set out a list of matters that the relevant authority must consider in reaching its decision on a request. The table over sets out those matters and explains the outcomes that the proposed Black Bull Close restoration project will deliver.

Figure ix. Community Asset Transfer criteria and the Black Bull Close project

Transfer Criteria	Benefits being delivered	Benefits from this Proposal
Economic development	<p>The Ridge Foundations has created 2 full time jobs and 1 part-time and 5 full-time employed trainee opportunities (including Modern Apprentices) both for the restoration of Black Bull Close and as a social enterprise, providing historic construction skills to a wide customer base.</p> <p>The Ridge (Scotland) has built on its relationship with East Lothian Council's 'East Lothian Works' service to develop a Routes to Work programme, supporting those furthest from the jobs market who need much more time and intensive support to overcome barriers including mental health, substance abuse, Criminal Justice involvement, issues with debt, benefits, housing etc</p>	<p>The Ridge Foundations will expand its training provision to include interior joinery as well as masonry, exterior and construction joinery; and to expand by 1 FT job and 3 FT or PT apprentices.</p> <p>The further expansion and development of skills and training during the restoration phase of the Black Bull Site will enable a wider range of services to be delivered to an expanding market.</p> <p>The Ridge (Scotland) plan to expand their structured volunteering opportunities for those furthest from employment through employability funding and increase their training opportunities to include hospitality and horticulture at the new facilities on the Black Bull Close site.</p> <p>The restoration will provide accommodation for small workshops and studio / offices, to help attract small businesses into the Town Centre.</p>
Regeneration	<p>The Ridge Foundations has created a welcoming green space and community garden from a derelict site in the heart of the Town.</p> <p>The Ridge Foundations is restoring one of the small buildings on -site for use as its own workshop, to support its social enterprise.</p>	<p>The Ridge Foundations will continue to restore the remainder of this historic site and add new build to deliver a community space adjacent to the gardens.</p> <p>The project will deliver restaurant, office, workshop and studio space currently not available in the town, increasing the site's attractiveness to enterprise and increasing footfall in the Town Centre.</p> <p>The Ridge (Scotland) will co-locate support services on site, allowing the most disadvantaged people in the community to access holistic support in one place and reducing the need to travel over two hours by public transport to access services.</p>
Public health	<p>The Ridge (Scotland) partners with NHS Lothian and local GPs to deliver support to people with mental health through its community garden activities.</p> <p>The Ridge (Scotland) partners with others to deliver a range of food-based projects to people in food poverty, including working with Dunbar Food Bank, the local primary school, and other groups.</p>	<p>The project will enable co-location of food projects and expanded health and wellbeing provisions, allowing more support groups to engage in therapeutic gardening activity and linked projects.</p>

Transfer Criteria	Benefits being delivered	Benefits from this Proposal
Social wellbeing	The Backlands garden has created a green, welcoming community space for individuals and community groups. It is used by many voluntary community groups for a range of activities: Dunbar Dementia Carers Group who have 2 raised beds and designed/created the Sanctuary Garden with the Dunbar Grammar School group; the Countess Primary School After School Club as part of an after-school activity related to growing food; North Light Arts; Dunbar Street Art Trail.	The redevelopment of Black Bull Close will allow the Ridge Scotland to provide a purpose-designed, stigma-free social space for people to gather and to access support from a wide range of partners, as well as dropping in to a safe space during a crisis. It will also provide a multi-use space for demand identified from local arts, theatre, and music groups providing a much-needed accessible venue in the centre of town.
Environmental wellbeing	The Backlands garden has created a green, welcoming community space for individuals and community groups. This includes working with people with mental health issues, addictions, and young people at risk of being excluded from school, using the community garden tasks to establish self-confidence and personal self-worth.	The asset transfer of the Black Bull Close site and gardens will help ensure that this community asset is maintained, allowing the Ridge group to earn additional income, becoming more financially viable and therefore more able to attract project-level funding. The Ridge (Scotland) plan to set up a social enterprise gardening service to incorporate the training and social inclusion aspects of the Ridge group's work, providing opportunities to help people overcome their challenges and bring them closer to employment.
Reduce inequalities of outcome which result from socio economic disadvantage	The Ridge (Scotland) provides a Crisis Support, Employability and Counselling Service supported by two full time staff providing a service currently for 95 "live referrals" who are provided direct support or in collaboration with partner agencies. This is done as a drop-in at the Backlands – where there is simply a wooden temporary building – or by a peripatetic presence at the Library and Café in the nearby Bleachingfield Community Centre or at the Basics Foodbank at Dunbar Church Hall. The Ridge (Scotland) continues to refine its services in collaboration with existing referral/support agency partners - GPs, MELDAP, Adult Health & Social Care, Criminal Justice Social Work, East Lothian Works, SDS, Jobcentre Plus, Schools and library (council customer service hub), local foodbank (church), and East Lothian Council Housing and Homelessness teams. All referring agencies rely on this holistic, locally embedded and effective provision. The Ridge (Scotland) report that in 2018-19 over 250 participated in its support projects.	The new provision at the Black Bull Close site will allow The Ridge (Scotland) to provide a single point of contact to, and to co-locate with, its referring agencies and support providers to help ensure that people most at a disadvantage get the support they need to manage through crisis and continue to develop their mental and physical well-being. The current services support structured volunteering and training in both The Ridge (Scotland) and The Ridge Foundations, helping ensure that those furthest from employment are moved into or become closer to employment. The number of opportunities and the range of opportunities will be greater as a result of the community asset transfer, both during the restoration of Black Bull Close itself and as a result of additional space and activities at the restored site.

