

community
enterprise

A Future for the Assets of Crieff

**Feasibility Study into the Future Use and Development
of a Community Owned Building in Crieff**
Crieff Community Trust

January 2017

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Executive Summary

Background and Context

People in Crieff have been considering a range of new developments for some time and there is a need for a development that meets legitimate need in a sustainable way.

The study is looking into the feasibility of the community (driven by the Crieff Community Trust, a community led group) taking on an asset within the town and developing it into a viable, profit making enterprise that will have direct social and environmental impact on the immediate town as well as serving those on the rural periphery.

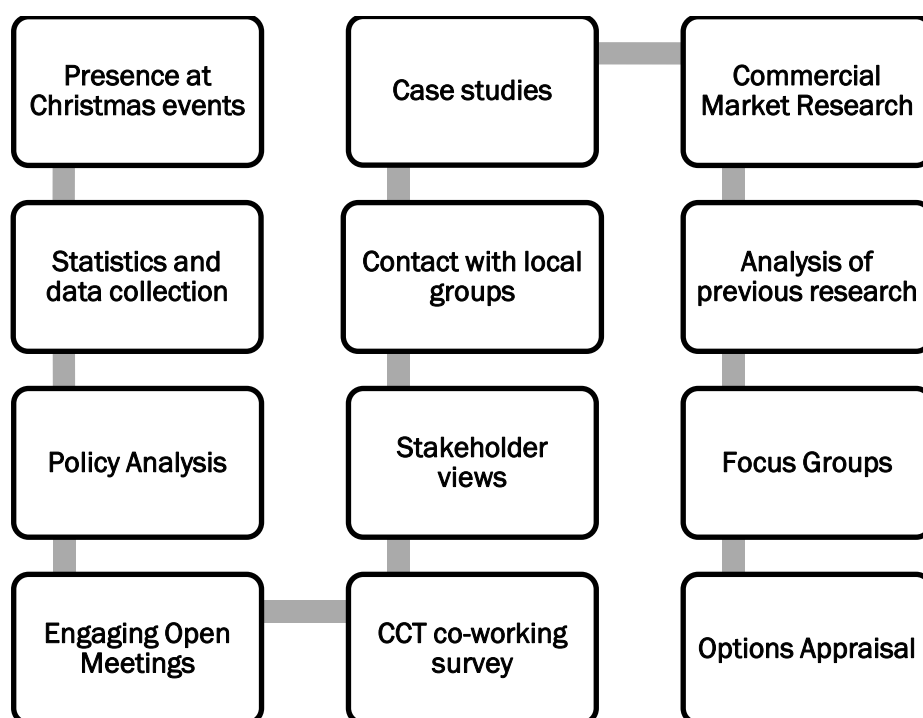
The research period has been intense and multi-faceted and has identified a community with resilience, ideas, capacity and commitment to develop implementable projects that will make a difference. But it also has unique challenges with a town centre that is in need of significant regeneration.

What We Did

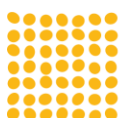
Primary research is contained in the appendices document. It is summarised in this feasibility study.

The consultants included community based research specialists, Community Enterprise, who brought a strong knowledge of asset development and town regeneration but worked in close partnership with an active and involved client. This was not an entirely linear process, rather, each stage influenced the others, some occurred simultaneously and some encouraged greater participation in previous stages. The initial phase of the research indicated a short list of potential ideas and these were considered in more detail leading to the direction of travel recommended.

The following flow chart gives an indication of how the community was engaged.



Full findings and recommendations can be read at section 3. This snapshot gives a flavour of the direction of travel.



What We Found Out

- 1 Crieff has a population of 7,300 and a further 6,000 in outlying areas. This is a **good beneficiary and commercial customer base**.
- 2 This is a **split town**, with peripheral housing dominated by wealthier households and more central residential areas by those who are less wealthy (though there are no areas of high relative deprivation).
- 3 The **geography of the town impacts on its sense of community**. The relatively new campus is an excellent and high quality resource with library, sports centre, meeting space and so on. The reality though is that it has taken activity and life away from the town centre which requires significant regeneration.
- 4 The area offers lovely scenery and a good quality of life so **attracts highly skilled incomers**. This brings assets to the town, but there is a tendency for these people to travel to work and spend their leisure time in Perth or Stirling.
- 5 There is policy and trend data showing **support for co-working and enterprise** and there is recent demand identified in the town.
- 6 The area's natural beauty, geographical position, growing events diary and heritage **could attract visitors** but there is a lack of accessible facilities. The Hydro is a significant player in the area, but this clearly attracts wealthy individuals. There is no affordable hotel option and therefore limited venues for weddings and events. There is a core customer in the Morrison's school.
- 7 There is limited **affordable housing** in the town and supportive Registered Social Landlord (RSL) partners.
- 8 The 2015 Charette identified that there was a need for **space for community groups** to meet and this has been borne out in very general terms by the recent research. However, the actual demand is not very high and there is also a large number of potential spaces, a number of which are under-used buildings in need of bookings.

What we Recommend Happens

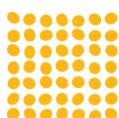
The detailed pros and cons are summarised in section 3 and the data that backs that up can be found in the main body of the report and in the appendices. The table below uses a traffic light system to indicate strong recommendations relating themed usage against specific buildings.

Green = Consider idea in more detail

Amber = Worth thinking about but not a priority and has inherent risk

Red = Don't proceed with this idea

	Bunkhouse / Affordable	Social / Affordable Housing	Multi- purpose community	Tourism / Heritage Centre	Co- working Space	Youth / Children's Centre
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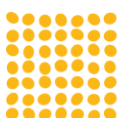


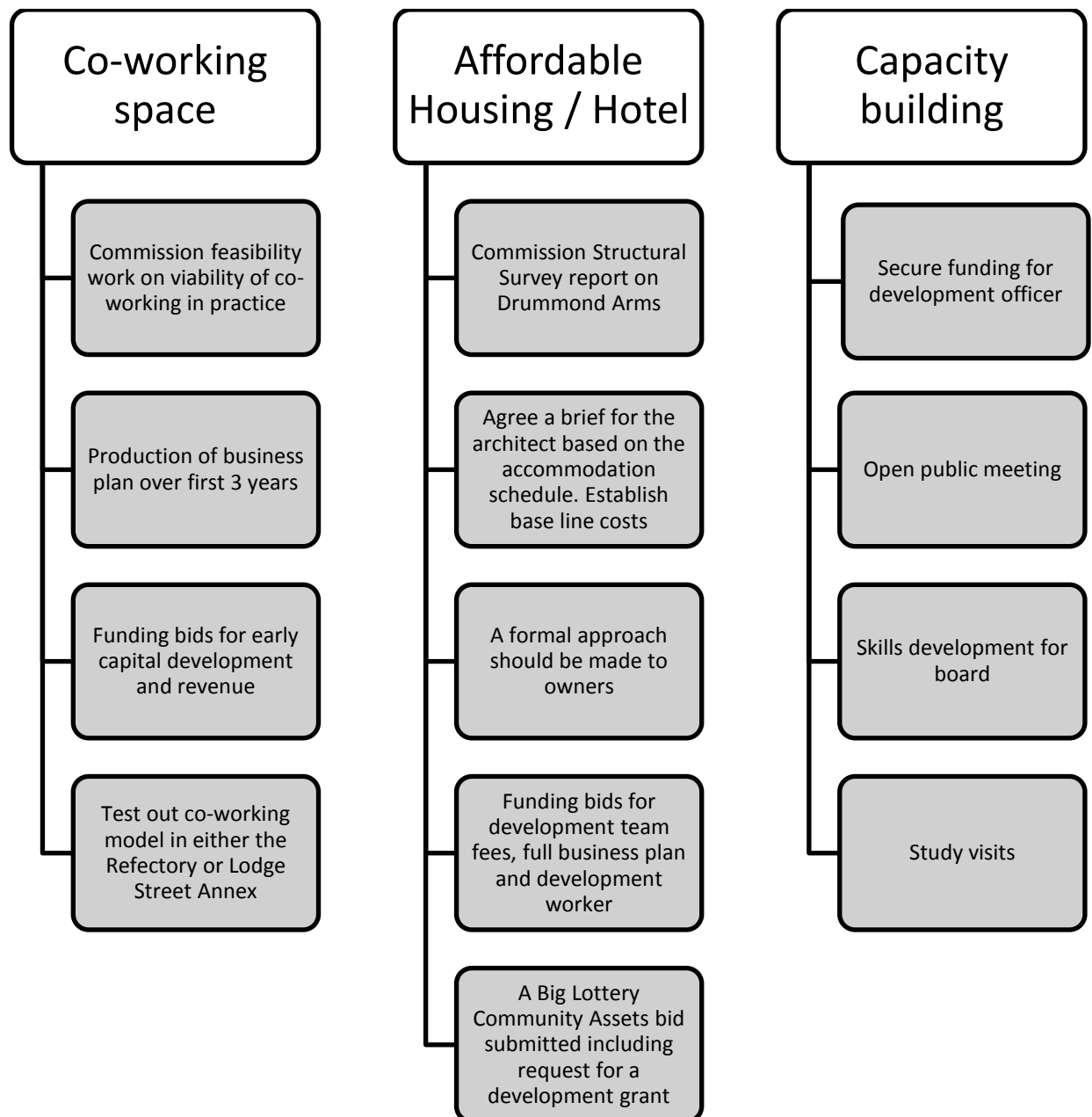
	hotel		space			
Drummond Arms						
Refectory						
Old St Michael's Hall						

We recommend that

1. Crieff Community Trust proceed with a plan to pilot co-working space at the Refectory or through a commercial lease arrangement for the Lodge Street Annex of the Strathearn Artspace. Some modest funding should be sourced to undertake some basic renovation rooted in the needs of interested individuals. The building should be leased to test if the model works. A short business plan should be drawn to show how this idea will be implemented.
2. Crieff Community Trust should continue to review the options for development of the Drummond Arms including a plan for the purchase of the building, potentially in partnership with an RSL. A design team should be engaged and further research undertaken to investigate a mixed use site providing affordable accommodation and some high quality hotel or bunkhouse facilities.
3. Crieff Community Trust should support the development of the Old St Michael's Hall by working with other partners, to provide a multi-purpose community space and children's youth centre

Next Steps

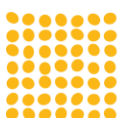




1 Introduction and Background

1.1 Background and Original Drivers

People in Crieff have been considering a range of new developments for some time and there is a need for a development that meets legitimate need in a sustainable way. Numerous pieces of research and consultation have been undertaken from various perspectives, technical and



community. The key objective of this report is not to replicate that, but to consolidate it, build on it and to map out a real achievable way forward.

Much of this work sits within the strategic context of Crieff Community Action Plan which was launched in February 2013.

The high level priorities are:

1. Town centre
2. Community and Recreational Facilities
3. Access to Services and Transport
4. Marketing and Promotion
5. Environment and Heritage

The top theme of the plan, stated by the community, was the Town Centre. Within that broad regeneration need, the top priority was finding a viable future for the derelict buildings, and the Drummond Arms was viewed by the community as the priority. This report will consider the need and the demand first, then look at the various building options.

The people of Crieff are resilient and there is a large depth of community involvement but over the past 10 – 20 years, the decline of the town, augmented by key services being moved away to the outskirts of the community has impacted on the viability of this town. The decline of the town centre has created a situation where there is a danger that this becomes a dormitory community with people travelling to Perth and Stirling for work and leisure. Footfall has dropped significantly and there are a lot of empty shops which has impacted on economic viability and the sense of this as a community at all. The town centre now has to be regained by the community.

At the Inception Meeting, the key motivation for this project was discussed to ensure the research started with a firm footing. The following was the consolidated vision that was articulated, which itself is built on research and thinking over some time with numerous community groups and partners.

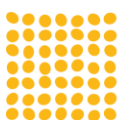
“We want to see....

- a bustling town centre with community groups working alongside each other improving the community where they live and work
- joined up services that complement each other and collaborate rather than compete
- new people attracted in to use services here
- the community keeping things local, creating such a vibrant place that people will choose not to go to adjacent towns and cities for services and leisure
- the community building on its assets - telling our story.

1.2 The Organisation

Crieff Community Trust is a membership organisation and a Development Trust. It is a charitable Company Limited by Guarantee and initiates regeneration programmes across the town to improve the living conditions of the people of Crieff and the surrounding area. It is entirely community led and all committee members are residents of the town. This community control is important to the organisation. The charitable objects of the Trust are:

- 1 To advance citizenship and community development in Crieff, including regeneration and the promotion of volunteering
- 2 To advance the arts, heritage and culture for the benefit of the community



- 3 To advance public participation in sport, for example through the provision of improved facilities available to the community
- 4 To provide, or assist in providing, recreational facilities, or to organise recreational activities, for the members of the Community and public at large.

1.3 The Various Buildings and Sites

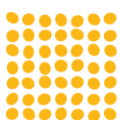
The community has indicated during recent consultation that finding a use for the Drummond Arms is the key priority because of its prominent position in the town and its detrimental impact on the physical townscape. However, another consistent message has been that this is not a campaign to “Save the Drummond Arms” unless there is a viable use set out. Many local people feel that it is not about saving a building but about “saving a town”. There is evidence of unmet need in the town and a suite of potential assets that could be taken into community ownership to address that need in addition to a few buildings that are already in community control whose use could be improved.

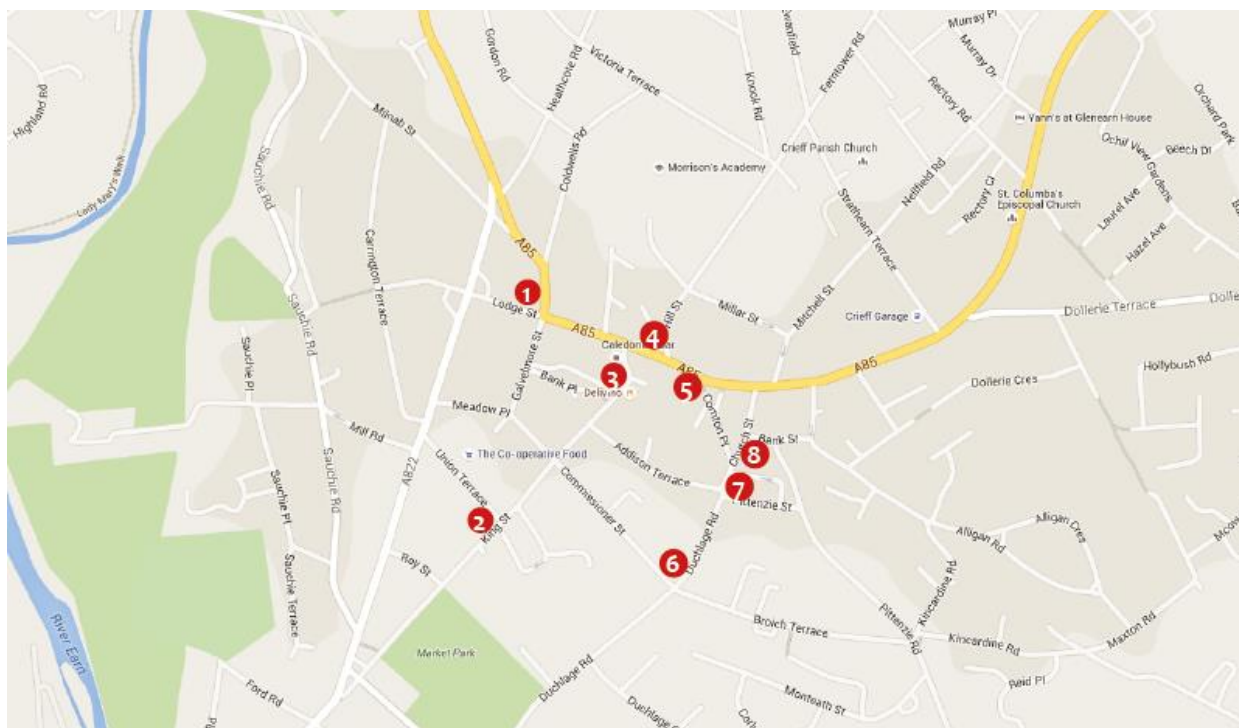
As a result, this research considers the most prominent of those buildings and will come up with a recommendation for the best way forward. The crucial existing and potential community buildings can be seen in the map below followed by a brief summary.

