

## Summary timeline of the regeneration of the former Drummond Arms hotel, Crieff 2011 - 2019

- Jan 2011 - Crieff Regeneration Action Group (CRAG), a precursor to Crieff Community Trust (CCT) Steering Group, formed to look at Crieff's empty buildings
- June 2011 - CRAG presents idea of a Development Trust (DT) for Crieff to the community
- Sept 2011 - Community forms a steering group for a DT and plans community consultation
- April-Sept - 2012 Community Action Plan (CAP) consultation
- Feb 2013 - First CAP launched, town centre is Theme 1, **Drummond Arms Hotel is top priority**
- March 2013 - CCT board formed as charity and company limited by guarantee. CAP action groups formed - Town Centre group focuses on Drummond Arms & forming a Business Investment District (BID)
- Oct 2013 - CCT Board decides to pursue a Community Right To Buy (CRTB) of the former Drummond Arms
- Feb-June 2014 - CCT petition community for CRTB then submits to Scottish Government
- Oct 2014 - CRTB successfully granted
- Nov 2014 - After 203 years, Royal Bank of Scotland (RBS) disposes of its Crieff branch (situated within the Drummond Arms building) to Strathfare (a shell company illegally set up by 3rd party) for £57.5k (TCG Update Nov 2014.doc)
- Jan 2015 - Meeting with town centre group reps, PKC and 3rd party owner, where the 3rd party owner says he will repair the hotel and use local contractors. Crieff community must wait for him to repair building which he never does
- Nov 2016 - CCT commissions an Empty Buildings Appraisal at Scottish Land Fund's instruction (SLF Stage 1 and PKC funded) and has property valued.

### Drummond

Arms building valued at £30k, former RBS building at £20k

- Feb 2017 - Empty Buildings Appraisal complete - affordable housing and affordable accommodation recommended for former Drummond Arms building
- Feb 2017 - Drummond Arms building title goes to the Crown when Strathfare is struck off Companies House
- Feb 2017 - Property lawyer gets in touch to help
- April 2017 - CCT chair and property lawyer meet in London with the Drummond Arms' Heritable Creditor (who lent 3rd party owner the money to buy the DA) to negotiate deal for CCT to get the title in 2 years time once plans, planning and funding are in place
- April-Oct 2017 - CCT works with PKC, Caledonia Housing Assoc and Comrie Croft on recommendations from Empty Buildings Appraisal. Affordable housing feasibility study suggests cost would be an average £300k per housing unit – not viable!
- Oct 2019 - CCT forms special purpose vehicle, Drummond Arms Regeneration Limited (DARL), to take title from Heritable Creditor for £30k (PKC funded)



## Detailed timeline

### **2010 - first Crieff community survey shines spotlight on the former Drummond Arms Hotel**

A large community survey was carried out in 2010 by the Crieff & Upper Strathearn Partnership (CUSP). CUSP (now dissolved) was an umbrella group incorporating a range of community groups in Crieff such as the Community Council, Residents' Association, Crieff in Leaf, the Crieff & Strathearn Tourist Association and the Drivers' Tryst. In November 2010, CUSP presented findings of the survey at three public meetings. The survey was funded by Perth & Kinross Council (PKC) and was prompted as a result of ongoing concerns being voiced by CUSP to PKC about a wide range of issues related to the physical, social and economic state of the town. The purpose of the survey was to gather the views of the wider community about these issues. The survey identified a number of needs in Crieff, including:

- \* A concern about, and need to develop ideas for, large derelict buildings in the town centre
- \* A need for a community meeting space in the town centre
- \* A need for improved cycling and other recreational provision
- \* A need to improve social provision for children / young people
- \* A possible need for a shared garden scheme.

### **2011 - Crieff Regeneration Action Group formed to address town centre problems**

February 2011 - working groups were formed as a result of the 2010 community survey. One of these was Crieff Regeneration Action Group (CRAG) which focused on finding ways to improve selected shop fronts and deal with the problem of large, derelict buildings in our town.

February - May 2011 - meeting every two weeks, CRAG looked at how other towns in Scotland addressed similar issues and concluded that a community development trust could be the answer for Crieff.