6.1 Competition and displacement

The Ridge group have considered the available markets for the services that they propose to offer, and whether there is any displacement of existing activities.

The Town Centre Strategy prepared by East Lothian Council (please see Section 5.6 above) makes key statements about the town centre which clearly demonstrate that its aim is to expand uses of the Town Centre and make it more attractive:

“The town centre has an expanding catchment population to draw on however this has not prevented a rise in vacancy rates;

“With increasing population there is no need to consider the reduction in size of the town centre commercial area and the strategy concentrates on improving conditions within the town centre to make it as attractive an environment as possible for the town.

“Analysis has shown that there is a range of retail, services and café restaurant uses in Dunbar town centre. There are fewer leisure and office uses.

“There are a higher proportion of Sui Generis uses than there are restaurants for use after 6pm. Although over 50% of residents visit the Town Centre after 6pm, this is not frequently and the majority go once a month or less.”

The Ridge’s groups planned uses of the restored site provide accommodation that fits within these identified gaps.

Training kitchen / restaurant – there are 13 restaurants listed in Dunbar on TripAdvisor. The Ridge group do not plan to compete in this market but let this space to a commercial tenant. They have had interest from one of the current restaurateurs who is looking to upgrade to a larger space.

Meeting rooms and multi – purpose room – The Harbour Trust and the Dunbar Town House both offer a meeting room. The Turst has stated (personal communication) that it does not see the proposals as competition. Dunbar Town House must be staffed to allow it to be rented, as it is a museum with exhibits that require to be protected, and this makes the cost prohibitive for community groups. Three hotels also offer conference and meeting space. One is mainly hired for weddings, and conference space is priced for the corporate market. The other two offer smaller rooms, but these are mainly used by guests at the hotels. The Ridge group, as tenants of the Bleachingfield Centre, will not compete with this facility but are aware that it does not provide suitable spaces for every group’s needs and can be difficult to access a space at peak times. The Battery Theatre Group and North Light Arts are looking for additional space for their rehearsals and shows, and the multi-functional room will help provide this much-needed facility. Dunbar Music School also requires practice space which is not currently available within the Town Centre.

Workshops and arts studio – West Barns Arts Studio is 2 miles West of the Town Centre, providing affordable space to artists. They have 8 studios, currently rented to 9 Artists, and have a waiting list for space. There is no other space available in Dunbar that provides this facility. There are an increasing number of arts and crafts outlets in Dunbar, including The Makery, “Found”, and the Dunbar Craft Studio. Dunbar Pottery has a studio space in the basement of a High Street building. Dunbar has an annual “Street Arts Trail” promoting Arts, and this included a “Graffiti Wall” at The Ridge backlands.

Office space – the Ridge group does not plan to let out office space, but this may be an alternative use for some part of the site as a fall back option (please see section 8). There are no vacant offices available in Dunbar, only one in Haddington, and one in Musselburgh. There are new commercial offices available on the outskirts of Edinburgh and Musselburgh. The lack of office space is noted in the Town Centre Strategy.

7 Community Engagement

Engagement with the local community has taken place at two key stages of the Black Bull Close project.

7.1 July 2018 Event - Initial architectural design

Following design appraisal by the project architects, a preferred scheme design was taken out to open door consultation at the Bleachingfield Centre in Dunbar in July 2018. Four A1-sized boards were used to set out the project story, the proposals and the ambitions of the Ridge for the site and building.

Board 1 : Information explaining how regeneration of the Black Bull Close site can help to deliver the objectives and goals of The Ridge

Board 2 : Information on the site and buildings, including archaeological drawings, photographs and historic maps, a description of the condition of the buildings and a summary of the history of the site.

Board 3 : Floor plans and section drawings illustrating the proposed scheme and the uses for each of the rooms and spaces.

Board 4 : 3D model images, site plan and elevation drawings, to illustrate the proposed scheme.

Representatives from The Ridge and the project architects, Simpson & Brown attended the drop-in events. The event was widely publicised, including via posters, social media, local newspaper editorial, word of mouth.

There was a steady stream of visitors, including representatives of local organisations such as churches, a disability charity, an Arts trust, schools, amateur dramatics group, Community Council, Area Partnership, Community Woodland Group, bands (musical), the Ridge's own community garden groups, and a local History Group. A number of people living around the project site also attended.

The feedback received was unanimously positive, with the ambitions of the projects and its potentially positive benefits widely recognised. The only minor concerns raised related to a preference from one attendee for the redevelopment works to use traditional design throughout and a suggestion that adequate natural lighting should be provided for rooms and spaces.

Comments received included:

'It's fantastic, but I would turn it round so there's more light for those working in the office. I would put a first floor veranda off the kitchen so people can enjoy the lovely views of the garden.' - [REDACTED]

'This is brilliant. The Church would be very interested in collaboration to use this space. Really positive.' - [REDACTED]

'Like the idea of a studio space. Could be useful for Lyric Group. There's a shortage of practice/rehearsal rooms.' - [REDACTED]

'There is a definite need for such a development to attract people from the High Street and into the community garden – while providing the spaces which are so desperately needed'–

'A performance space would be good. We have an excellent outdoor performance area at the Battery but an indoor one would be good too' - anon

'Suggestion – using training kitchen for/with our clients to run/learn cooking skills. ELCAP could use training areas for staff training for service users' - ELCAP

'Lovely ideas. Plans super' 'Great for all the community' - anon

As a result of the consultation responses, a number of adjustments were made to the preferred option, largely relating to design and materials. Two significant adjustments were made:

1. Expansion of the drop-in centre space to create a larger room;
2. The addition of a small roof terrace to create a spill out space for restaurant, conference or event activities.