It should be noted that the Strathearn Artspace is already in community ownership, the school (though not its refectory) has a complex and difficult title. Perth and Kinross offices are not likely to be made available. Negotiations are well advanced to pass control of the Town Hall to the Town Hall Group where the BID office will be with some tourist information. The supermarket site at Penny Lane is being considered by the church and Logos as a family and youth hub. Finally, the Strathearn Hotel is being considered by private developers and not likely to be available. Further detail will be considered during this report, but the buildings available potentially for CCT to take into community control using the Scottish Land Fund are:

- 1 The Drummond Arms
- 2 Refectory of the School
- 3 Old St Michael’s Hall

These therefore will be the three buildings (highlighted below in yellow) considered in our options appraisal in section 3 but the map shows other important assets.





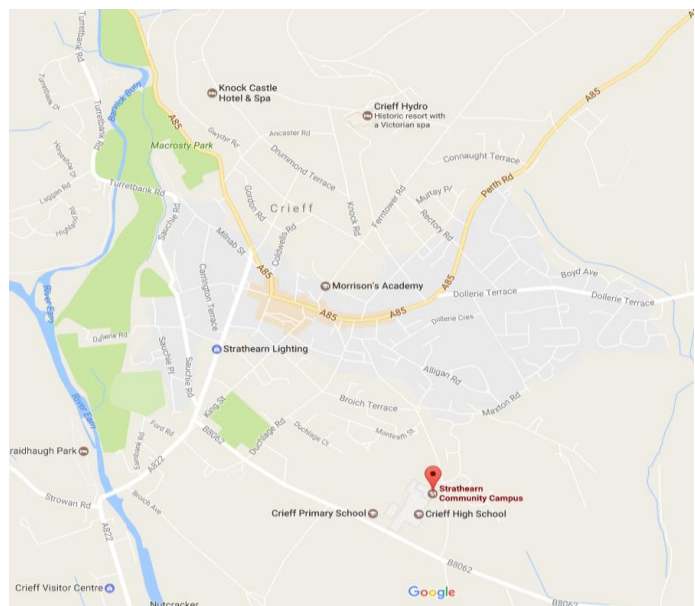
1	<p>STRATHEARN ARTSPACE</p> <p>This was the old town library and has already been transferred into the ownership of a local charity for community benefit. Their aim is to develop a vibrant arts centre and, through funding, significant capital improvements have taken place. Financial sustainability is an ongoing challenge and there is space to develop new ideas. Open to music, arts, comedy and performances, this building can fit up to 120 at present but investment could increase seating up to 600, offering opportunities for attracting performances and artists.</p> <p>The Artspace has two floors: the ground floor which acts as the main arts venue and the Lodge Street Annex (the lower floor) which was until recently, occupied by Perth College. The Annex is currently on the rental market.</p>
2	<p>STRATHEARN HOTEL</p> <p>This is now derelict and a local eyesore. This building is in very poor condition and most feel that it needs to be demolished and re-built.</p>
3	<p>PKC OFFICES</p>
4	<p>DRUMMOND ARMS</p> <p>This is a large B listed building on the at-risk register. It dominates the town centre and is impacting negatively on the regeneration of the place.</p> <p>The hotel stopped trading in 2006 and the building has been unoccupied ever since. The Royal Bank, which had occupied a branch on the ground floor for approximately 200 years, was forced out in 2013 due to the dangerous condition of the building.</p> <ul style="list-style-type: none"> ground floor (incl Royal Bank space) – foyer 184 sq m; RBS 90 sq m; main hall 110 sq m; ancillary space (plant, storage) 100 sq m first floor – courtyard entrance at ground level (from rear of building) – foyer 110 sq m; function room 150 sq m; ancillary 30 sq m; Outer courtyard



	space – workshops, studio and residences 250 sq m (2 storey); studio residence 150 sq m (2 storey); ¹
5	OLD TOWN HALL Developing ideas for heritage.
6a	OLD PRIMARY SCHOOL Currently vacant following the development of the campus. There are ideas of housing and consideration of co-working space. The local authority doesn't have full title to the School which could limit investment.
6b	The Refectory would be easier to take control of and there is an idea to promote a Co-working space.
7	PENNY LANE Vacant ex-shopping mall with large open flexible space. Valued c. £600K
8	OLD ST MICHAEL'S HALL There is uncertainty about the ownership of the Hall. It was abandoned in 2012 and the dissolved assets fell to the Crown in 2016. At the moment there are plans to create a Preservation Trust with a view to making the Hall accessible for the benefit of the community. A local architect has estimated that only a relatively small amount of money (c £40K) will be needed to make the building useable again.

Impact of Strathearn Community Campus

An important context of this options appraisal and feasibility study is the issue of the Strathearn Community Campus. Though acknowledged as being a high quality space which will impact on the ability to create a community hub for the town, the community feel that it is too remote to properly address issues in the town. The adjacent map complements the one above and shows how remote the asset is – as distant from the town centre as the Hydro which can be seen to the North.

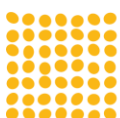


1.4 Methodology

Community Enterprise was appointed by Crieff Community Trust to conduct grass roots and engaging research alongside commercial market research and then prepare a feasibility study including an appraisal of options.

The purpose of this report is to set out the research in detail and to identify the direction of travel towards a future business plan that will need to contain further detail on specific ideas backed up with technical design team data.

¹ Fergus Purdie Architect Drawings, Proposed Regeneration 2014



Engaging with as many people as possible in as many ways as possible in the local community and encouraging people to think innovatively and openly, was a critical part of this research phase. Community Enterprise carried out extensive and highly participative research between November 2016 and January 2017 ensuring that people in Crieff had an opportunity to express and share their views. The programme included time spent getting to know the area, encouraging engagement and allowing opportunities for contribution. The consultants also independently looked at market trends, case studies and local competition to think through the sustainability implications of any recommendations.

An outline of the methodology for the community research and engagement is set out below:

<i>Awareness Raising and communication</i>	Local press and social media, principally Facebook, was used to communicate the consultation process to local people as well as a clear poster and flyer distributed throughout the community. Direct emails were used to communicate the survey and suite of open meetings as well as to encourage participation in the overall consultation process and maximise attendance at events.
<i>Demographics</i>	A demographical and statistical analysis was undertaken for the area using interactive software called “Community Insight”. It is an on-line tool that pulls together 19 different data sets and is updated live as new data emerges in Scotland. We have compared local statistics for this specific area to the Scottish averages. This gave a fact based backdrop to the rest of the research.
<i>Christmas Events</i>	Community Enterprise staff attended a suite of Christmas public and open events at various locations, with display boards and used the opportunity to speak to lots of local residents before the end of the year.
<i>Market Research</i>	Commercial consideration of each of the ideas that started to emerge.
<i>Open Meetings</i>	A number of focus groups and open group meetings took place with stakeholders and interested parties to build on ideas emerging.
<i>Stakeholders interviews</i>	Stakeholders were consulted one to one by telephone/email to ensure their views were presented as part of the overall research. These individuals and organisations gave an additional perspective to augment local resident views.
<i>Case Studies</i>	An analysis was undertaken of various case studies and indicated learning from groups who have achieved similar projects in similar areas.



2 Summary of Research

2.1 Introduction

This section highlights the key research findings that contributed directly to the recommendations set out in section 3. Some additional detail can be viewed in the appendices.

It should be noted that opinions and quotes from the public consultation set out throughout the report are recorded as the community expressed them and does not necessarily accord with the views of the writer or the Development Trust. These comments have been consolidated and analysed carefully.

2.2 The Nature of the Area

Crieff has been referred to during the research as a 'traditional market town in transition'. It has a strong sense of history. Crieff was chosen as the venue for the yearly Drovers Tryst for mainly geographic reasons. The Sma' Glen was the traditional cattle route from the North, coupled with easy access for the buyers from the South. It was historically important for commerce and people, and this heritage can be built on to re-create a new sense of commerce and a vibrant meeting place but using new enterprise ideas.

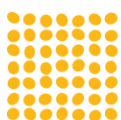
It has roughly 7,300 people though the market for services could easily extend to a further 4-6,000 in outlying areas including Comrie. This is a good beneficiary and commercial customer base on which to found strong social impact and sound financial viability. In addition to this local population, Crieff is on a trunk road. Traffic can cause issues, but if people are given a reason to stop, there is a significant market there. Average daily flow on the A85 is 5,693 cars per day according to Transport Scotland. There are new housing developments planned in the area and it is a designated priority area for housing. As a result this demand for services will continue to grow.

The geography of the town impacts on its sense of community. The relatively new campus is an excellent and high quality resource with library, sports centre, meeting space and so on. The reality though is that it has severely impacted on the viability of the place. Many people and groups noted that "everything happens on the periphery." Older people and those with mobility problems can find it challenging to get to the campus. Younger people don't want to attend services and facilities where they also go to school and developing such good facilities on the outskirts has "sucked the life out of the town centre", leading to vacant shop fronts, unused buildings and a lack of social capital as people don't meet together as they once did. It has been noted that the Science Festival held in the campus was very successful and drew 1,300 people to Crieff but the remoteness of the site meant that the attendees didn't spend in the town. The Campus closes at 10pm and groups can't take in their own coffee/catering which makes it an expensive option.

The area offers lovely scenery and a good quality of life so attracts highly skilled incomers. This brings assets to the town, but there is a tendency for these people to travel to work and spend their leisure time in Perth or Stirling. Not spending time in Crieff means they are not a part of local life and this can cause division, augmented by the issue of a life-less town centre. There are a number of families who have moved into the area but need to be drawn into the community.

The 2015 Charette found that there was a need for space for community groups to meet and this has been borne out by the recent research. However, though there is also a large volume of potential space, many of these empty and under-used buildings are in need of work and are not fit for purpose. Some of these buildings in Crieff are very difficult to reach with poor traffic flow and parking issues, making it challenging to find a central community solution.

There is limited affordable housing in the town and the research bears this out, though a full housing audit is beyond the scope of this study. There is however, some appetite from the local



housing associations to lead on this and very positive conversations with Caledonia Housing Association and Perth and Kinross Council.

The Hydro is a significant player in the area, but clearly attracts wealthier individuals. There is no affordable hotel option and therefore limited venues for weddings and events.

Crieff is like many other town centres in Scotland; with the impact of the 2008 recession, changes in footfall through shopping behaviours, tourism patterns and the pressure of squeezed public services all having an impact on how it operates as a town centre. The people of Crieff and the many community groups working in the town, share a vision to regenerate and develop the town, reinstating it as a thriving shopping and tourism centre.

Geography

Crieff is the second largest town in the Perth & Kinross Council area, and the main town in the Strathearn Valley.

Located within the area known as the “gateway to the highlands”, Crieff enjoys its position linking to cities including Perth, Dundee, Stirling, Glasgow and Edinburgh via the A9 and M9. The A85 runs through Crieff town centre to Perth and Loch Earn, making the area popular with tourists as well as being within reasonable commuting distance from Perth (17 miles away) and Stirling (23 miles away).



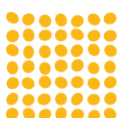
Crieff has a regular bus service to Perth with buses running from 6.40 am to 10 pm and to Stirling from 6.45 am to 5.30 pm.








There are 50 km of core paths in the Crieff area, and 8 way-marked walks.

2.3 Demographics and Statistics

A summary of the demographic profile is shown below, taken from a range of sources and pulled together by Community Insight, as at January 2017.

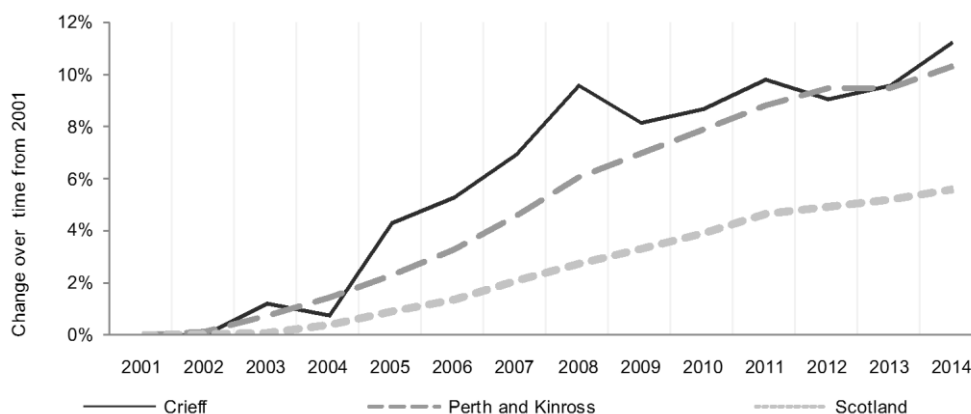
This looks at population, housing, health, employment, education, and access to services indicators and also draws in Scottish Index of Multiple Deprivation (SIMD) data. SIMD measures the levels of deprivation in a community against the above indicators providing an overview of a community's needs and is used to link in with potential funding sources as well as building a picture of need and key beneficiary groups.



 Population	There are 7,375 people living in Crieff	 Education & skills	22% of people have no qualifications in Crieff compared with 27% across Scotland
 Vulnerable groups	15% of pensioners are living in poverty in Crieff compared with 21% across Scotland	 Economy	38% people aged 16-74 are in full-time employment in Crieff compared with 40% across Scotland
 Housing	69.3% of households are owner occupied in Crieff compared with 62% across Scotland	 Access & transport	23% of households have no car in Crieff compared with 31% across Scotland
 Health & wellbeing	20% of people have a limiting long-term illness in Crieff compared with 20% across Scotland		11.1% of working age adults claim DWP benefits compared to 13.7% across Scotland

Population

The population of Crieff stands at 7,375² with the largest proportion of the population (58%) being working aged adults. 16% are under the age of 16 and 25% are over the age of 65, comparing to the Scottish figure at 18%. The average age of people living in Crieff is 43.



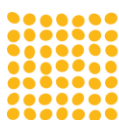
Crieff's population as at 2014 was growing faster than the Perth & Kinross figures³.

Of those aged 16 or over, 51.8% are married and 9.8% are widowed. 79% of the population in Crieff are of the white British ethnic group with 6.5% of black and ethnic minority ethnicity. 16.5% of the population are born elsewhere in the UK, not in Scotland, showing a relatively large number of people moving to Crieff mainly from England.

Education

² Community Insight, January 2017

³ %change in population 2001 to 2014; ONS



There are 2 primary schools, 1 high school and 2 private schools in Crieff. 87% of 16 and 17 year olds are in education, compared to 79% in Scotland as a whole.

Employment

From the 2011 Census figures, 3,369 people aged 16 to 64 are in employment with 14% being in skilled trades occupations, and 27.6% being in professional or technical occupations; 11.6% are in the caring or leisure/service industry and 8% are in customer service positions.

The main industries in which people in Crieff work are wholesale or retail, accommodation and food services, social work and health, education and construction. Large local employers include The Hydro, The Co-op, town centre shops, Perth & Kinross Council, Morrison's Academy, Crieff High, the Primary School, Ardvreck School, Crieff Visitor Centre and Caithness Glass Visitor Centre, Famous Grouse Experience and Distillery.

Housing

34.8% of houses are detached which is higher than the Scottish average at 22%. The make-up of housing stock or home ownership shows that 69% are owner occupied compared to 62% across Scotland, 10% are rented from the Council, 7.1% rented from housing associations, and 10.2% rented from private landlords.

3.7% of people are living in a "communal establishment" compared to 1.9% across Scotland. There are only 41 second homes in Crieff⁴. 17% of people aged over 65 live in a one person household compared with 13.4% across Scotland.

Those social landlords with housing in Crieff include Hanover, Hillcrest, Kingdom, and Perth & Kinross Council. Perth & Kinross Council has 4,853 units in Crieff, of which 292 are sheltered and 780 have wheelchair access.⁵

More statistics on housing can be found within the Social Housing Option section.

Health and wellbeing

The purpose built Crieff Medical Centre off King Street was opened in 2001 and is the base for the Blue and Red Practices with Crieff Community Hospital located adjacent to the Health Centre.

Social Work Services – Adult Care, are based at the Crieff Area Office which is situated at 32 James Square in the centre of town. The team include Social Workers and Occupational Therapists.

Access to Services

Strathearn Community Campus was opened in 2009 and offers a range of community activities and sports facilities as well as accommodating Crieff High School and the neighbouring Crieff Primary School. Facilities include swimming pool, gym, indoor sports halls, outdoor pitches and library. There are also a number of community halls in Crieff available for hire including Academy Hall, 2 local primary schools with halls available for hire, church halls at St Andrew's, St Columba's, St Fillan's Parish and the Baptist Church.

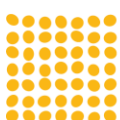
Youth services are provided through LOGOS, based on the High Street.

There are also a number of outdoor parks, including Macrosty Park and Market Park, home of the renowned Crieff Highland Gathering.

There are plans to bring a large discount supermarket to the site near the Community Campus, but at the date of this report, this is unconfirmed.

⁴ Community Insight, January 2017

⁵ Scottish Housing Regulator January 2017



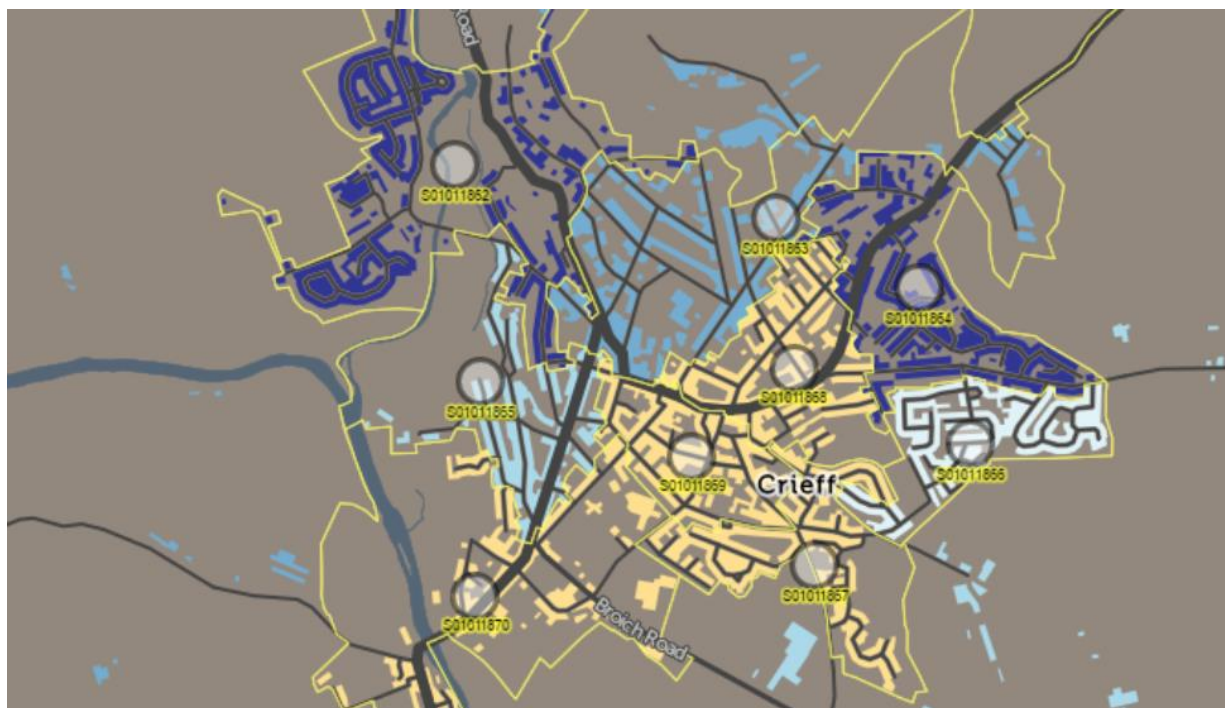
There is both paid for and free parking in Crieff. There are a number of display car parks in the town including Leadenflower Car Park and King Street Car Park. There is also parking at the Co-op store off Union Terrace which is free. Parking restrictions have recently been increased and this has had an impact on the number of people coming in to use the town centre town and businesses. There are very limited places for coaches to park.

Deprivation in Crieff

According to the SIMD (Scottish Index of Multiple Deprivation)⁶ figures captured in 2016, there are no pockets of notable deprivation in Crieff, with no datazone appearing in the top 20% of most deprived datazones in Scotland.

Only 3 datazones show levels of deprivation for housing and education, being in the top 30% of most deprived areas in Scotland; deprivation indicators for income and employment appear in the top 40% and education and health in the top 50% of most deprived areas. These datazones all appear in the Crieff South area.

However, the SIMD figures do show a picture of a division in Crieff with four datazones appearing in Crieff North all sitting within the top 10% or 20% of least deprived areas in Scotland. This split is shown on the map below, the areas in yellow being the most deprived areas and in dark blue

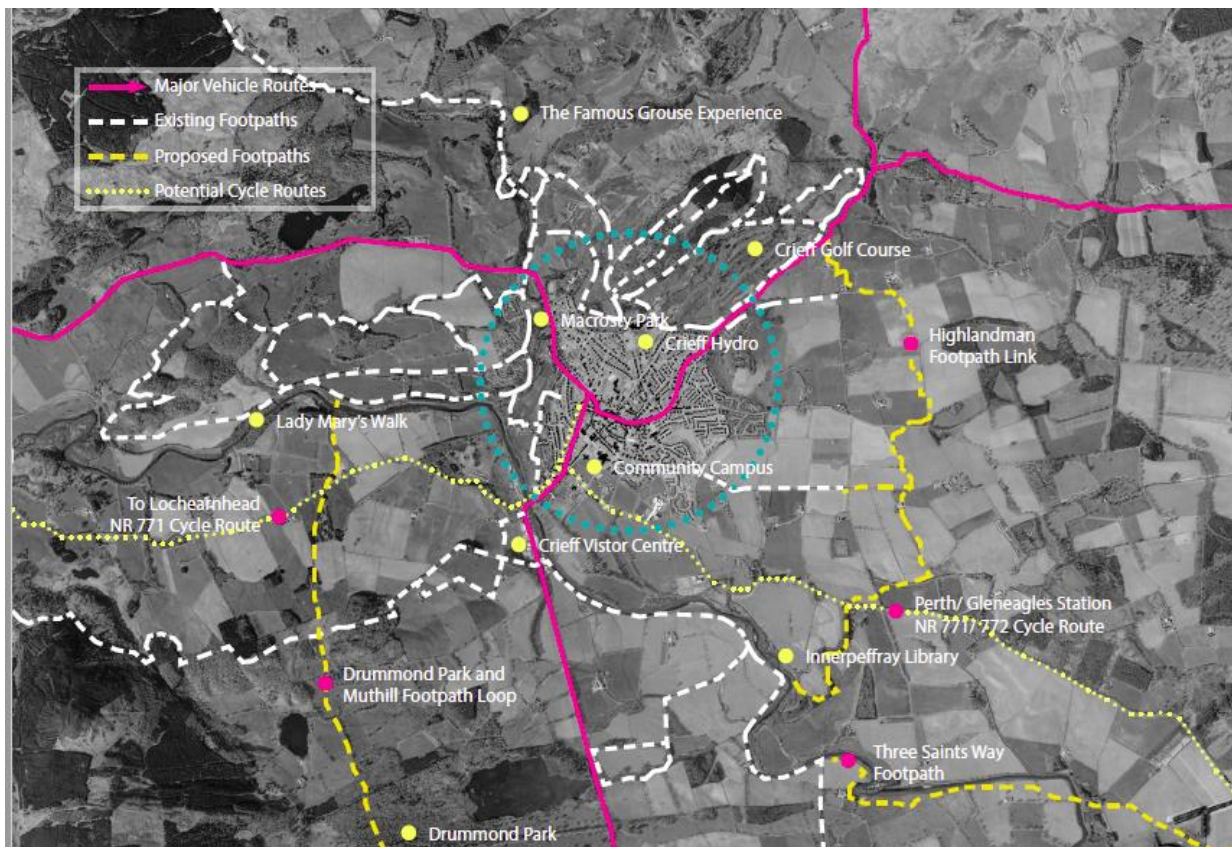


being the least deprived areas:

2.4 Asset Map

From research conducted as part of the Charette in 2015, the following map illustrates the main assets in and around Crieff:

⁶ Community Insight Report, January 2017

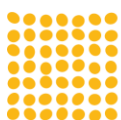


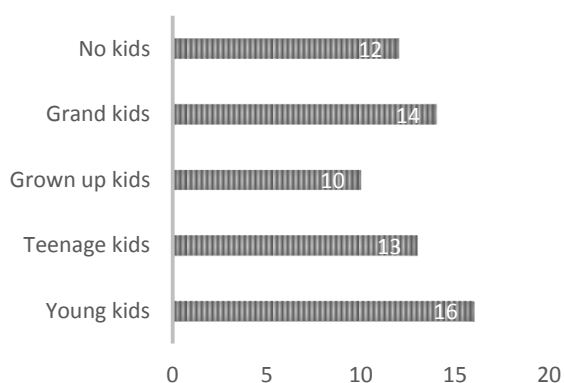
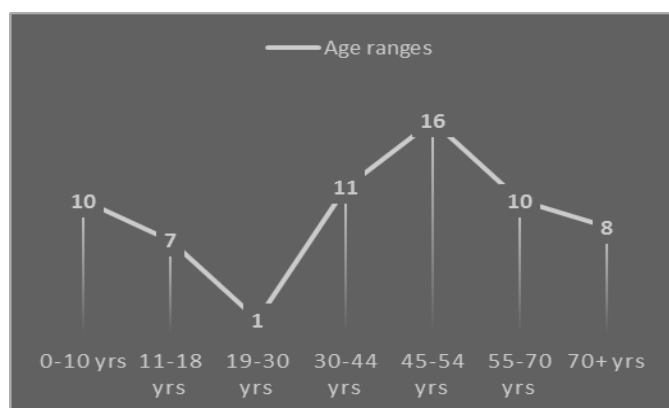
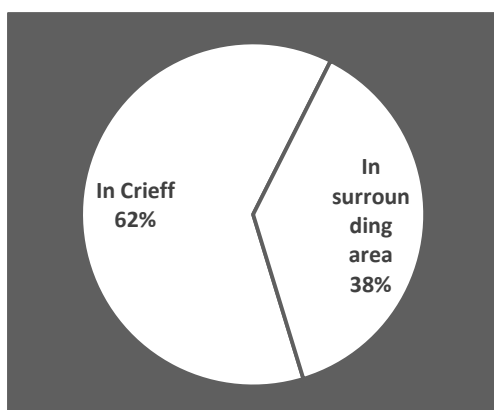
2.5 Community Events

We held a series of consultation events over a two month period from the end of 2016 into early 2017. Events included:

- Stands at Christmas fayres within the local schools
- Attendance at the Christmas Market in the town centre
- A bespoke drop-in event open in the afternoon and evening
- Two workshops with local community groups

The events were widely advertised both through posters in the Town Centre and key public locations, on facebook and word of mouth. Where particular targets existed (eg community groups), individual invitations were sent by email and where necessary, followed up with phone calls. Over 100 people were consulted at these events. These were further consolidated through ongoing street conversations and a range of one to one interviews with local stakeholders. The majority of people we spoke to (62%) live in Crieff. The majority were either families or older people / grandparents as can be seen from the age range below.

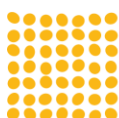




The community was asked to identify local needs and to give their views on their preferred usage of each building in Crieff. Over 100 people contributed to this and the responses are consolidated below. Ideas against each building reflect multiple people agreeing with the uses noted so that there is a clear mandate for suggesting them. Though these ideas need to be tested in detail, this evidences the community's view on what should be done in each place and what some of the perceived issues are. It provided one perspective on which to base the other research. Given a choice, 60% said the preferred asset to develop was the Drummond Arms.

Old St. Michael's Hall

- Old St Michael's is a realistic option to take on – cost of renovation would be low and it is central
- Community groups using space in Old St Michael's Hall – mixed use including activities for primary school age kids, clubs, craft fair events, social events
- Youth club safe space with dancing and games.
- Men's shed? The refectory would also be good for this
- Turn St Michael's into a museum or heritage centre with café to hold the town monuments



Drummond Arms

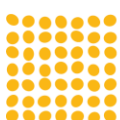
- Bunkhouse/affordable accommodation for tourists in top floors
- Flexible community space below this.
- Flats – affordable housing (smaller number noted luxury flats). Social housing or community housing – mix of housing was suggested. Some concerns over housing being used for emergency housing or long term housing for people with challenging behaviour
- Holiday rentals/affordable Hotel accommodation. Affordable visitor accommodation like a travel lodge to complement the Hydro. Bar and restaurant included
- Youth hostel / Backpackers hostel. Especially for younger tourists including self-catering accommodation
- Sheltered housing for older people
- Demolish and turn it into open space – flowers, benches to sit on and landscaping
- Demolish and turn into car parking space, particularly for visitor coaches
- Community space similar to Comrie's White Church but realistically the Old St Michael's Hall is the most feasible. A smaller number were interested in this.
- Work space for micro enterprises and hot desks for self-employed people
- Soft play & more activities for kids
- Drummond arms as a learning centre – town hall as a museum
- Appetite to keep facade and develop behind
- Anything that will bring footfall into the Centre
- Digital hub – get local retailers together online and selling
- Make links with Macrosty Park
- Mixed retail space

Strathearn Hotel

- Flats/affordable rented accommodation
- Demolish and allow a developer to create flats or a small hotel

Town Hall

- The BID group is in negotiations with PKC about taking over a 4 year lease on this building, working with Friends of Crieff Museum, to use the space for heritage
- Town Hall to celebrate heritage/provenance – make it point of interest for visitors with a connection to drovers history
- Café and tourist information. Central location and signposting make this a great location for community/tourist info



- Permanent open studio for cottage industries/arts and crafts including an art gallery for local artists. Create a recycled shop where people give things they don't need and local artists make something beautiful out of it!
- Youth Clubs for teens – could also be in the Refectory
- Providing a retail space – making this a revenue generating space

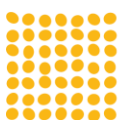
Refectory

- Turn it into a house
- Work units for small new start businesses / co-working space
- The building is in relatively good condition, is located in the centre of Crieff and has parking so could be used for café and community group space
- Space for youth groups / community groups / coffee mornings / meetings

As well as allocating uses to specific building, we recorded things that were important to the community that ideally should become cross-cutting themes across the development, whatever that turns out to be.

Cross-cutting themes

- Collaboration of local trades working together and getting something back.
- Hostel/Heritage space/social spaces/indoor market. Users working together and enhancing everyone's offering
- More cohesion/collaboration – community groups working with private firms/local businesses supplying local hotels/supermarkets
- Re-brand the town e.g. Wigtown – Scotland's book town. Foods and arts? What is the USP of Crieff?
- Empty spaces given a use is a priority generally to raise the pride in the town
- Car parking is an issue to ensure equal access
- Crieff needs to be more inviting and attractive
- Need to move people into the middle of Crieff (not outside). Need to encourage people in. Need to provide decent parking. Nowhere to park in the high street. Need to think about what will make people stop and visit. Need to be made motorcycle friendly
- Don't be afraid to demolish the Drummond Arms or other buildings. Sentiment is less important than a viable project.
- Got to do something with the Drummond Arms – no matter what else you do in the town, if you don't do something with that, the town will always look run down.
- High street needs to be revitalised and not just eateries



Sample Voting Snapshot: Which building is a priority for action?