7.2 May 2019 Event – completed design and site uses

A second round of engagement has been proceeding in conjunction with the business planning stage of the project.

A drop-in community day was held in May 2019 at the Backlands Garden, with access provided to the Black Bull Close buildings and the site for the new building project.

The event was again publicised widely with posters, social media, local newspaper editorial, word of mouth and flyers handed out to groups of children attending events at the site in the period leading up to the event.

A gazebo was erected at the Backlands Garden entrance off Garden Lane. This acted as a gateway feature, attracting attention from passing pedestrians and providing much needed shelter on what was a wet and cold day.

The four project information boards were displayed on tables at the garden entrance (see picture opposite). The shelter meant that people were more inclined to stop and chat about the site and the displays.



A number of activities were provided at the event, including an 'archaeological dig' which enabled mostly younger people to search (without endangering any important remains) through accumulated soil and stone for relics of previous site use. An archaeological specialist was on-site to tell the story of the buildings and the former uses of the site.

Other activities included a plant sale, face painting and entries to a sunflower growing competition. These activities helped to attract a wider range of people to the event.

Approximately 60 people attended. Many of them took time to view the information boards and to discuss the project with representatives of The Ridge and Urban Animation/Athena Solutions, the project Business Planning consultants.



A range of people attended. Some had previous connections to The Ridge and had some awareness of the Black Bull Close project. Those who had previously visited the site were encouraged to see that significant progress is already being made in stabilising and restoring the historic buildings, and took the opportunity to have a more detailed discussion about the proposed uses for the site. Some who had visited the site in recent weeks were surprised to see a new roof taking shape on the workshop building.

Others had seen publicity for the event and were visiting the site for the first time. In some cases, parents who had not previously been to the site were bringing children who had attended site activities with local schools.

A number of passers-by were also attracted into the site. Many of them had walked past the Backlands Garden many times and wondered what was happening behind the gates. Several had lived in Dunbar all their lives and took the opportunity to access the site for the first time in many years. One or two had memories of being in the Black Bull Close, whilst one local resident living in a flat overlooking the site was particularly interested to see at ground level the work she had only previously seen from her window above.

Again, the feedback received from attendees was overwhelmingly positive. In particular, the following factors were viewed favourably and welcomed by many people:

- The reuse of the site and buildings for community benefit
- The restoration of historic buildings and Backland sites
- The expansion of opportunities to help local people into employment
- The provision of a range of services to help local people
- The introduction of a productive growing project in the town centre
- The visible success to date in establishing the Ridge projects at the site and beyond.

The response to the project proposals was equally positive. Most people were pleased to see historic buildings being brought back into use and liked the blend of traditional refurbishment and more contemporary design for the new floorspace. The detailed layout of the rooms, spaces and uses was largely accepted as shown, with discussions relating

more directly to the range of uses to be provided, rather than their distribution in the building.

A representative from the Dunbar Harbour Trust noted that there is a room available at their premises for rent to community groups but did not see this as an issue, since there is significant local demand. The provision of the range of proposed uses for the site and building was supported.

One comment suggested there are numerous cafes operating in Dunbar and that the new building should not provide another. The intention is that the catering space in the project operates as a restaurant with training kitchen.

25 new members joined The Ridge at the event bringing total membership to over 300. Further membership programmes are being undertaken over the coming months, along with additional engagement sessions to record views, raise awareness and gather support for the project.

8 Scenario Appraisal

The scenario appraisal sought to test the financial viability of the proposed option uses. The scenario appraisal seeks to answer the key financial risk question for the proposed expansion of The Ridge group:

- Will the use of the restored Black Bull Close assist the Ridge group to sustain organisational core costs in addition to ensuring that the costs of the building are met?

In assessing the response, the Scenario Appraisal considered four potential scenarios:

Scenario 1: That the Ridge group succeeds in its ambitions to deliver a social enterprise through The Ridge Foundations – a combination of heritage construction work, training of others, and potential consultancy on the model; it succeeds in deriving ongoing funding for its support services and drop-in centre; and that it attracts a food service tenant to its restaurant space. The studio and workshop spaces are rented out to local crafts and arts enterprises. The multi-functional and meetings / conference studios are rented out an average of 2 events per week, on average.

Scenario 2: As above, but that the Ridge group cannot attract a tenant to the restaurant space and instead provides this space for ad-hoc and training space rental.

Scenario 3: As Scenario 2, but in this scenario The Ridge (Scotland) cannot find revenue funding to sustain the support for its drop in services and instead uses this space for high-quality office rental to generate income to support a volunteer-led service.

Scenario 4: A worst case option, where neither The Ridge Foundations nor The Ridge (Scotland) achieve their objectives. The Ridge SCIO rents out all available space in the building, maintaining minimal staff to support volunteering opportunities and support on site.