Drummond Arms	22
Old St. Michael's	5
Town Hall	3
Refectory	0

2.6 Stakeholder Interviews

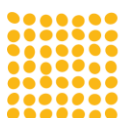
In addition to speaking to a number of groups represented at the stakeholder meetings (of which notes can be seen below), individual partners, stakeholders and representatives of active local organisations were engaged with.

The groups we spoke to individually include Crieff Community Council, Vintage Association, Crieff Community Trust, Perth & Kinross Council, Friends of Old St Michael's, BID (Business Improvement District), Morrison's Academy, Logos and Heritage groups. Full details can be found in Appendix 1.

A summary of the key findings from these conversations is shown below.

The needs, challenges and gaps in the Community

- Social and affordable housing
- Lack of cohesion between groups
- Lack of information about what's going on and who's doing what
- Crieff needs more people visiting the town centre
- Regenerate the town centre
- More events in the town centre (rather than all being at The Campus)
- Parking
- Shortage of sheltered housing for older people
- Co-working space needed
- No day centres in the town now – need for services, facilities for older people or vulnerable adults to meet up
- St Dominic's Primary School needs gym space
- There's a lack of cheaper accommodation in Crieff – supporting events like the Highland Games
- Community Learning and Development (CLD) need a space that is embedded in the community and would prefer to offer services in the town centre. However, the community campus is provided to them free and there is no budget to pay for other spaces. The Strategic Plan commits to a more peripatetic CLD, working out in the community so it is possible for pressure to be exerted on the Council to allocate budget for this activity



- It was noted that there was unlikely to be investment in a new museum for the town so heritage could be a challenge

What ideas might work in Crieff?

The following is a consolidation of input from stakeholder interviews into specific ideas that have started to emerge. It is therefore not necessarily the views of the consultants.

Affordable Hotel Accommodation / Bunkhouse

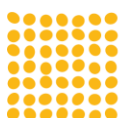
Pros	Cons
Morrison's Academy has expressed an interest in exploring this idea; offering accommodation to foreign students, between 12 and 20 students, accommodation for up to one month, during term time only	This would mean a number of rooms would be block booked taking up space – but only in term time
This might draw more people into Crieff to visit the shops and use Artspace for events	Other hotels have closed down, why? How would the Hydro or other B&Bs compete?
Would provide accommodation for people visiting Crieff's events including Highland Games and forthcoming heritage events (eg The Diaspora Tapestry)	Would have to be run as a viable "business" to cover costs

Social / Affordable Housing

Pros	Cons
Need for sheltered accommodation – like the Kingdom Housing development of the Old Crown Hotel in East High Street in Crieff	Concern from some about impact of social housing and the creation of a "ghetto" within a central town centre building
Need for affordable housing for young people	

Co-working Hub

Pros	Cons
Crieff Community Trust have conducted research into the needs/demand for co-working space	Demand would need to be sufficient to cover its costs
Could be set up fairly easily with modest	May be difficult to secure start-up funding



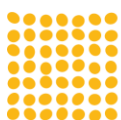
funding	
Supported by government initiatives	

Learning/Training Space

Pros	Cons
Provides opportunities for young people and individual working age adults to access training courses aimed at getting back to work	The Campus offers people opportunities to attend classes and courses
Offers intergenerational opportunities – older people working with young people and children	
Strathearn Artspace is in a relatively good state of repair for this activity	
CLD tasked with working in the community more and delivering adult and lifelong learning opportunities	

Multi-Purpose Community Space

Pros	Cons
There are a number of existing spaces that could be ear-marked for this activity	This would need to be viable, ensuring demand meets the costs to run these spaces
Could be an opportunity for training or employability initiatives – link to the need to create jobs/training opportunities for young people	The Campus can be hired for social events
Would be a chargeable space earning income to meet running costs if it was used enough	
Brings people back into the centre of town to attend events, linking with local restaurants and pubs and making Crieff town centre a destination	



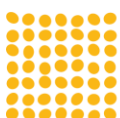
Could also be used as “gym” space for local primary schools in the town (not down at The Campus) – St Dominic’s Primary School would be interested in using space at The Refectory but they also need access to drama space, performance space	
Perception that there’s no space for social events in Crieff	

Community Café

Pros	Cons
Could be an opportunity for training or employability initiatives – linking to need to create jobs/training opportunities for young people	There are a lot of cafes in Crieff town centre and down at The Campus
There are not many facilities in town for older people (day centres) to meet up socially in a relaxed low cost venue	
Provides opportunity for vulnerable adults to meet up – no day centres in Crieff now	
Older people and those without cars struggle to get down to the Campus – too far to walk, difficult hill to walk up	

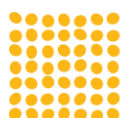
Integration of existing community spaces

- A few stakeholders have mentioned the need to ensure that existing spaces are not displaced as an impact of developing these other empty spaces.
- In particular, Strathearn Artspace, has useable space both for arts / cultural interests of local people. Additionally, it has space downstairs which could be leased for any purpose – including community benefit – provided it was earning an income to be reinvested in the Artspace.



How can these buildings meet the needs identified by Stakeholders?

Themed Development	Best Building
Youth Hostel or bunkhouse accommodation (like at Fort William)	Drummond Arms
Cheap hotel accommodation (like Premier Inn)	Drummond Arms – has the views
Heritage and museum space	Old St Michael's Town Hall
BID Office/tourist information – plan may be that space would go to Friends of Crieff Museum after 4 years for museum space	Town Hall
Car parking	Drummond Arms – retain façade; demolish rest of building; build a carpark behind this
Co-working hub	The Refectory – phase 1 then move to Drummond Arms as phase 2 as it grows in use The Lodge Street annex of the Strathearn Artspace could also be considered if a commercial lease could be afforded
Retirement flats	Drummond Arms
Mix of residential and retail space	Drummond Arms
Large social events – weddings, ceilidhs – Crieff's version of The White Church in Comrie	Old St Michael's (Strathearn Artspace)
Community Café – Crieff's version of The White Church in Comrie. The café is part of Logos / Family Hub vision to create employability but other than that, café did not emerge as strong demand. Lunch clubs to replace activities that have been lost to isolated older people. Intergenerational opportunities came through quite strongly	Old St Michael's Drummond Arms



Learning Hub – learning traditional skills, for use by local schools; intergenerational training/learning opportunities	<p>The Refectory</p> <p>The Strathearn Artspace supports learning opportunities through rental of its auditorium space to third parties who provide classes - this could be expanded. Care needs to be taken not to displace activity here.</p>
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Family hub Idea led by Logos

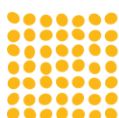
- No real family friendly cafes in town – there is a need for a Family Hub that combines:
 - Soft play – only available at pottery just now.
 - Support groups for families (healthy cooking)
 - CAP (debt counselling) office– want to extend into Crieff
 - Social enterprise café skilling up local young people
 - Crèche facilities – 1hr/2hrs for single parents to go shopping.

2.7 Stakeholder Group Meetings

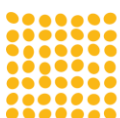
Two sessions were attended by approximately 15 representatives of local groups and interested parties. A full list can be found at Appendix 1.

What are the needs and gaps in our community?

- Footfall. We need to attract more people to the town and increase spend in the local area.
- Town Centre
 - Tired (and dangerous with risk of falling masonry)
 - Triggers mental health issues and people don't take pride in it.
 - Need for town regeneration to redevelop community spirit and community confidence. This would stimulate new business
- Needs central 'heart' that is not essentially a school
- Expensive – housing and shops can be over priced for some local people.
- Poverty and benefit issues - not widely recognised in the area but many families are struggling to make ends meet. Church is driving poverty alleviation work eg debt counselling, employability work for long term unemployed but they are working in isolation. Need a more cohesive / coherent local response.
- Need to provide spaces for people to job search and to support people with Benefit queries, even when they are in work



- Unemployment/jobs, particularly for young people. Need volunteering, training and employability opportunities.
- Supporting innovation – enterprise hub (University returners)
- Housing for transient communities
- Some perception Crieff is a dormitory town
- Housing which is affordable for younger people (max £250 housing benefit/month) for people under 35; flexible space offering bedsits and accommodation for young families
- Soft play/crèche facilities
- Stronger, more coherent community – bringing lots of groups together and collating and coordinating information
- Lack of people wanting to work together
- Groups don't speak to each other
- Lack of awareness of what others are offering / lack of promotion / people don't know what's going on; people don't know where to go for help or advice
- High Street shops appear not to be for locals – it's too expensive – catering more for visitors
- Transport to and from Stirling and Perth, no returning buses later at night
- Conflicting ideas slow progress
- Can be negative
- People don't take part eg The Park can be quiet
- People don't get together socially
- Feeling of pride and ownership
- Campus is too formal, not attractive for young people and can be inaccessible; too expensive for young people
- Older people can't get down to the Campus easily
- Things for people to do – events
- Lack of confidence and drive in local people
- Lack of information and focal point....e.g. "The story of Crieff"
- Nothing to do on a Sunday
- Jobs for young people = seasonal jobs/care home etc which tend to be low paid
- Need to take back control of our own place



What ideas might work in Crieff?

Attendees separated into smaller groups to discuss specific project ideas which had emerged during the earlier consultation sessions. The pros and cons of specific ideas were discussed in some detail. The notes can be seen at appendix 4 and some of this has been fed into the findings. The ideas are listed below:

Bunkhouse/Affordable Hotel – high level of support with impact across the town economy, though concern about financial viability.

Social/Affordable Housing – high level of support and an acknowledgement of a gap and latent demand, though concern that this will need partners to work and may not be the role of CCT.

Multi-Purpose Community Space – Some generic demand for a central place, but acknowledgement that the Campus, though in the wrong place, is delivering something similar and there are many underused spaces already in community control .

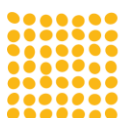
Tourism/Visitor/Heritage Centre – Small support for the concept but a feeling that this is covered by other groups in other ways.

Space for Children and Young People Modest level of support for the concept and a feeling that The Campus is not a good site as that is where people to go school. Youth and children's services being led by another group.

Co-Working/Micro Enterprise Hub Though there was a lack of actual named demand from individuals there was support for this idea if it was piloted and tested within existing space.

Thoughts on Available Buildings from all Focus Groups

Themed Development	Best Building
Bunkhouse	Primary School Crieff Hotel Drummond Arms
Affordable Housing (Social)	Primary School Drummond Arms Strathearn Hotel
Community Hub	Old St Michael's Penny Lane Supermarket (Haldane's) Hospital
Tourism	Drummond Arms Town Hall
Children and Young People	Penny Lane (All age centre) Old St Michael's
Co-Working space	The Refectory Drummond Arms Strathearn Art Space – Learning Centre



	(downstairs)
Parking – various spaces?	<p>Penny Lane which could service Old St Michael's as a hub (but building is valued at £600K so this would be an expensive option.</p> <p>Behind Drummond Arms (or in its footprint if it was demolished)</p>

2.8 Focus Group of Young People / Logos Group

A focus group of 7 young people, living in Crieff, aged between 16 and 24 and 3 adults supporting or working with LOGOS took place in January.

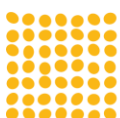
Feedback from the young people's focus group focuses on community need rather than commercial opportunity whilst there is an understanding to ensure space is sustainable. The general feeling was that the Drummond Arms should be demolished with a new environmentally friendly building built on its footprint. This space should be used for affordable housing, but a mix of space to accommodate single young people as well as families, and rent should be affordable reflecting the cap on housing benefit for under 35s at £250 per month.

The focus group noted that the Lodge Street Annex of the Strathearn Artspace could become a learning/training/employability hub with co-working space for new entrepreneurs.

LOGOS is a community space which they can only open 2 nights a week; there is not enough for young people to do in Crieff; parks are great but not for everything.

What are the needs in Crieff?

- Crieff needs more community space, to avoid young folk hanging around the Square.
- There is a need for affordable social housing – no affordable housing for young people in Crieff; through the new Housing Benefit rates, regulations through Universal Credit, there is a cap of £250 on housing benefit for young people under the age of 34. There is no accommodation in Crieff that fits within that threshold so there is a need for accommodation for young people (aimed at 16 to 25 yr olds). Some of the older empty buildings could be made into flats. There is a council information office in Crieff; it takes up to a year to process a homeless application, and to get a Council flat, 6 months.
- Need for services for older people – like the Hub in Perth.
- There is a lack of information and support in Crieff – LOGOS offers support, advice, advocacy but it is limited. There's a lack of knowledge about what's in Crieff, what's going on. No information about what's on at The Artspace either; so folk don't know what's going on. There was a "blue light disco" at Macrosty Park but again, lack of information or advertising about it.
- There's a divide – seems that those who are well off don't want to know or worry about those who are less well off – divide from High Street down (less well off); High Street up (better off). There are people who can't afford to eat.
- We need an affordable/cheap supermarket, like Aldi or similar.
- Facilities in the Campus and at the Hydro are too expensive for lots of people, particularly young people, to be able to afford.

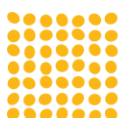


- There is a need for support, advice and PCs/space for unemployed people to do job searches – it costs £5 for a return ticket to get to the nearest job centre in Perth which is prohibitively expensive for people on benefits. People want opportunities for volunteering and employability schemes.
- LOGOS has hit capacity, need more space and are looking at Haldane's as an option.
- The High Street seems not to be for locals – shops are all quite expensive. Also there's no accommodation for visitors with lots of hotels closing and being made into flats. Need accommodation for visitors, cheaper like Premier Inn perhaps, not a bunkhouse.
- There's also no soft play in Crieff (or at least the town centre).
- Not many jobs for young people in Crieff; no volunteering or employability opportunities. Employers are recruiting people from outside of Crieff, so locals don't find it easy getting the jobs. Zero-hours contracts (called Key Time contracts). Main employers are Hydro, Co-op, chicken farms and shops.
- Apprenticeships would also be a good idea.
- Half of school-leavers go to University from High School in Crieff, but others stay in Crieff. Need to get statistics/demographics on this to prove need. A lot of young people drop out of education; there's an unheard voice of young people who are working in low paid jobs – young people feel very isolated.
- Transport to and from Stirling and Perth is also a problem in that there's not much of a service returning to Crieff at night. "If you don't have a car you're really stuck."
- Blairgowrie, Pitlochry and Callander are examples of successful town centres.

What can we do with empty buildings?

- Priority should be to focus on what the community needs and mix this with commercial space that would help to subsidise this community activity.
- Knock down Drummond Arms and rebuild a purpose built, designed environmentally friendly building fit for purpose, in terms of need identified in this research.
- Drummond Arms could be used for a mix of affordable social housing to suit single young people as well as families but would need to take into consideration the £250 housing benefit cap for those under age of 34.
- The Artspace – the Lodge Street Annex could be used as an employability hub, training hub offering counselling and wellbeing. Could also provide space for co-working or learning.
- LOGOS are focusing mainly on Haldane's, but they might consider use of other space if it was able to offer everything they need. They might also be looking for space to run "pilots" of some of their ideas.

LOGOS is currently exploring the idea of a family hub, working with Crieff Church and may commission some feasibility work to look at the Haldane's building in Crieff, very close to their current premises on the High Street. Haldane's will cost in the region of £600k to purchase but the building is in a relatively good condition and some fixtures would be included. The intention is for this to operate a social enterprise, offering work experience, workshops, a café, training centre with hairdressers, cookery/hospitality offering training and employability with room for growth. It could house a storeroom, supermarket, scrap store, swap-shop; workshop space open to young people aged 11-25, particularly in the evenings and possibly 7 nights a week; food bank, uniform bank, sports hall facility,



crèche facilities. There is also an opportunity for inter-generational activities; young people have been involved in these types of activities in the past and found the experience positive.

The Future

Focus of any development should be community first, commerce second.