The Scenario Assessment considered the potential uses for the various parts of the proposed completed site, between a use that “best fit” with the most desirable scenario (Scenario 1) and an alternative use that would provide other benefits to The Ridge group.

Figure x. Building area subdivisions : ground floor

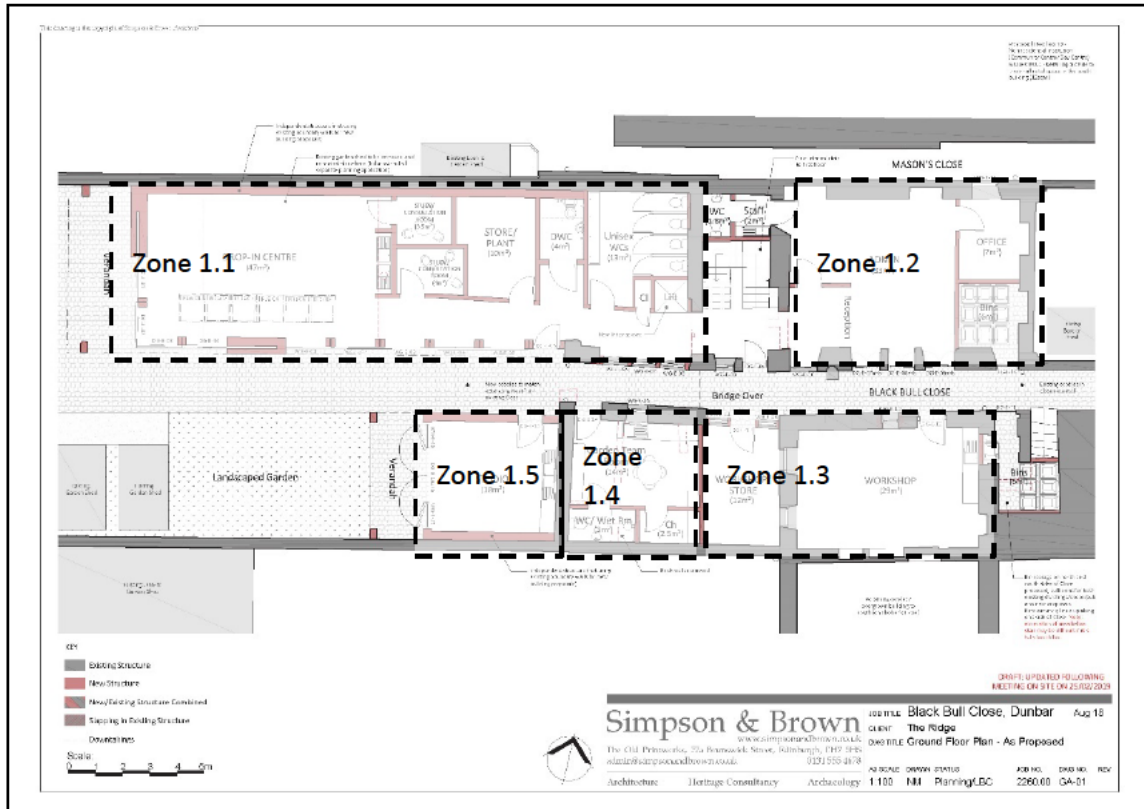


Figure xi. Building area subdivisions : first floor

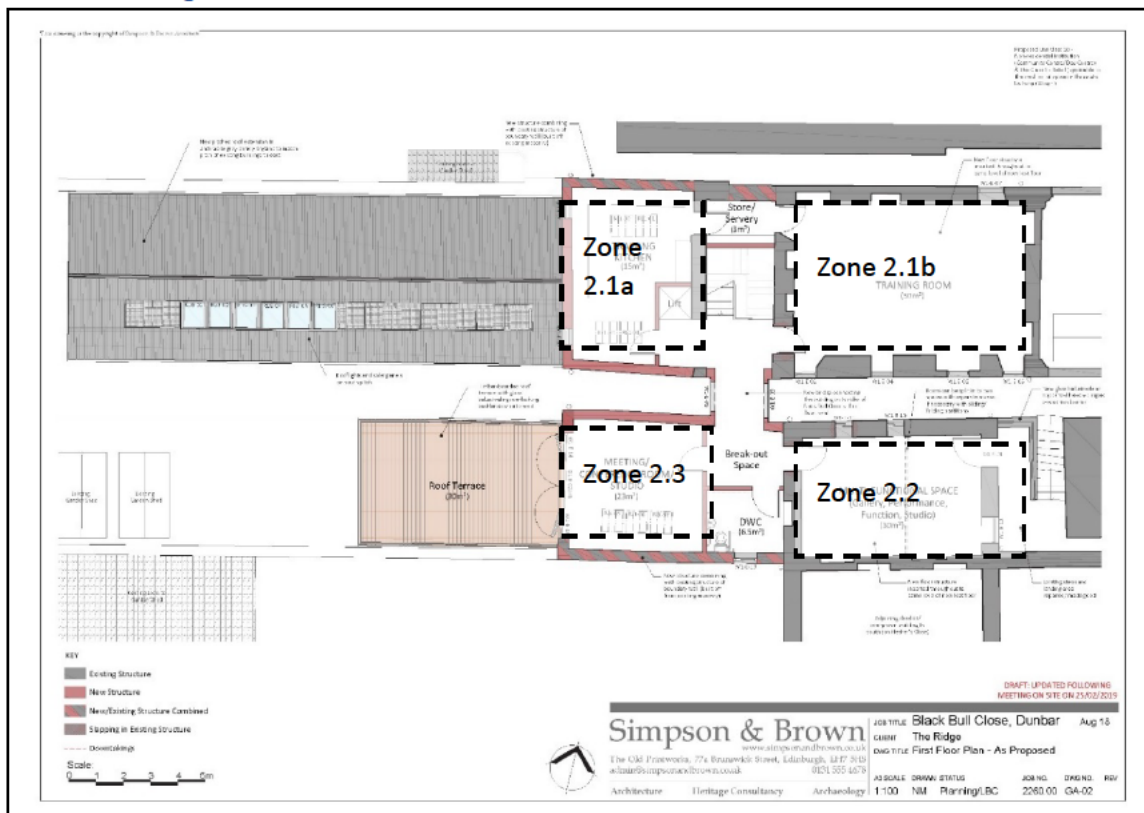


Figure xii. Building Zones: Best fit and alternative uses

	Zone	Description	Best fit use	Alternative use
Ground floor	1.1	New build space, 47m2. Two study rooms / offices totalling 7.4m2	Drop in centre	Subdivide into office space – assume 75% rentable, remainder is corridor space
	1.2	Renovated building: Office / reception area 33m2 with smaller office off 7m2.	The Ridge group administration	Rent out as office space
	1.3	Renovated building: Workshop 29m2 and workshop store 12m2. One small window onto BBC. Fitted out to “workshop” standard	Rental as workshop space	Rental as workshop space – will have limited appeal for other uses
	1.4	Renovated building: Room 14m2 with WC / wet room and store off	Garden team room for garden users / volunteers	Office space for The Ridge if Zone 1.2 rented out
	1.5	New build space 18m2 with access to veranda and overlooking garden	Rented for arts / crafts studio space	Rental as office space
First floor	2.1a	Renovated building: kitchen equipped to catering level 15m2 with servery off	Kitchen for anchor tenant restaurant	Ad-hoc rental for events, for training courses etc
	2.1b	Renovated building: large room 50m2 with 5 external windows, accessed by stairs and lift	Restaurant space	Ad-hoc rental for events, for training courses etc
	2.2	Renovated building: large room 30m2 with 3 external windows, accessed by stairs and lift	Multi-use space for meetings/ events / extension to anchor tenant	Multi-use space for meetings/ events
	2.3	New build space 18m2 with access to roof terrace and overlooking garden	Ad-hoc conference space / meeting space hire for community groups / other	Rental as office space

8.1 Rental income assumptions

The following assumptions were used for income when considering uses:

- Office, studio, and restaurant rental – comparable to Haddington at £145 per m2 per year, plus utilities²
- Workshop rental - £100 per m2 per year, plus utilities³

² Prices from Zoopla.co.uk, novaloca.com, primelocation.com websites. One rental property at Haddington £12.53 ft2; one at Ormiston £12.00 ft2. The Valuation Office Assessors' website lists

³ Tranent £10.65 ft2 for warehousing space

- Ad hoc events etc rental - £75 per rental, 2 rentals per week.

Please see Appendix A for the detailed calculation for each Scenario.

Total annual income ranges from £30,122 to £35,147 dependant on each Scenario.

8.2 Costs assumptions

Salary costs are assumed for a team of 1 FTE Managing Director, 0.5 FTE training officer / manager, 0.5 FTE administrative support. All other salaries will be supported by project funding. For this team, total salary costs are estimated at £71,690 including employer's national insurance and pension. Please see Appendix B.

Excluding salaries, costs have been estimated for The Ridge group based on current experience of administration and overheads. Administration overhead excluding salaries and building running costs are estimated at £14,800 per year, reducing if The Ridge does not achieve its full potential at the site. Please see Appendix B.

Costs have been estimated for the building from a variety of sources. Utility costs are estimated based on Carbon Trust benchmarks for the size of the building. There will be some element of recovery of utility costs from tenants, depending on the Scenario. Insurance, communications, and security / fire contracts are based on a range of actuals for similar buildings / operation. Maintenance costs are kept low as this is a new build / restoration build, and as The Ridge will be able to carry out maintenance using its own labour; maintenance will be at materials only. Cleaning costs are based on assumption about time, frequency and payments. Buildings costs are estimated at £14,026. Please see Appendix B.

Total overheads including salaries for a full Ridge group operation are estimated at just over £100,000. However, these will flex depending on the levels of activity being undertaken by the Ridge group.

8.3 Scenario 1: Full Ridge Group development including anchor catering tenant

Under this preferred scenario, the Ridge Group would have successfully fully-funded the drop-in centre and have a thriving social enterprise in The Ridge Foundations. There would be an anchor tenant for the kitchen space providing a restaurant. To manage this group of enterprises would require a core team and overheads of £100,516 per year, as set out in section 6.2. above.

To cover these costs, the Ridge group would receive rental income of £34,104.

The ongoing funding for the drop-in centre would cover its own direct cleaning costs (unless done by volunteers), with an additional contribution of 10% towards the overhead costs – total £13,190.

The Ridge Foundations would achieve a turnover of £275,000 a year, based on a staff of 8 people being 2 trainers and 6 trainees. This turnover would support salary costs £170,000, materials costs £50,000, and provide £55,000 towards the overhead costs.