LOGOS are keen to work with other community groups: this also helps their young people who can work towards their Saltire Awards in volunteering hours giving them good work experience, an opportunity to learn skills and help them move into sustainable employment.

The group would be happy to pilot some of the activities or ideas they have for their family hub by using some of the empty buildings, including Old St Michael's Hall. LOGOS young people have expressed an interest in being involved in some way in the developments of empty building space in Crieff, whether this is on a steering group or similar.

2.9 Case Study: White Church, Comrie

Many individuals during the research expressed an interest in having a multi-purpose space in Crieff "like the White Church in Comrie".

The White Church in Comrie is run by Comrie Community Development Trust. The Grade A building is situated in the heart of Comrie and offers local residents space for a range of activities including hire of space for social events, club bookings and arts or music events.

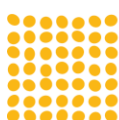
The main challenges are the costs of keeping the building wind and watertight and recruiting or retaining enough volunteers to help run the Halls. A full case study can be found in Appendix 2.

2.10 Fundability

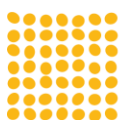
The following are some indications of funding that may be available, though this changes over time. There are numerous variables in this depending on the details of any proposal and the volume and nature of community impact. The lack of deprivation in Crieff will have an impact on attracting funding. Uses such as for an affordable hotel will be challenging to receive funding for due to the limited direct community impact on people who are deprived or disengaged.

Community Asset Development

Funder	Comment	Target Amount
Scottish Land Fund	As well as funding the purchase of the asset, there is £100,000 (over two phases) available for development costs for a development worker and other consultancy fees. Though upper figure would be within the valuation price, the funder would consider best value so, if high a strong argument would need to be made regarding fit with the outcomes.	Depends on valuation
Big Lottery	Community Assets bid for community owned asset. This fund is highly competitive and the Big Lottery board are	Max £1m, though



	promoting investments in areas of high relative deprivation, reducing the potential success rate for Crieff	average around £750,000
Henry Smith Charitable Trust	Funds Health projects and generic community development. Has funded significant capital projects before and may fund in this area if a strong strategic argument is made.	£100,000
Gannochy Trust	Is based in and prefers funding in Perthshire. "Improving the Quality of Life for People" is invested in Perth and Kinross only. The three funding strands within this are: <ul style="list-style-type: none"> • Supporting disadvantaged and vulnerable people • Making Perth and Kinross a better place to live and work • Increasing the availability or quality of facilities for wide community use £200,000 is the largest capital grant they have given	£150,000
Garfield Weston	Regularly funds community based capital projects	£50,000
Robertson Trust	Regularly match funds community buildings. Though they note that the maximum is 10% of capital costs this has become rarer so we have estimated a smaller proportion	£20,000 unless exceptional
Various funds that would respond to strategic match funding initiative	<ul style="list-style-type: none"> • Weir Trust • Wolfson Trust • RS McDonald • Barclay Foundation • Microbursts Trust • Hugh Fraser • RS Hayward Trust • Barcappel Foundation Supports community development projects controlled by the community	£25,000 each
Clothworkers	Standard grant funds capital developments only	£50,000
Regeneration Capital Grants fund	Funding for capital development related to jobs and economic development http://www.scotland.gov.uk/Topics/Built-Environment/regeneration/investment/capitalgrants/rcgf	Can be significant sums, need to negotiate with local authority £250,000 to £500,000
Social Economy Growth Fund	The Fund is aimed at established organisations whose primary social purpose is to tackle disadvantage, poverty and social exclusion. It is ESF funding which, though	£250,000 max

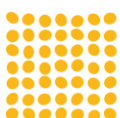


	closed to CCT, may have a round that would work.	
Aspiring Communities Fund	The Fund will help enable community bodies and third sector organisations in our most deprived and fragile communities to develop and deliver long-term local solutions that address local priorities and needs, increase active inclusion and build on the assets of local communities to reduce poverty and to enable inclusive growth.	Development funding up to £50,000 and full grant up to £250,000
Innovative mechanisms	Crowd funding, fundraising, community share offer etc	Up to £25,000

Rural Housing

It is likely that any housing development will be, ideally, led by a Registered Social Landlord who will be able to access Central government housing grants to subsidise the development. It is very challenging for a community to develop housing without this but some ideas are set out below.

The Quaker Housing Trust	<p>QHT (http://www.qht.org.uk/) can give grants to housing developments. Their interest is in addressing poverty and disadvantage by investing in homes for particular kinds of people. They have five criteria for eligibility. An applicant organisation must:</p> <ul style="list-style-type: none"> • have legal charitable status (i.e. be registered with OSCR) • be a small organisation with limited funds available (an annual turnover of not more than £5 million and without access to sufficient income, reserves, nor other fundraising), and • be meeting (or aiming to meet) a real and demonstrable housing need • be providing (or aiming to provide) actual housing, and • be letting the homes (or aiming to let) at a realistic rent which low income occupants can genuinely afford. <p>There is no need to have pre-existing Quaker links. They give grants and interest-free loans. Eligible expenditure includes:</p> <ul style="list-style-type: none"> • Buying, building, converting, renovating or refurbishing property. • Expanding an existing housing project. • Making a housing project 'greener'. • And smaller practical things which turn a house into a home.
Rural Housing Fund	<p>The Scottish Government has noted an acknowledgement of "the unique issues associated with provision of housing in rural Scotland" and committed to introducing a new Rural Housing Fund in 2016. This fund will aim to increase the supply of affordable housing of all tenures in the rural areas of Scotland.</p> <p>Over three years, the fund will be available to a wide range of applicants,</p>



	including community groups and private landowners. The fund will have two components, the main one offering funding to enable the direct provision of new affordable housing and upgrading of empty properties and a second smaller component providing a contribution to feasibility studies.
Tudor Trust	The Tudor Trust has retained an interest in housing and has funded provision in Fife and on Iona where innovative models are being developed.

Hotel or Bunkhouse Accommodation or housing (and other ideas with less direct social impact on disadvantaged people) may require some re-payable finance.

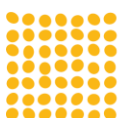
Big Issue invest Scotland	Loans to Social enterprises	http://bigissueinvest.com/big-issue-invest-scotland-biis/
Charity Bank	Loans to Social enterprises	https://charitybank.org/
Co-operative and Community Finance	Loans to social enterprises	https://coopfinance.coop/
Resonance – Affordable Homes Rental Fund	Loans to community-led, affordable housing schemes	http://resonance.ltd.uk/get-investment/affordable-homes-rental-fund-ahrf/
Scottish Community Reinvestment Trust	Small loans from the third sector to the third sector	https://www.scrt.scot/
Social Investment Scotland	Social Investment Scotland (SIS) is a registered Charity and Social Enterprise which provides business loans other charities and social enterprises	http://www.socialinvestmentscotland.com/

A range of funders have been set out to show how this could potentially attract non-repayable capital investment with a view to moving towards sustainability through sales and contracts following a trajectory of a tapering revenue grant which will reduce risk by funding the building, equipment and a portion of working capital.

Though bid writing, outcomes monitoring and fund management can be onerous, there are potential funds that would support this development. We have also indicated that some repayable finances might be feasible depending on the business case.

2.11 Further Market Research on Shortlisted Ideas

Following the first phase of early research at community event and via stakeholder contact some strong themes started to emerge. Further consideration is given to those ideas that seemed to be the most demanded, the most feasible and those that would make the most difference.



Social Housing / Affordable Housing

Needs

- Youth focus group identified housing as a significant need locally: housing benefit is capped pricing them out of the private renting market and some young people were sofa surfing
- Average flat rent in Crieff is £447 pcm⁷. There are no rentable properties advertised in Crieff for under £250 pcm
- Community feedback evidences a concern that local people are being priced out of the market and are forced to move away
- Average house price is £231,806 (an increase of 0.75% from November 2016 to February 2017.)⁸ Average house price across Perth and Kinross is £186,990 and average across Scotland is £164,326 (showing a drop of 2.3% on the same period last year)
- Housing, Planning and Policy, PKC reports there is a “strong and ongoing need, particularly for small 1-2 bedroom accommodation” particularly in the town centre rather than the periphery
- Perth and Kinross Local Housing Strategy 2016-2021 reports a strong need for accommodation for migrant workers in full time employment, particularly in some of the region’s towns - Crieff being given as an example⁹
- In Perth and Kinross, there are only 43 RSL owned one bedroomed units. There are 1,442 x 2 beds and 1,460 x 3 beds
- 152 people were recorded as having significant housing needs in Crieff and only 61 social rented stock becoming available. This points towards considerable waiting times for housing. 95 households required a one bedroomed unit which makes up 2/3 of the total housing need.

Policy

Local Area Plan

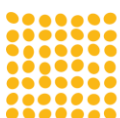
The Local Area Plan of 2014 sets out Perth and Kinross’s vision for future development in the area. It sets out the policies and proposals based on sustainable economic growth and sustainable development by building upon the special qualities of the area that make it an attractive place to live and do business, whilst at the same time recognising the importance of ‘place-making.’

Amongst the plans are those for residential development across the region. In the Plan, Crieff is identified as having “an important role in the provision of employment and housing land in the Strathearn area” in which Crieff is located. With the improvement of some of the community / commercial facilities in the town, PKC sees Crieff as being able to support the allocation of the majority of the Strathearn Area housing proposals: two main areas for housing developments in

⁷ Home.co.uk Crieff Market Rent summary: calculated daily February 2017

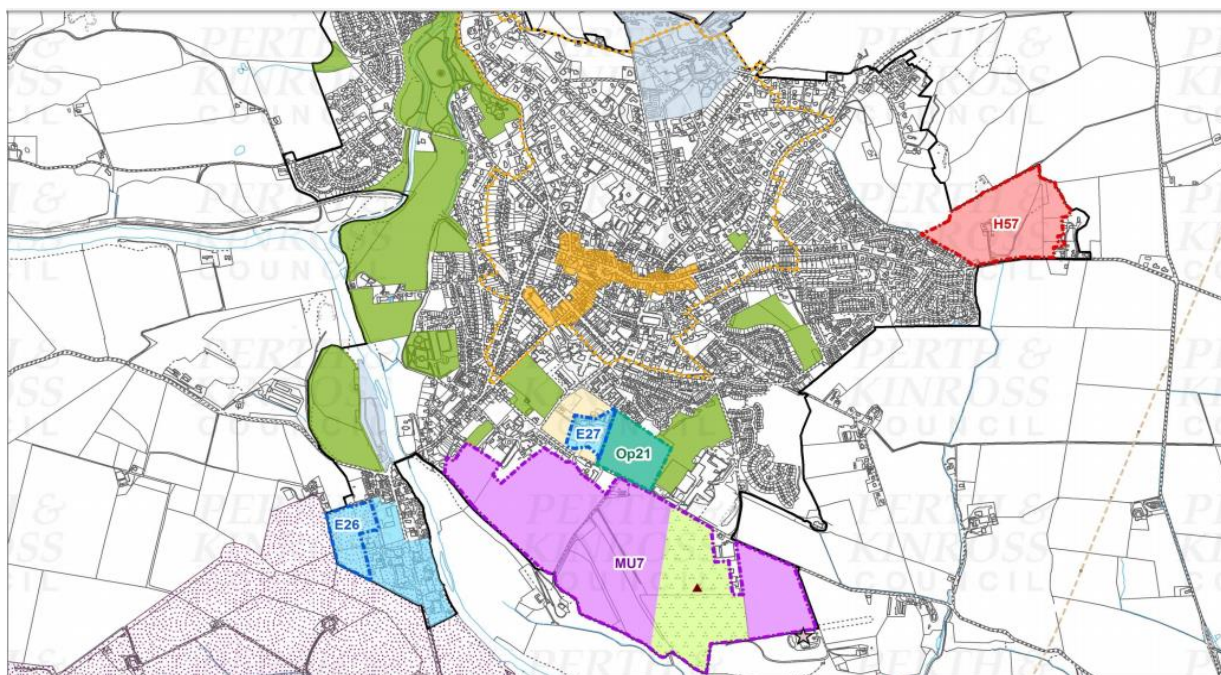
⁸ Comparison of online estate agents (Zoopla, rightmove)

⁹ The strategy states that “Of the 9,237 people aged 16 or over who now live in Perth and Kinross but were born outside the UK, a total of 73.8% are economically active with the majority of these people in full time employment. Information obtained through community engagement activities suggest that the key employment sectors are the care sector, agriculture and the hospitality sector with **high numbers of migrant workers seeking accommodation** in Highland Perthshire, Blairgowrie, Coupar Angus, **Crieff** and Perth city.”



Crieff were identified in the Plan, both on the outer edges as illustrated in the map below Wester Tomaknock (H57) (earmarked for 100-120 units) and Broich Road (MU7) (300 units). The plan for both areas include a mix of housing types and sizes.

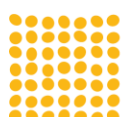
Perth and Kinross is identified as having a low cost housing shortage and this is partly being addressed through commercial developments. For any residential development of 5 or more units by private developers, there is a mandatory affordable housing contribution amounting to an equivalent of 25% of the total number of units. Failing that, and in appropriate circumstances, a commuted sum is required from developers. In Crieff, the two new housing development have provided somewhere in the region of 50 affordable family sized units as the Developers' contribution.



Perth and Kinross Local Housing Strategy 2016-2021

Within the Local Area Plan framework sits the Local Housing Strategy for the area. It sets out 4 strategic priorities. Of relevance to this report is the following priority:

Priority	Outcome	What this means in practice
Supply of housing and sustainable communities	More affordable homes that are designed on people's needs	<p><i>Affordable housing: target of 750 units over 5 years (150 per year)</i></p> <p><i>Market Housing (inc. private rent) 2000 units over 5 years (400 per year).</i></p> <p><i>This will be achieved through working in partnership with Housing Associations and property developers with funding from Scottish Government and Developers' Contributions.</i></p> <p><i>A Strategic Housing Investment Plan will be developed (identifying priority geographic areas for development)</i></p>



		<i>“We will make every effort to regenerate communities and bring long term empty properties back into use for affordable housing by using all initiatives and funding at our disposal.”</i>
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The Local Housing Strategy also summarises information from the Housing Need and Demand Assessment (HNDA). It indicates that there is a need for 40-50 additional affordable houses each year in the Strathearn area (which takes in Crieff, Auchterarder, Comrie, Blackford etc). Requirements across Perth and Kinross are high making it unlikely there will be capacity in the building industry or PKC finance for these targets to be met.

Opportunities to work in partnership with PKC (Housing, Planning and Policy)

Besides Property Developer Contributions, the Council develops around 80 of its own affordable housing units each year. Crieff is a priority location for housing and there is a constant need for low cost and social housing across the area. The new private developments have in some part helped but have not met demand- focussing mostly on family sized accommodation on the outskirts of the town rather than the town centre.

Pressure ratios are compiled by the Council to monitor housing needs. Only applicants with a high level of need are recorded but nevertheless, as at March 2016, there were 152 such applicants and there were 61 vacancies in the social rented stock in the year up to this date. This indicates that applicants can expect to wait for considerable time for a social rented house in Crieff. The pressure ratios information also records the size of house applicants require: it shows that there were 95 households requiring a one bedroomed house/flat in Crieff which makes up two thirds of the total in need of rehousing.

“From this, there is a need for small flatted accommodation in Crieff and if we could regenerate the area by bringing a property back into use to meet this need this is likely to be viewed as a priority for the Council.”

Its partnership with Kingdom Housing Association to redevelop a derelict building in the town as affordable units, is something it is interested in doing more of: not just addressing housing need but also contributing to the regeneration of the town centre. Crieff “would get prioritisation” in terms of similar developments. The Council would be open to the idea of partnership working with an RSL (to unlock government funding and get expertise) and with CCT (to ensure community benefit and potentially unlocking other funds) to redevelop the Drummond Arms or other sizeable empty building. It would be interested in further discussions to find a way forward.