The rental income and contributions from its activities total £102,204, covering the costs of the salaries, administration and building overheads of £100,516.

8.4 Scenario 2: Full Ridge Group development, rental of kitchen and training space

Under this Scenario, the Ridge group would be active as set out in section 6.3 above. However, the kitchen area and training room (Zone 2.1) would not be rented out to a key tenant but would be let out on an ad-hoc basis as a training room, training kitchen, etc.

The resulting fall income of £2,715 would mean that the total income would fall short of total costs by £1,027 or 1% of costs. This small shortfall could be met by other fundraising and income sources.

8.5 Scenario 3: Reduced Ridge Foundations development, no support centre

Under this Scenario, the Ridge group would not have received funding for the drop-in support centre activity as envisaged. Under this Scenario, Zone 1.1 – the new build drop-in centre – would generate rental income as office space, although only an assumed 75% would be rented to allow for circulation space.

Under this Scenario, it is also assumed that the Ridge Foundations achieves a reduced turnover of £200,000 on a smaller building team, and contributes £40,000 and not £55,000 to overhead costs.

A reduction in income and activities is assumed to mean that the time spent by the core team on management can also be reduced, and the Managing Director would either have a part time role or would have their time funded directly for other, off-site activities.

Overall total income to fund the core overheads would drop to £77,276, and total core overheads would drop to £70,461, allowing a positive balance of £6,765. The increased profit above Scenario 2 demonstrates the opportunity costs of running the support service compared to rental for office use.

8.6 Scenario 4: worst case: minimal Ridge group activity

Under this scenario, neither the Ridge Foundations nor the Ridge support activities take place. The Ridge group becomes a part-time development officer in one room of the building, assisting with short term volunteer-based projects and wellbeing projects in the garden.

Under this scenario, the net rental income from the site can support a part-time executive and administrative overheads. These latter will also reduce given the level of activity. The Ridge will have a marginal net surplus of £2,296.

8.7 Summary

Under the four scenarios set out above, the Ridge group can balance the organisation overheads against the income from Black Bull Close and from Ridge activities in the building. The very narrow margins indicate that this will require close management, and that the Ridge group will have to continue its search for ongoing core funding to help ensure financial viability, particularly to support its social development agenda. However, by meeting over 90% of anticipated core costs, the generated income potential from the Black Bull Close will help ensure that the Ridge group is more, not less, financially viable as it delivers on its vision and mission.

Figure xiii. Summary of scenario testing

	Scenario 1	Scenario 2	Scenario 3	Scenario 4
Core salaries	71,690	71,690	45,335	22,230
Administration overheads	14,800	14,800	11,100	3,700
Building overheads	14,026	14,026	14,026	14,026
Total core costs	100,516	100,516	70,461	39,956
Income from rentals	34,014	31,299	37,226	42,252
Cost recovery from support centre grants	13,190	13,190	-	-
Contribution from the Ridge Foundations	55,000	55,000	40,000	-
Total income and contributions	102,204	99,489	77,226	42,252
Net surplus (deficit) of income to core costs	1,688	(1,027)	6,765	2,296

9 Development Phasing

The Ridge group have considered the phasing for the restoration and redevelopment of the site, taking into account likely available funding sources.

The restoration of part of the site has already commenced, funded by a Historic Environment Scotland technical grant and Heritage Lottery Fund. This part, referred to as Building 4, is the area which will be used for the workshop space once completed. This building will continue to be used by the Ridge Foundations during the restoration of the remainder of the site.

The Ridge group have already gained Heritage Lottery Fund Main Grant development funding for the restoration project, to bring the site to planning permission and full building warrant stage, and are now applying for continuation funding,

The Ridge group have identified the following funding for the renovation project, depending on timescale and on the dates for transfer of ownership.

- Community Intervention Capital Grants funding available through East Lothian Council
- The Regeneration Capital Grant Fund
- Heritage Lottery Main Grants – up to £500,000.

Depending on final costings and funding requirements, the below 4-stage phasing is proposed for the site. This envisages:

Phase 1 Zones 1.3 and 2.2 Workshop: Completion of building restoration under the current fund, with completion by end Q3 2019

- Use of Zone 1.3 (downstairs space) for the Ridge administration (from its current “premises” in the wooden cabin on-site) until Phase 3 is complete;
- Use of Zone 2.2 (upstairs space) in the building for limited rental (accessible only by stairs, no access to any kitchen facilities until Phase 4 is complete)

Phase 2: Zone 1.1 Drop-in Centre: Design, funding and delivery of new build by end Q1 2020; fully operational thereafter

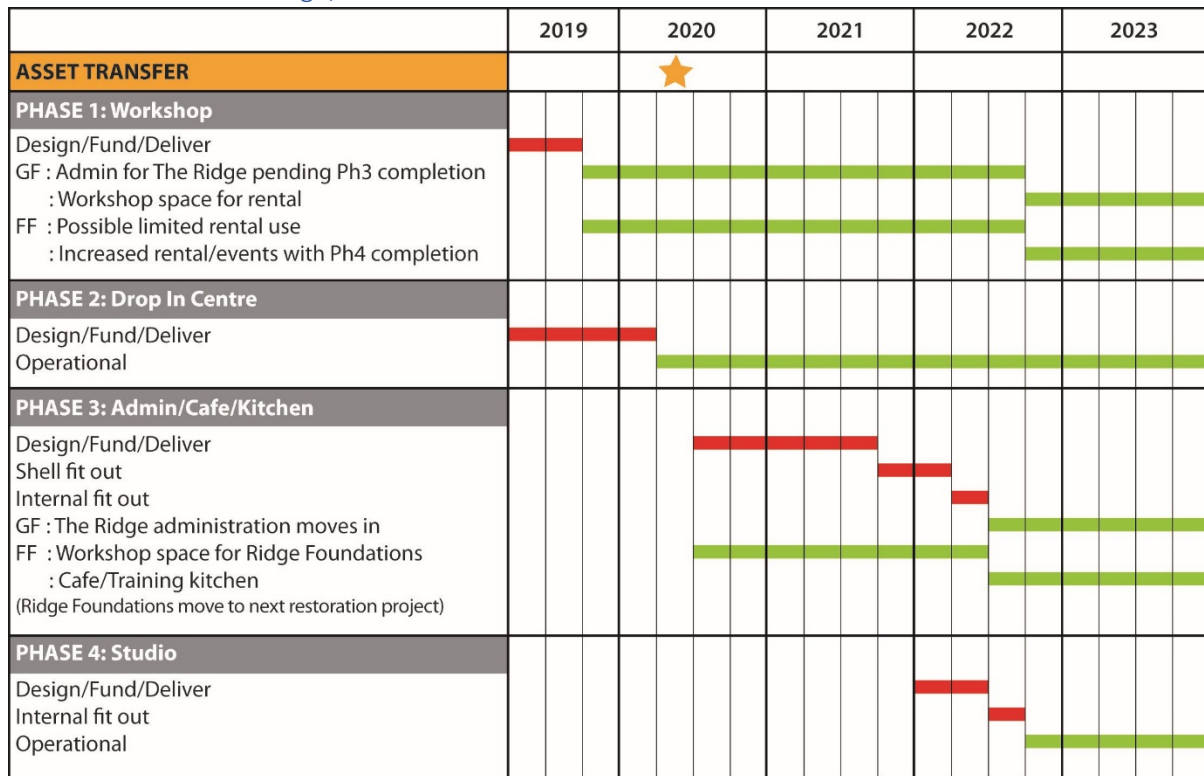
Phase 3: Zones 1.2, 2.1a and 2.1b Administration room, kitchen training room / restaurant: use of this space by the Ridge Foundations team as a workshop during restoration. Completion of design, funding and delivery to full fit-out by end Q2 2022; the Ridge administration move from the workshop building (Phase 1)

Phase 4: Zones 1.4, 1.5 and 2.3 “Garden room”, Connecting bridge, studio, first floor WC space: included in design and funding work for Phase 3. Deliver by end Q2 2022. Built-out site now complete for full use.

This phasing ensures that the Ridge group’s work and its planned expansion will be accommodated on-site throughout the build process, and that future tenancies for its rental spaces will commence at the end of the site build period.

The timeline assumes that the asset transfer will be at the completion of Phase 2, dependent on funding requirements.

Figure xiv. Timeline for design, fund and build of the Black Bull Close site.



10 Strategic Risks

The following strategic risks have been identified for this project. Mitigations are shown and these mitigations are either planned activities or already underway.

Risk	Issue	Mitigation
Partnership funding cannot be obtained	Site / building / purpose not perceived by funders as delivering sufficient benefit / financial viability	<p>The Ridge are already engaged in discussions with major funders and have achieved Stage 1 HLF monies</p> <p>Clarify “urgent”, “necessary” and “desirable” in build programme to reduce costs if necessary</p> <p>Obtain VAT advice to ensure minimum possible VAT impact</p> <p>Ensure funder requirements met – Viability and Engagement statements.</p> <p>Detailed business planning underway to identify markets and costs of delivery</p> <p>Site build-out in phased “zones” which can be delivered as funding becomes available, with useable space after the completion of each phase</p>
Partnership funding cannot be obtained	High level of Governance and Board Skills for complex restoration project – must be “investment-ready”	<p>Review of legal structure to ensure “fit for purpose” as part of detailed business planning process</p> <p>Board skills already strengthened by inclusion of members with construction and property management experience</p> <p>Demonstrable track record in delivering support, building, and training projects supports organisation’s credibility for major project</p>
Construction / refurbishment not complete in projected timescale – costs increase	Delay in construction / refurbishment due to procurement, historic building status affecting availability of construction experts	<p>Appoint experienced project manager to oversee Design and Construction</p> <p>Contingency budget to allow for cost increases</p> <p>Use of own training team and skilled workers to help ensure delivery of restoration aspects; ability to increase team / subcontract for mainstream elements</p> <p>Agree refurbishment programme so that work to weather envelope (walls and roof) takes place during likely period of ‘good’ weather so that internal refurbishment can take place during less clement periods.</p>
Income / margin / surplus targets are not met	Significant different activities for the Managing Director to develop may cause lack of focus / time to develop them all	Scenario testing indicates that there is a viable financial model to support the Ridge group ownership of the Black Bull Close buildings and carry out its social purpose.
Income / margin / surplus targets are not met	<p>Cannot achieve funding for support activities</p> <p>Lack of market for rental spaces</p> <p>Lack of market for historic restoration work by the Ridge Foundations</p>	<p>In the unlikely event that that all the social purpose funding is not achieved, the Ridge group will be able to use income from the asset to help support a limited voluntary purpose.</p> <p>Detailed business planning underway to identify markets and costs of delivery.</p>