Opportunities to work in partnership with RSLs

Caledonia Housing Association

Caledonia Housing Association is the largest local RSL with around 4,000 properties in its ownership and management. It provides both homes for rent and low cost home ownership opportunities and operates throughout Dundee, Angus, Perthshire and Fife and in the Highland Council area.

Caledonia HA is currently developing new stock in the North, is looking to repurpose empty shops in Perth and is interested in developing a project in partnership with a local Development Trust. The Housing Association is keen to develop new housing within Crieff itself: this has been a cold spot for the HA and Perth and Kinross Council and there is a clearly identified need in the area. All in all this would be an attractive development option for them.

Caledonia HA believes it could bring expertise but as an RSL, could also access grants to make developments viable and attractive, as well as potentially investing their own capital. In addition, Caledonia HA have recently introduced a new pilot scheme through its Care and Repair team:



HEATS Equity Release which would give equity exchange in the region of £40K for energy efficiency upgrades in its houses.

The key barrier for the HA would be the cost of the development and whether this would be prohibitively high.

Caledonia HA are open to further discussion and suggest CCT representatives meet the Development Manager for New Builds to explore options.

Kingdom Housing Association

Kingdom Housing Association is a Fife based RSL, working across East Central Scotland, including Perthshire and Clackmannan. It has in the recent past, developed an unused building within Crieff for social housing. In 2013/14, it purchased the abandoned Crown Hotel in the town centre in partnership with the Council through the Town Centre Housing Fund. The site was bought speculatively at a reasonable price with the intention of redeveloping the original building. The building was discovered to be beyond saving and was demolished to make way for new units.

The project fronts onto East High Street and the flats are accessed from Ramsay Street, where there is also undercroft parking. The proximity to the High Street and the sloping site made the construction works difficult and the site was generally found to be tricky and expensive. Kingdom appointed Campion to undertake construction of the 14 units (3 x 1 bedroom and 11 x 2 bedroom flats) and these have now been occupied for a year.

The new homes have been designed to Kingdom's high specification and include energy efficient photo voltaic panels and mechanical ventilation and heat recovery systems. The project has been developed to the Building Regulations Silver Sustainability Standards.

Kingdom received £1.1m funding support from the Scottish Government's Affordability Housing Supply Programme and the Town Centre Housing Fund. Perth & Kinross Council also provided £45,000 in grant funding to the project. The balance of the costs were funded by Kingdom.

Rents for the new flats range from approx. £286 to £291 per month and applicants for the properties can apply direct to Kingdom or through the Perth & Kinross Common Housing Register. Kingdom have a management agreement in place with Fairfield Housing Co-operative in Perth, who provide the local management services for Kingdom.

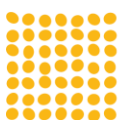
Discussions with the Senior Development Services Officer revealed that whilst each project would be considered on its own merits, there is no appetite for further development in Crieff at this stage. Although pleased with the units now in place, the development was difficult and expensive and there are ongoing problems of dry rot creeping in from neighbouring buildings.

Kingdom advise that for any project to be considered, the Council needs first to identify an area as having a housing priority and it needs to be part of the local development plan. Kingdom (and potentially other HAs) would usually favour developments of about 10-20 units for them to be worthwhile.

Other RSLs

Link HA and Dunedin Canmore HA were also contacted for the purposes of this study. Both these RSLs have previously worked in partnership with local Community Development Trusts and were approached to determine whether there was an interest in further work of this kind. Neither felt this was something they wanted to pursue at the moment.

Link is currently involved with Kirknewton Development Trust in West Lothian in a £1m project creating 7 affordable bungalows for older people. These will cost approx. £120K purchase price and have been designed to high energy efficiency standards to ensure running costs are low. The project has been part funded through the Rural Housing Grant. Whilst this development is progressing, collaboration with a Development Trust has been felt to be challenging at times and something to consider for future work.



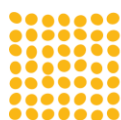
Hillcrest Housing Association and Fairfield Housing Association are also active in Perth and Kinross. Both have been approached as part of this study but no contact has been made at the time of writing.

Shared Community Space

The research suggests there is a need for community activities to be delivered to a range of audiences and groups including local families, young people, residents and groups. This is within the current provision of existing buildings including church halls in Crieff, as well as the Strathearn Artspace and the Strathearn Campus, as well as the empty spaces of The Refectory and Old St Michael's Hall.

Needs

- The community consultation at various events in late 2016 and the stakeholder meetings suggest there is appetite for space for lunch clubs, space to meet socially, as well as space for renting for social events
- There is some appetite for a space similar to the White Church who rent their space out to local clubs during the day using the space for tai chi, yoga, pilates, and coffee mornings, funeral teas, social events, weddings, birthday parties
- There is concern that any new community activity does not displace activities taking place in existing church halls in particular, this being Brownies, Scouts, coffee mornings
- There is an opportunity to make better use of under used spaces in Crieff, in particular Strathearn Artspace which should be a key consideration within the context of this research
- There is no day-care provision in Crieff any longer for older people suggesting an opportunity and need to provide activities and support for older people in Crieff however this could potentially become a larger project with a need for specialist care and support rather than something that can be easily included in a mixed use community space
- Need for small meeting space for local community groups to use for occasional meetings or to accommodate part time staff on a longer rental agreement basis
- Need for a family hub space – this project idea is being developed with LOGOS and Crieff Parish Church and one space being researched is the Penny Lane building (formerly Haldane's)
- Space needed for manned tourist information points (rather than electronic information points) where tourists can request information about attractions, events, hotels as well as booking events
- Strathearn Campus provides many community services including library, leisure space and rooms for rental but many people including older people, those without transport, and those with mobility challenges, are unable to use these spaces easily; local businesses have seen a downturn in footfall in the town centre and people also suggest that the prices charged for hire of space at the Campus are prohibitive
- Reduced and more expensive (metered) parking in the town centre is an issue which deters people from stopping in the town centre. This will need to be carefully considered when determining how to make use of the empty spaces around the town centre.
- One of the key principles for the future from Crieff's Charette in 2015 states that Crieff will become networked and inclusive, and continue to support the strong existing



community nurturing new initiatives as they arise but to do this it will need appropriate community facilities or a community hub space.

- The Charette also suggested a key initiative to create a community hub in the town centre, to “encourage transparent, inclusive and networked community action, stimulating partnership working between community bodies and the Council.”

Policy

It is difficult to align policy and strategy with activities that may take place in a shared space when it is not clear which organisations will use the space and what activities or services will be delivered. When this is decided, the thematic areas supported can be connected with relevant local and national policy.

Perth & Kinross Council, Single Outcome Agreement 2013 – 2023

The key milestones extracted from the SOA shows the opportunities for Crieff to be part of achieving key objectives and outcomes:¹⁰ Outcomes from provision of a shared community space alongside commercial activity run as a social enterprise will create jobs, regenerate town centres and develop social enterprises as well as delivering community led activities.

Adopting a model of mixed space use providing social housing or hotel accommodation alongside community spaces accessible by all, will help Crieff to contribute to Perth & Kinross’s SOA, with two outcomes in particular being:

- to promote a prosperous, inclusive and sustainable economy, working towards local outcomes of creating employment opportunities for all and a thriving and expanding economy
- to create a safe and sustainable space for future generations, working towards local outcomes of an attractive welcoming environment; resilient, safe and responsible communities; and people in vulnerable circumstances are protected

Perth & Kinross Council is also keen to develop an asset based development model. This would be delivered through the Council working more closely with communities to “strengthen a wider community development approach” and “maximising assets and social capital where communities and CPP partners work alongside to develop creative solutions to the issues and priorities that matter most to those communities.”¹¹

Crieff Charette 2015

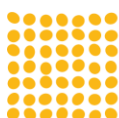
The Charette in 2015 stimulated extensive discussion with a focus on connecting Crieff better to out of town facilities as well as improving the urban realm within the town centre. The Strategy that emerged focused on key buildings, two of which are included in this research. The Charette suggests a need for a community hub, making use of the existing Perth & Kinross Council building on James Square in the town centre.

TIMELINE: KEY MILESTONES

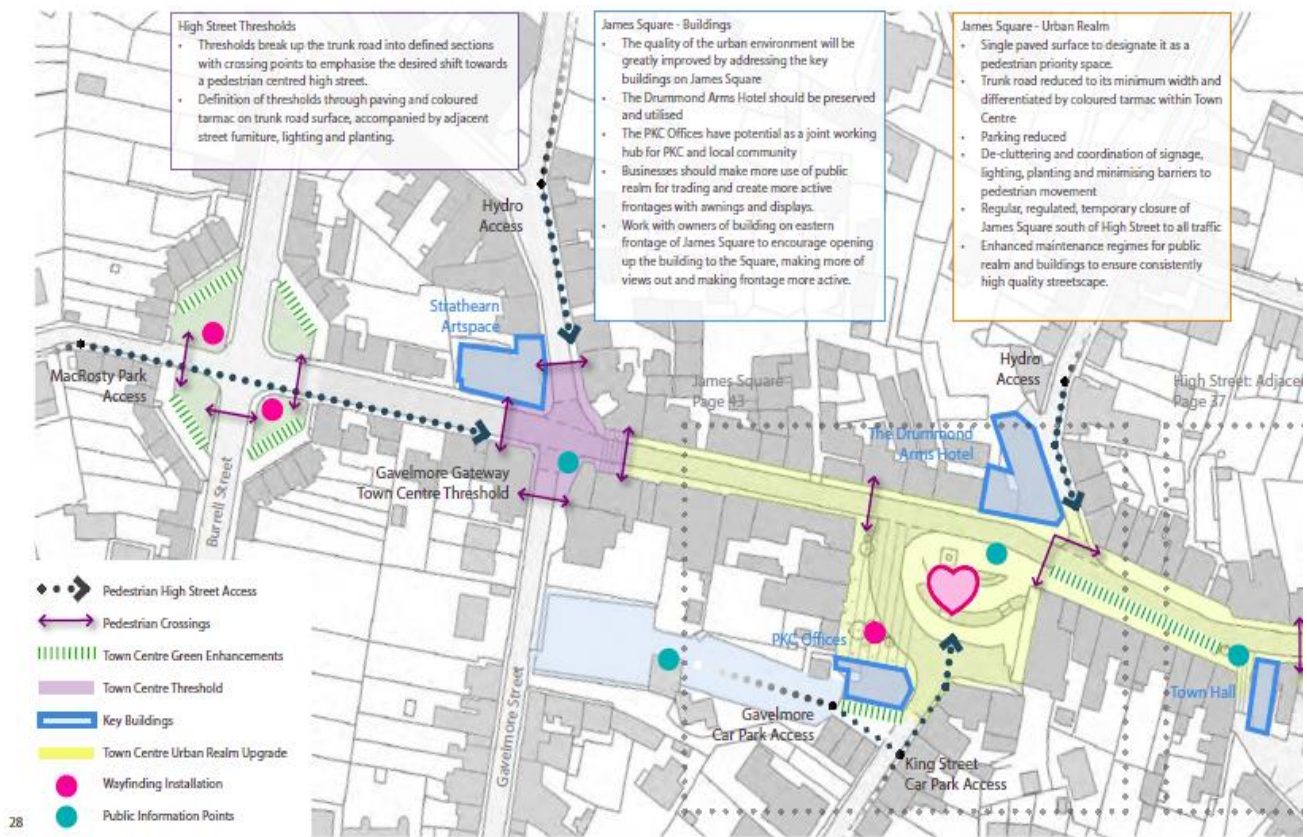
13/14	17/18	22/23
<ul style="list-style-type: none"> • Promote an iconic vision for Perth and Kinross • Existing and new businesses are supported to help them sustain and create jobs 	<ul style="list-style-type: none"> • Conditions for growth created through the commercial property investment programme • Investment in our current key business sectors whilst exploiting emerging opportunities 	<ul style="list-style-type: none"> • Economic and physical regeneration through investment in Perth City and our main towns • More vibrant places by encouraging and supporting community-led economic development initiatives, including social enterprises

¹⁰ Perth & Kinross SOA 2013 to 2023; Promoting a Prosperous, Inclusive and Sustainable Economy

¹¹ Perth & Kinross Single Outcome Agreement 2013 to 2023, How we are going to lead and improve



Crieff Town Centre Strategy



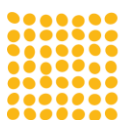
Scottish Government's National Outcomes

Out of Scotland's 15 national outcomes, a project providing space for shared community space and activities would align with 10 of these outcomes.

Operational Benefits of adopting a shared community spaces model

The operational benefits of working together in a shared space will be:

- Encourages integrated services
- Brings Community Planning partners together to deliver services of benefit to a wider range of beneficiaries
- Access to shared resources – including volunteers, space, and information or expertise
- Reduced costs (paying proportionate to space used)
- Providing seamless services
- Encouraging intergenerational activity because space is shared by a range of groups
- Cross-referral or signposting from one service to another, providing more support to the people who need help
- Opportunities for joint working on projects with shared outcomes



- Opportunities for joint funding applications, giving strength to applications and perhaps in some cases offering competitive advantage
- White Church success (see section 2.8)

Co-working Space

Needs and Trends

- Self-employment has become an important feature of the UK labour market, accounting for around a third of the growth in employment since 2010. Much of the recent increase in self-employment reflects longer term trends — such as an ageing workforce. An analysis of official figures by the TUC to mark National Work from Home Day reveals that nearly a quarter of a million (241,000) more people work from home than a decade ago. The number of people working from home has increased by a fifth in the last ten years to reach a record 1.5m.
- 37 people in Crieff have so far, indicated they would use a co-working space at least weekly and 11 would use it daily. “Been working from home for the last 17 years, since moving to Crieff from central London. Had enough of it! Youngest child has just left home so I reckon it's time to get out of the house...”
- Additional interest in learning and networking opportunities a co-working hub could provide, ie not just a work space but space to collaborate and “just be around other people.”

Policy & National Context

In recent years, the UK has experienced a shift in working practices with an increasing lean towards locally based and flexible working. Companies and individuals are increasingly opting into flexible working arrangements including when, where and how work happens. This has in part been driven by a boom in Scotland’s entrepreneurial ecosystem with significant growth in the small enterprise sector¹² enabled through financial incentives from Government and a raft of support from agencies. Recent statistics show that one in seven people now work for themselves. But larger companies are also experiencing (and driving) changes in working practices, partly through a need to drive down overheads but also to improve staff satisfaction.

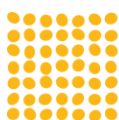
This has led to a more collaborative, dynamic and ‘social’ approach to work and an increase in demand for ‘co-working’ space: essentially a space where people with different business interests share a working environment. Such hubs reduce the need to commute and can reduce isolation among home workers but they can achieve much more besides: run responsively, co-working spaces can regenerate local economies.

There are many different co-working hub models and these evolve depending on the needs of individual hub communities. Some favour an accelerator focus, others incubation, others serve a more social function. Co-working in Scotland has been slow to take off relative to other countries (Madrid for example has 28 such hubs) but now with the backing of Scottish Government, co-working in Scotland is beginning to gain traction.

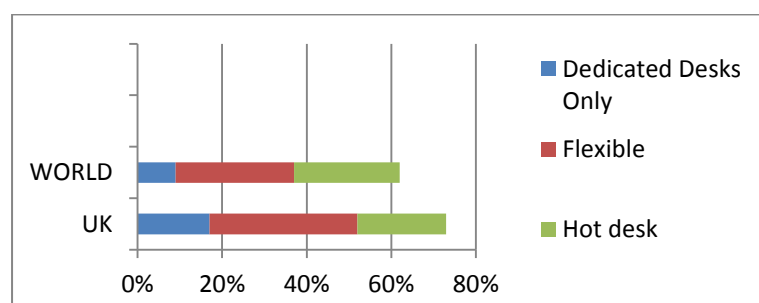
As part of its 2015 framework for driving entrepreneurship and innovation¹³, the Scottish Government set a number of priorities for action including: “Supporting the ambition of our Town

¹² <http://www.gov.scot/Topics/Statistics/Browse/Business/Corporate/KeyFacts> “the number of unregistered enterprises in Scotland has increased by 93.2% since 2000 (up from 91,305 in 2000 to 176,420 in 2016). However, the number of registered enterprises increased also - from 148,665 in 2000 to 173,995 in 2016 (an increase of 17.0%) - driven by an increase in the number of small (0 to 49 employees) registered enterprises.”

¹³ [Scottish Government] Scotland Can Do: Becoming A World Leading Entrepreneurial and Innovative Nation



centres to be at the heart of enterprise and community in Scotland.” As part of its Scotland CAN DO approach to Entrepreneurship & Innovation, the Government funded *Can Do Places* which works with community groups, Development Trusts and Business Improvement Districts to create Can Do Spaces. A Can Do Space is usually a redundant town centre building which can provide a home for people to try out new business ideas, trade and work together. The money created by these ventures circulates in the local economy and through the multiplier effect, increases significantly. With Government support, Can Do Spaces have already been established in places such as Falkirk and Peebles.



Some statistics:

- 39% of the UK co-working spaces are profitable with 54% breaking even with 7% stating no profit.
- UK income figures show that 44% of co-working hubs' income comes from renting desks.
- The highest expense (34%) is the rent of premises. 13% is operating costs and 12% staff costs.
- 59% are for profit, with 28% not for profit. The UK figure for non-profit is higher than the world average which is only 16% and 2% government run.
- 43% of the UK market is expected to expand to more locations, compared to 36% with the rest of the world market.

Opportunities for collaboration with Can Do Spaces (Ian Scott)

Can Do Spaces reported that “home working is booming and people are looking for a home like environment and socialisation is a really important part of all of this. Co-working hubs are good for the inclusion agenda. People want a lovely place to meet folk.” This is not ‘office space’ but “peace and quiet when you want it and companionship when you need it.” There are now numerous examples of successful hubs, the Glasgow Collective being one which brought an old furniture warehouse back to life as a busy co-working space. Interest is being expressed not just by individuals running micro-enterprises, but also larger companies (telecommunications and insurance companies for example) are seeing the benefits of providing local work spaces for single employees and teams and beginning to invest in them.

In Crieff, the Action Plan clearly identified the built environment as a problem and that on the face of it, the availability of empty buildings far outstripped the demand for community activity space. CCT has been working with Can Do Spaces since June 2014 to explore the potential for a co-working hub in the town. The focus has not been on the buildings and how much they will cost to refurbish but on the provision of a working space with diverse activities which will *generate an income for the community, promote inclusive growth and boost the local economy*. In this sense, development of a working space moves from regeneration to market demand, crossing over from community into business.

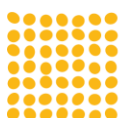


Despite the cross cutting benefits of a Can Do Spaces, there are some challenges for this initiative: namely risk aversion by local authorities and entrenched thinking, negative perceptions of the Third Sector and organisations' abilities to run enterprise spaces and also people failing to recognise the market trends and the huge changes in working practice. Despite these barriers, there have been some noticeable shifts in the last few months, with some promising meetings with PKC who have suggested the disused Primary School as a potential host space. Can Do advise developing a pop up space as a pilot to test appetite and the size and kind of space which may be needed at a more evolved stage.

Support for development can be given in part by Can Do but could also be offered through The Melting Pot (TMP), a pioneer in the co-working space movement in Scotland. TMP has received government funding to help groups replicate its model and set up co-working hubs across Scotland. There are also examples of forward thinking Local Authorities match funding crowd funds: potential members of a co-working space could invest and have donations matched by the Council.

Some Exemplars

Co Worker Hubs	Details	Costs
The Melting Pot Edinburgh	Mix of co-working space, meeting space and conference suite. The Melting Pot has been open for 10 years. Though in the city centre and with a regular client base, it has struggled to become sustainable and still relies on small grants. Without the very high rent from the landlord, sustainability would be easier to reach.	Fixed Desk £348 pcm 100 Hours p/m £198 pcm Networker £10pm +£3.34p/h
Bush House Penicuik	Private and Shared Office Space / Desk Space Office Space for Start-up Companies Creative Office Space	No advertised information
Falkirk Business Hub Originally the site of Falkirk's General Post Office, four storey building was converted in 2013 by Bellair (Scotland) Ltd	Falkirk Business Hub has 50 serviced office suites over three floors in a variety of sizes, all finished to a high specification Suitable space for 2 to 10 people Hub lounge Virtual office Conference (up to 59 delegates)rooms Staffed reception Fitness Suit	Unlimited £150+vat p/m 60hr/pm £100+vat p/m 30hr/pm £60+vat/pm Pay as you go £4.50 p/hour
Liberty Hub Rosyth, Fife	Fully serviced offices ranging in space from 100 ft2 to 1500 ft2 Office address in Dalgety Bay, Rosyth	From £40 p/m



Offer a wide range of serviced offices & workspace units across 4 Business Centres in the Dunfermline and Kinross areas	<p>Dunfermline and Kinross</p> <p>Professional reception staff to greet your guests</p> <p>Entrepreneurial environment</p> <p>Telephone call answering and PA services, if required</p> <p>Access to fast internet and telephony</p> <p>Meeting room facilities</p> <p>Photocopying & mail handling</p>	
<p>Creative Leith Edinburgh</p> <p>Business incubator and flexible workspace for people working in creative industries. The Creative Exchange offers affordable space alongside business support, creating a new hub for collaboration and innovation in Leith.</p>	<p>Workspace for up to 80 individuals, groups and businesses</p> <p>A centre for creative and digital talent</p> <p>Business incubation, development and support services</p> <p>A hub for collaboration, innovation and co-operative working</p> <p>A demonstrator space to promote the business</p> <p>Potential of ultra-fast broadband and digital technology</p> <p>a platform to showcase the city's creative products, services and talent</p> <p>on-site gallery with exciting programme of exhibitions</p>	<p>Super Member</p> <ul style="list-style-type: none"> • £270 <p>Standard Premium Member</p> <ul style="list-style-type: none"> • £240 <p>5 day Hot-desk</p> <ul style="list-style-type: none"> • £200
Dublin Street Edinburgh	<p>Located in the city centre the club is newly refurbished and offers both fixed offices and co-working options. The office is well equipped and hosts all the latest technology and equipment. The centre provides 24 hour access and has an on-site management team. The Club is a 2 minute walk from the Edinburgh Tram Line and also has access to exclusive private gardens in Edinburgh.</p>	<p>Serviced Offices From £275</p> <p>per person per month</p> <p>Co-working spaces From £100 per person per month</p> <p>The estimated price of this office can be affected by a number of factors including the amount of space needed, length of contract and move-in date.</p>
Office Space: Maritime Street, Leith,	<p>This established business centre offers mid-range serviced office accommodation. Facilities provided</p>	<p>Serviced Offices From</p>



Edinburgh, EH6	include meeting rooms and a wide range of office space catering for 1–8 person offices. The area tends to attract designers, architects and computer companies and is highly desirable. For small start-up businesses, desk spaces are offered in an open-plan format with other like-minded businesses for £150 a month	<p>£200</p> <p>per person per month</p> <p>Co-working spaces From £130 per person per month</p> <p>The estimated price of this office can be affected by a number of factors including the amount of space needed, length of contract and move-in date.</p>
Tribe Porty, Portobello, Edinburgh, EH15	<p>Tribe Porty was established c. 2015. It provides affordable work spaces and co-working opportunities and works on multi disciplinary creative projects. Members of the collective can work individually but also tap into the collective opportunities the Tribe provides. The Tribe is committed to proactively developing partnerships and alliances that can be shared across the collective.</p> <p>There are 6 office and studio spaces available in a range of shapes and sizes and 6 permanent desks. Access 24/7.</p>	<p>Permanent desks are £170 per calendar month with a 6-month minimum contract.</p> <p>Services include:</p> <ul style="list-style-type: none"> • Fibre optic broadband • Access to kitchenette facilities • Heating, electricity, and recycling • Reduced price on Tuesday Lunchtime yoga and other fitness sessions in the White Hall at Tribe Porty • Social opportunities & good fun with Tribe Porty members (eg weekly Thursday Lunches and monthly Wednesday Coffee Mornings).

Heritage and Tourism

Crieff is historically known as a hub for tourism, trading mainly on its whisky and cattle droving past. Originally the centre of the Pictish Kingdom¹⁴ of Fortren, it is the location of the oldest Roman frontier in Europe and was one of the settlements burnt by the Jacobites after the 1715 uprising.

Crieff then become a prosperous weaving town and it is believed that the final war council to be held by Charles Edward Stuart (“Bonnie Prince Charlie”) prior to his encounter at Culloden was held in Crieff. In the 18th Century the town hosted the annual Michaelmas cattle Tryst, an event which the town continues to celebrate annually with a week-long walking festival in October. Crieff was the main Scottish cattle trading town at that time and became known for its public

¹⁴ Perth & Kinross Council, Culture and Community Services Report, c 2007 (undated report)



hangings at Gallowhaugh, now Gallow Hill at the bottom of Burrell Street.¹⁵ In 1775 Scotland's oldest distillery, Glenturret, opened, just outside Crieff.

During the reign of Queen Victoria, the focus changed from trading town to popular holiday resort, and the Crieff Hydro Hotel (or Strathearn Hydropathic as it was known at the time) was established.

Attractions include Cultybragan Camp Heritage Tours, Drummond Gardens and Innerpeffrey Library.

Heritage remains a key draw for visitors and the research has suggested a need for space designated as heritage or museum space as well as a need to provide tourist information from manned information points rather than electronic information.

Tourism

Crieff is at one end of the Perth Tourism Route with access to woodland and hill walks, exceptional scenery, a range of hotels, distilleries, galleries, eateries, visitor centres, leisure facilities, wildlife parks, stately homes and also well located for travel to the rest of the Highlands. It boasts annual events drawing both local people and those from further afield including the Crieff Highland Games.

Crieff has one large hotel, 6 other medium sized hotels, 9 bed and breakfasts, 17 self-catering apartments¹⁶ and 1 campsite open year-round.

Tourism Statistics for Scotland

- Scotland's tourism employment figures have risen by 11% in the 2014/15 year¹⁷
- Hotel jobs show an increase of 14% in 2015 over the previous year in Scotland; this represented 25% of total tourism employment in Scotland
- The average length of a hotel stay in Scotland was 2.8 nights in 2015, representing a spend of £69.20 per night
- The busiest time for visitors to Scotland is between April to September, presenting 66% of visitor numbers
- In 2015, over 70% of all overnight domestic tourist trips to Scotland were holiday visits
- 65% of tourism spend in the UK is from people residing in the UK, 23% from Scotland and 41% from England¹⁸
- The region of Perth and Kinross has a population of almost 150,000 with a day trip market that includes a further 45,000 approximately. Within Perthshire, the majority of trips to the region are made by people living in Scotland. Despite a decline in visits by domestic tourists between 2012 and 2013, spending by the group nevertheless increased during this period of time while visits by overseas tourist to the area have also increased. In 2013, UK tourists to Perthshire spent approximately £183 million and made 643,000 trips to the region, 65% of these coming from within Scotland. Overseas visitors made 152,000 trips spending £57 million.¹⁹

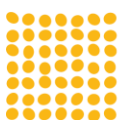
¹⁵ Wikipedia

¹⁶ Crieff & Strathearn.co.uk

¹⁷ Visit Scotland.org; Tourism Employment in Scotland 2015

¹⁸ Visit Scotland; Tourism in Scotland 2015

¹⁹ Crieff Charette 2015



Needs

- From our stakeholder conversations, those who work within tourism in Crieff agree that there is a need for more hotel accommodation in Crieff, stating that during peak time (April to September) they have to turn guests away
- Crieff Charette 2015 found that “Crieff needs: leisure facilities for all ages, visitor activities within the Town Centre”
- The Charette also found a need to pedestrianize the town centre, particularly around James Square; this would improve the overall visitor experience for anyone visiting the centre of Crieff
- Tourism in Strathearn accounts for 23% of total tourism income in Perth & Kinross
- Perth & Kinross’s Single Outcome Agreement 2013 to 2023 states “.. there are opportunities to promote growth in key sectors through enhanced support for investment in tourism...”
- Perth & Kinross employed 8,700 people in tourism showing a 6% increase in the previous year and representing 14% of total tourism employment in the area²⁰
- Perth & Kinross Tourism Plan 2013 to 2016 supports growth, encourages support of the supply chain and initiation of regeneration activities in the natural and built environment
- Crieff’s Business Improvement Development (BID) Business Plan shows its first theme focusing on “Marketing Crieff: Increase visitor & shopper spend, through “Supporting the development of a ‘Crieff Brand’ behind which marketing activities will support growing the visitor and retail economies”
- Perth & Kinross’s Local Area Plan “seeks to promote and enhance existing and future tourist development in the area”
- The average room price for an en-suite double room on a Saturday night during March for a b&b in Crieff is £83 (searching 11 b&bs); prices from £70 to £125. Crieff Hydro prices mid week during March from £101; Friday night in March £101 to £134²¹

Policy

Local Area Plan and Tourism

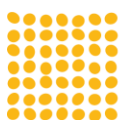
From a tourism perspective, the Local Area Plan for Crieff states “Tourism provides employment and brings visitors to the town. This improves the vitality and viability of Crieff and ensures that services and facilities can continue to be provided in the area. The Plan therefore seeks to promote and enhance existing and future tourist development in the area. The Crieff Hydro Hotel, and the caravan site to the west of the town, are specifically identified for their contribution to the provision of visitor accommodation and should therefore be retained for their current uses.”

Crieff Charette 2015

The findings from this research stated that “Crieff will be: a varied and attractive visitor destination; Crieff needs: leisure facilities for all ages; visitor activities within the Town Centre.”

²⁰ Visit Scotland.org; Tourism Employment overview by Local Authority

²¹ Booking.com



Perth & Kinross Single Outcome Agreement 2013 to 2023

Targets²² set within the SOA suggest there are opportunities to work with Perth & Kinross as a key partner in development projects that will assist them to meet their objectives of increasing tourism generated expenditure; reduce vacant city centre commercial floor space as a % of total floor space; increase job creation in small to medium enterprises; and increase tourism employment.

Indicator/s	Lead partner (source)	Baseline	Targets		
		11/12	13/14	17/18	22/23
Thriving, expanding economy					
Number of new business accounts as a % of the business stock	PKC	7.9	8.1	9.5	11.0
Tourism generated expenditure (£)	PKC	448.2m (2011)	466m	504m	555m
Area of available Serviced Business Land (Ha)	PKC	5.5	11.9	14.9	28.9
Vacant city centre commercial floor space as a % of the total floor space	PKC	12.5 (2010/11)	12	10	8
Number of jobs created in small and medium enterprises per annum with public sector support	PKC	333	400	500	600
Assistance to businesses to trade outwith Scotland as a proportion of total business stock (%)	PKC	0.2	0.5	1.5	3
Key sector employment (%):	PKC				
Tourism		12.4%	12.5%	13%	13.5%
Food and drink		2.8%	3%	3.2%	3.5%
Clean technology		5.1%	5.3%	7%	9%

Perth & Kinross Council's Tourism Plan

The Plan for 2013 – 2016 states its objectives as:

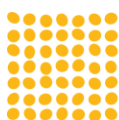
- To grow the value of tourism revenues in Perth & Kinross.
- To encourage product development, innovation and collaboration.
- To support the tourism supply chain including linkages with the food and drink sector.
- To support development of the tourism workforce.
- To initiate regeneration activities and infrastructure improvements in the natural and built environment.

Tourism Scotland Strategy 2020

This strategy document outlines key actions for growth including “every business should get involved with their local destination group if they aren’t already - get together with other like-minded businesses and agree how you could work better together for the benefit of the customer.” And “Development of a ‘framework for action’ for each and every destination. The framework will also seek to provide groups with a common platform from which area or cross area initiatives that align with our national growth strategy can be developed.”