Appendix A. Calculation of rental income from The Ridge Black Bull Close

Zone		1.1	1.2	1.3	1.3	1.4	1.5	2.1	2.2	2.3	
		Garden room & WCs	Admin, recep and office	Workshop store	Workshop	Garden team room	Studio Space	Training room and kitchen	Multi functional space	Meeting / Conference / Studio	
	m2	71.5	43.8	12	29	19.5	18	68	30	29.5	
Preferred uses	"Drop in" centre	Administration hub for The Ridge	Rental as workshop space	Rental as workshop space	Room for volunteer workers	Rental as arts / crafts studio	Rental for café restaurant	Hire for events and celebrations	Conference space hire		
Fallback uses	Office space	Office space	as above	as above	Administration hub for The Ridge	Office space	Delivery of training courses	Hire for events and celebrations	Office space		
Income sources				per m2	per m2		per m2	per m2	Ad hoc use - 2 events per week	Ad hoc use - 2 events per week	
Preferred use	Grant / fundraising income to cover p			£ 100.00	£ 100.00		£ 145.00	£ 145.00	£75	£75	
Earned income				£ 1,200	£ 2,900		£ 2,610	£ 9,860	£ 7,800	£ 7,800	£ 32,170
Cost recovery from tenants (utilities)				£ 129	£ 830		£ 151	£ 733			£ 1,844
Income		-	-	1,329	3,730	-	2,761	10,593	7,800	7,800	£ 34,014
Fallback uses	"useable space" (reduce for corridors)										
	m2	40.9	33				18	Ad hoc use - 1 events per week			
	£/m2	145.0	£ 145.00				£ 145.00	£100		£145	
Earned income		5927	£ 4,785	£ 1,200	£ 2,900		£ 2,610	£ 5,200	£ 3,900	£ 4,278	£ 30,799
Cost recovery from tenants (utilities)				£ 129	£ 830		£ 392	£ 2,678		£ 318	£ 4,348
Income		5,927	4,785	1,329	3,730	-	3,002	7,878	3,900	4,596	£ 35,147
Calculation of external rental income											
Scenario 1	Income	-	-	1,329	3,730	-	2,761	10,593	7,800	7,800	£ 34,014
Scenario 2	Income	-	-	1,329	3,730	-	2,761	7,878	7,800	7,800	£ 31,299
Scenario 3	Income	5,927	-	1,329	3,730	-	2,761	7,878	7,800	7,800	37,226
Scenario 4	Income	5,927	4,785	1,329	3,730	-	3,002	7,878	7,800	7,800	42,252

Appendix B. Salary and administration overhead estimates

Overheads				
The Ridge SCIO		FTE	Salary levels	Basis of assumption
		1	44,980	Current pay levels
		0.5	16,230	Current pay levels
		0.5	10,480	Requires at least PT support
			71,690	
	Finance and legal		5,000	Current Ridge budgets 2018-19
	Training costs			Recover from grants
	Memberships		100	Current Ridge budgets 2018-19
	Business Development Costs		5,000	Current Ridge budgets 2018-19
	Promotion and marketing, events		2,500	Current Ridge budgets 2018-19
	Volunteer costs		1,000	
	Office expenses - PPS		1,200	
			14,800	
	Utilities			
	new build m2	89.5	750	Assume 75% of industry benchmark
	restoration m2	230	2,500	At industry benchmark: will be limits to insulation etc
	Insurances		2,500	Benchmark
	Wifi, telephone etc		1,200	Benchmark
	Security and fire contracts		600	Benchmark
	Cleaning		5,876	See detail -->
	Maintenance		600	Materials only
			14,026	
			100,516	

Appendix C. Summary of Scenario Assumptions

		Scenario 1			Scenario 2			Scenario 3			Scenario 4		
		FTE	Gross Salary	Salary plus employer costs	FTE	Gross Salary	Salary plus employer costs	FTE	Gross Salary	Salary plus employer costs	FTE	Gross Salary	Salary plus employer costs
Total costs		1	40000	44,980	1.0	40,000	44,980	0.5	40,000	19,105			
		0.5	15000	16,230	0.5	15,000	16,230	0.5	15,000	16,230	0.5	15,000	16,230
		0.5	10000	10,480	0.5	10,000	10,480	0.5	10,000	10,000	0.3	6,000	6,000
	Total core salaries	2		71,690			71,690			45,335	0.8		22,230
	Administration overheads (see attached)			14,800			14,800		@ 75%	11,100		@ 25%	3,700
	Building overheads (see attached)			14,026			14,026			14,026			14,026
	Total costs			100,516			100,516			70,461			39,956
Funded by:													
	Income and cost recovery from external rentals			34,014			31,299			37,226			42,252
	Overhead cost recovery from drop-in support:												
	Direct building operation costs		4,541			4,541			0			0	
	10% of core salaries and admin overheads		8,649			8,649			0			0	
				13,190			13,190			-			-
	20% overhead recovery from TRF trading:												
	Assume turnover	275,000			275,000			200,000					
	on staff team of 2 FT team leaders plus 6 trainees			55,000			55,000			40,000			0
	Total funding for overhead costs			102,204			99,489			77,226			42,252
	Net surplus (deficit) to overheads			1,688			- 1,027			6,765			2,296