The Strategy shows that the customer experience is changing and expects to see “visitor expectations grow ever more sophisticated with a shift away from individual tourism attractions

²² Perth & Kinross SOA 2013 – 2023, Performance Indicators for Thriving Expanding Economy outcome



towards more rounded experiences, delivered to a consistently high quality at each point of the customer journey”.

This may present an opportunity for Crieff to work together with the Tourism Association, BID and other community groups to deliver a rounded visitor experience for Crieff’s visitors.

Crieff as a Business Improvement District (BID)

BID Business Plan sets out a range of objectives; those relevant to tourism in Crieff and BID’s involvement in tourism state are:

- Help Crieff become a year-round destination town
- Connect Crieff town centre with large local attractions (with promotions and transport)
- Support and work with local voluntary community groups (focus on the Crieff Action Plan)
- Marketing and promoting Crieff with a Crieff brand

BID’s business plan - THEME 1: Marketing Crieff: Increase visitor & shopper spend, through “Supporting the development of a ‘Crieff Brand’ behind which marketing activities will support growing the visitor and retail economies and build the reputation of Crieff as a stunning place to live, work and visit. Implement a three year marketing campaign focused on key target markets and growing ‘all year-round reasons’ to come to Crieff and promoting more things to do. The BID will also work with local businesses to develop new products and initiatives to help build business for local traders.

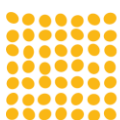
This links to the need for low cost hotel accommodation as evidenced by the research carried out in this Options Appraisal.

Evidence from stakeholder conversations is shown below.

Stakeholder Conversations supporting a hotel offering

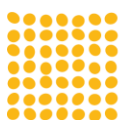
Full notes from all stakeholder conversations are found in Appendix 3.

- Lovat Bed & Breakfast: they work with local hotels and B&Bs to refer guests to each other when they can’t accommodate people; during April to September particularly, there is a need for more hotel rooms in Crieff.
- Crieff Tourism Association: members feel there is a need for a manned tourist information point in the town centre of Crieff; there is also a need for low cost accommodation targeting walkers in particular. It also suggests a mixed use of the space, with space downstairs being used for community activities, or heritage space and tourist information, and upstairs being used for rooms. They can conduct a survey of their members to determine need and potential impact on existing businesses if needed.
- Crieff Visitors Centre has a footfall of up to 90,000 people per year; it would welcome a solution to the Drummond Arms in particular and favours a low cost hotel offering but one which most likely would not need to offer evening meals. There are enough local restaurants and cafes to provide this. Parking would have to be a key consideration: there is minimal parking near the Drummond Arms which may be off putting for some guests. The addition of a hotel in Crieff would certainly, in their opinion, attract people into the town which would in turn benefit local tourist attractions.
- Morrison’s Academy is keen to explore the idea of offering residential educational courses to foreign students; they need accommodation during term time on a block booking basis for up to 20 students at a time. They would be interested in speaking to CCT if they do go ahead with the idea of hotel accommodation.



2.12 Skills audit

	Ailsa	Ann	Mirela	Jim	Ian	Charles	Gil	Peter	Total
Chair experience	2					2	2	2	8
Board experience	2	2		2	2	2	2		12
Governance	2					2	2		6
Legal									0
Charity		2				2		2	6
Fundraising	2	2				2	2	2	10
Administration	2	2	2	2	2	2	2	2	14
Graphic Design	3								3
PR/Press	2						2	2	6
Social Media	2							2	4
Marketing	2			2	2	2	2		10
HR				2	2				4
IT	2		2	2	2		2		10
Construction				3	3		2	2	10
Finance			3	3	3	3	2	2	16
Welfare		2	3					3	8
Education		2	3					2	7
Children	3	2	3		2	2		3	15
Catering	2		2			2			6
Community Consultation	2	2			2			2	8
Project Development				2			3		5
Contract Negotiation				3		2	3		8
Funding	2						2	2	4
Data Analysis							2		2
3 = expert									
2 = reasonable									
blank = little or none, don't put anything here. Leave a gap. Helps to see where the weaknesses are.									



3 Findings, Recommendations and Next Steps

3.1 Findings

3.1.1 Generic Findings about the community

- 1 Crieff has a population of 7,300 and a further 6,000 in outlying areas. This is a **good beneficiary and commercial customer base**.
- 2 This is a **split town**, with peripheral housing dominated by wealthier households and more central residential areas by those who are less wealthy (though there are no areas of high deprivation relative to the rest of Scotland).
- 3 The **geography of the town impacts on its sense of community**. The relatively new campus is an excellent and high quality resource with library, sports centre, meeting space and so on. The reality though is that it has taken activity and life away from the town centre which requires significant regeneration
- 4 The area offers lovely scenery and a good quality of life so **attracts highly skilled incomers**. This brings assets to the town, but there is a tendency for these people to travel to work and spend their leisure time in Perth or Stirling.
- 5 There is policy and trend data showing **support for co-working and enterprise** support and there is recent demand identified in the town.
- 6 The area's natural beauty, geographical position, growing events diary and heritage **could attract visitors** but there is a lack of accessible facilities. The Hydro is a significant player in the area, but this clearly attracts wealthy individuals. B&Bs are also very expensive. There is no affordable hotel option and therefore limited venues for weddings and events. There is a core customer in the Morrison's school.
- 7 There is limited **affordable housing** in the town and supportive RSL partners.
- 8 The recent Charette identified that there was a need for **space for community groups** to meet and this has been borne out in very general terms by the recent research. However the actual demand is not very high and there is also a large number of potential spaces, many of which are under-used buildings in need of bookings.

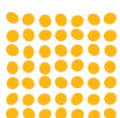
3.1.2 Thematic Areas

Thematic Area	Bunkhouse / Affordable Hotel		
Evidence of Need	What this Would Look Like	Potential Impact	Risks
High potential visitor numbers Demand from Drovers Tryst and other events Lack of competition in the town Case studies show bunkhouse demand is strong Lack of places in Crieff for a wedding / ceilidh except the	Affordable social enterprise hotel with high quality bunkhouse accommodation for walkers and cyclists Small function room In a large site with good design this could be on the same site as housing	Limited social impact directly Regeneration of high profile town scape site will increase community self-esteem Jobs for young people in hospitality Visitor numbers will increase spend and economic regeneration in the	Lack of full grant funding Need commercial manager and strong brand and marketing to become sustainable Impact on local B&B



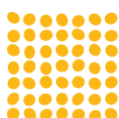
Hydro		town	
Morrison's Academy has expressed an interest in exploring this idea; offering accommodation to foreign students, between 12 and 20 students; accommodation for up to one month, during term time only			

Thematic Area	Social / Affordable Housing		
Evidence of Need	What this Would Look Like	Potential Impact	Risks
<p>Youth focus group identified housing as a significant need</p> <p>There are no rentable properties advertised in Crieff for under £250 pcm.</p> <p>Community feedback evidences a concern that local people are being priced out of the market and are forced to move away</p> <p>PKC reports there is a "strong and ongoing need, particularly for small 1-2 bedroom accommodation"</p> <p>Perth and Kinross Local Housing Strategy 2016-2021 reports a strong need for accommodation for migrant workers</p> <p>152 people recorded as having significant housing needs in Crieff and only 61 social rented stock becoming available</p>	<p>More likely to be mid market rent rather than Benefits based social housing</p> <p>This would be a development undertaken in partnership (led by) the local housing association</p> <p>Potential to use the Drummond Arms site and also have holiday accommodation there</p>	<p>Address housing needs of young people and young families</p> <p>It would encourage a more settled and vibrant population - It would mean the workforce could afford to live where they work</p>	<p>Need to secure interest from RLS</p> <p>Potential control removed from CCT</p>



Thematic Area	Multi-purpose Community Space		
Evidence of Need	What this Would Look Like	Potential Impact	Risks
<p>BID, CCT, CUSTA may all need office space</p> <p>Community information is held at The Library at the Campus which is not easily accessible</p> <p>Charette and other research identified demand locally for this concept</p>	<p>A modest multi-purpose space with meeting rooms and maybe specific services such as a lunch club</p>	<p>Will address the need for central point in the community- a central hub of activity like White Church in Comrie</p> <p>Good information distribution</p> <p>Community involvement easier / cross fertilisation between community groups</p> <p>Direct impact eg to lunch club attendees</p> <p>Can be flexible for use in the future</p>	<p>Competition with the Campus</p> <p>Competition with other spaces especially Strathearn Artspace</p> <p>Ability to raise grants</p> <p>Financial sustainability as low level of demand for this</p>

Thematic Area	Tourism / Visitor / Heritage Centre		
Evidence of Need	What this Would Look Like	Potential Impact	Risks
<p>Heritage Study in December 2015 indicated community demand for heritage and museum</p>		<p>Celebration of local heritage – community pride</p> <p>Learning for local people</p> <p>Tourist attraction may boost local spend</p>	<p>Already being developed in the Town Hall by another group</p> <p>Very limited income generation potential</p>



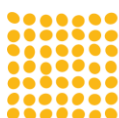
Thematic Area	Youth / Children's Centre		
Evidence of Need	What this Would Look Like	Potential Impact	Risks
Lack of indoor play space Demand evidenced from youth and families	Partnership with Family Hub (church) and Logos to create mix of family support, learning, employability and advice Creche facilities/mobile crèche?	Stronger families Resilient young people and addressing anti-social behaviour Health benefit Jobs/Training for young people Soft play etc would generate income towards sustainability	Being led and developed by the Family Hub (church) and Logos who may have their own vision

Thematic Area	Co-working and Enterprise Hub		
Evidence of Need	What this Would Look Like	Potential Impact	Risks
Professional working age population moving to Crieff who may want to work from home 37 people in Crieff consulted so far indicated they would use a co-working space at least weekly and 11 would use it daily National trend for growth in the co-working space model	Co-working desk space for up to 15 people Shared meeting space Shared reception Built in business support from Business Gateway, Just Enterprise and other suppliers Space for more practical workshops if possible	Keeping people local (and not commuting and spending elsewhere) Networking and peer support creates new ideas Reduces isolation Marketing Crieff Development of jobs and learning	Financial sustainability – low level of demand and lower conversion - Melting Pot in Edinburgh struggles with sustainability. Less likely to secure grant funding

3.2 Options Appraisal of Different Buildings Relating To Emerging Themes

Introduction

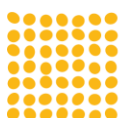
The pros and cons here are directly related to the site or building. This section needs to be fleshed out once the architect led design team had considered the preferred building or buildings. There may be serious issue about viability, running costs, access, parking etc that we are not currently aware of.



Building	Drummond Arms	
Thematic Area	Pros	Cons
Bunkhouse / Affordable Hotel	<p>Large site for flexible development</p> <p>Potential to retain facade</p> <p>Big enough site to develop mid price hotel and bunkhouse with different entrances and facilities but common space for leisure.</p> <p>Town centre situation</p> <p>Might be able to use the new Community Right to Buy Abandoned/Neglected/Detrimental Land (CEA 2015)²³</p>	<p>Dilapidated state - Likely need to demolish (common across all uses)</p> <p>Difficult owner to deal with - may not be willing to sell (common across all uses)</p> <p>May be too large / prohibitively expensive</p>
Social / Affordable Housing	<p>Flexible large site</p> <p>Easy to renovate into housing</p>	<p>Building and site too large for development</p> <p>RSLs say building is too risky to develop</p>
Multi-purpose Community Space	Town Centre site	Limited demand due to competition so site may be too big
Tourism / Visitor / Heritage Centre	Town Centre site	<p>Not fit for purpose</p> <p>Needs serious renovation</p>
Youth and Children's Work	<p>Flexibility</p> <p>If café was part of the plan, city centre is good</p>	<p>Too central, need for discrete site</p> <p>Too large</p>
Co-working Enterprise hub	<p>Town Centre site</p> <p>Good parking if site cleared</p> <p>Space for workshop units in the future as well as co-working space</p>	<p>Too large</p> <p>Could be a shared site but not good mix with accommodation</p>

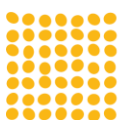
Building	School Refectory	
Thematic Area	Pros	Cons
Bunkhouse /	Modest investment	Too small for this development

²³ The Community Empowerment (Scotland) Act 2015 has introduced a new Part 3A to the Land Reform (Scotland) Act 2003 setting out new rights in relation to a 'Community Right to Buy Abandoned, Neglected or Detrimental Land'. This would facilitate a community's right to purchase land deemed to be 'abandoned or neglected' by Ministers from an 'unwilling seller'. It is for Ministers to exercise judgement on whether the land subject to any application is either "wholly or mainly abandoned or neglected" or "the use or management of the land is such that it results in or causes harm, directly or indirectly, to the environmental wellbeing of a relevant community."



Affordable Hotel		
Social / Affordable Housing	Near School which may be developed as housing as well	Too small
Multi-purpose Community Space	Good for community/social space	Too small and not fit for purpose – too much renovation required Out of town and too near campus to be useful
Tourism / Visitor / Heritage Centre	Chance to design from scratch	Not fit for purpose
Youth and Children's Work	Good discrete site	Not fit for purpose
Co-working Enterprise hub	Easily renovated to create co-working at modest cost – use of simple stud partitions. Ideal size	Converting notional interest to commercial demand

Building	Old St Michael's Hall	
Thematic Area	Pros	Cons
Bunkhouse / Affordable Hotel	Site relatively easy to secure (common across all uses)	Site too small
Social / Affordable Housing	Modest building	Site too small Expensive to develop
Multi-purpose Community Space	Good central spot Easy to develop – matches partly to previous usage	Competition from other venues/church halls
Tourism / Visitor / Heritage Centre	Has some heritage merit to merge with other heritage items and data	Hidden site, requiring clear signage
Youth and Children's Work	Modest site can be sustained more easily	May not accommodate wide range of activities due to space availability
Co-working Enterprise hub	Potential to easily renovate	Limited parking



3.3 Recommendations

Broad Purpose

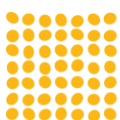
- 1 There is a need to address the decline of the town centre. This was the consistent message through all the research. In some ways, the community is not overly passionate about what the usage is, as long as some activity happens to bring the town centre back into life.

Ideas and developments

- 2 Co-working and enterprise units should be piloted by the Trust within the Lodge Street Annex or the Refectory with a view to finding a permanent home.
- 3 The Drummond Arms should be considered as a mixed use tourist destination, combining higher quality bunkhouse accommodation and medium quality hotel accommodation.
- 4 The Drummond Arms should be considered for affordable housing in partnership with Caledonia Housing Association (or other RSL) and Perth and Kinross Council.
- 5 Developing the Old St Michael's Hall as a project could be developed by partners such as LOGOS, Crieff Church and The Friends of Old St Michael's Hall with CCT taking on a supporting or enabling role.

Management

- 6 Series of board training based on the skills audit.
- 7 CCT should focus on managing the project and the building rather than services within it. Elements such as Bunkhouse and hotel should be outsourced to partners who would pay a rent and/or profit share.
- 8 Funding should be sought as soon as possible for a Development Officer. This can be fleshed out but could potentially have a focus on site and project development but be working to develop core partners as well as the Trust.
- 9 Maximise engagement and connectivity with other existing spaces, such as Strathearn Artspace and strategic players such as BID.



3.4 Next Steps

1. Commission structural survey report on Refectory and Drummond Arms
2. Commission valuation and survey on Refectory
3. Pursue a lease of the Refectory in the first instance to pilot co-working space
4. Agree a brief for the architect based on the accommodation schedule for co-working space in the Refectory and accommodation in the Drummond Arms. This will ensure an initial costed sketch proposal can be established as a baseline
5. A formal approach should be made to owners
6. A funding bid should be submitted for development team fees
7. A funding bid should be planned for the future for a full business plan
8. A funding bid should be submitted to fund a Development Officer
9. A Big Lottery Community Assets bid should be submitted including a request for a development grant to fund design team fees, legal costs and final business planning fees
10. Share findings and recommendations with members and the wider community.
11. A series of study visits should be undertaken, using the Learning Exchange Fund, to enhance learning.

3.5 Appendices

Appendices are available in a separate document