June 2011 - CRAG held a public meeting at Crieff Hydro specifically to propose to the community the possibility of establishing a community development trust in Crieff - a charitable company limited by guarantee which could raise money to begin to address some of the town's big needs. Development Trust Association Scotland (DTAS) explained what a development trust was and what it does. Representatives from development trusts in Callander, Doune and Stanley came to the meeting to share their experiences. Of the nearly 200 people who attended that meeting, 95% were in favour of forming a development trust in Crieff.

September 2011 - as a result of these meetings, a voluntary steering group was formed to set up a development trust in Crieff (Crieff Community Trust - CCT). At the time, there was no other group in Crieff that could apply for major funding or undertake larger projects for the benefit of the community. The

steering group developed a constitution and applied for funding to develop a community action plan (CAP) to identify the actions that CCT would work on in its first five years. This was key to ensuring a sense of community ownership of the Trust, as well as creating interest and enthusiasm for the projects which the Trust hoped to undertake.

## **2012 - First Crieff Community Action Plan is begun**

April 2012 - the Crieff development trust steering group received a grant from 'Awards for All Scotland' to support development of a community action plan. The steering group appointed STAR Development Group to lead the community consultation.

May-June 2012 - consultation on community priorities took place through meetings with individuals and community groups.

September 2012 - a Crieff Community Open Day was held, where the public were asked to prioritise and comment on what they thought needed to be improved in Crieff.

## **2013 - Crieff Community Trust is registered as a company and charity to deliver the actions of the Community Action Plan**

February 2013- the Crieff Community Action Plan(CAP) 2013-2018 was launched with CUSP and the Crieff Community Council.

March 2013 - CCT was registered as a Company Limited by Guarantee and in October 2013 the Trust was registered as a Scottish Charity.

Five themes were identified in the Crieff CAP. The first and most important being 'Town Centre' with the **Drummond Arms** at the top of the list of priorities. Action Groups were formed to focus on the various themes within the CAP. The Town Centre group was large, with over 20 people, made up of representatives from CCT, CUSP, the Community Council, residents, and local councillors.

The first, and vital step in the process was to undertake an audit of all the empty and derelict buildings which covered:

- \* Current ownership
- \* The cost to purchase or lease the building
- \* Its planning status
- \* Information about its listing by Historic Scotland

Funding organisations all required this information before any application could be considered so the group believed that, with this audit completed, they would be in a good position to move to the next stage. Many towns around Scotland were already taking ownership of buildings which were then developed for community use. Funding was available from a number of sources for this type of project.

April 2013 - the Chief Executive of Community Enterprises led a very informative meeting in Crieff and provided a draft project plan as a model for how the Town Centre group should structure their plan, as well as a guide to minimising any risks involved in its implementation. Members of the Action Group also visited other community projects around Scotland to see how they work in practice.

November 2013 - after long deliberations the CCT Board decided to pursue a Community Right to Buy (CRTB) for the former Drummond Arms Hotel, knowing that any purchase of the building could only be undertaken if a robust and viable business plan had been developed. Two members of the board, one of whom was the chair, were against the proposal. A new CCT chair was elected.

## **2014 - the process begins to obtain a Community Right to Buy for the Drummond Arms**

February 2014 - many people got involved to start the CRTB process. Volunteers stood outside the Drummond Arms collecting signatures for the CRTB petition. Volunteers also visited community groups to raise awareness and ask people to sign the petition. At the same time, a preliminary feasibility study was prepared by Fergus Purdie Architects (FPA). The study investigated a comprehensive range of project-related issues such as structure, building fabric, services, costs and programming. Other project-related studies were also required to validate sustainability e.g. economic and funding arrangements.

March 2014 - a meeting was held with RBS and PKC about the RBS bank building. RBS' Tenements (Scotland) Act legal action at the time:

- o The legal action was initially aimed at forcing the current owner, Strathfare Ltd, to illustrate their plans to maintain the Drummond Arms or face RBS being given the power to sell their building.
- o As a result of Strathfare's continuing failure to maintain the Drummond Arms, the legal action requested Perth Sheriff Court to award RBS the power to sell the Drummond Arms and former branch as a single unit. If awarded:
  1. It is understood a Court Order will not trigger the CRTB.
  2. The Tenements (Scotland) Act requires RBS to achieve "best value".
- o By pursuing this legal action, RBS believes it is in the mutual interest of RBS/CCT/PKC to simplify the purchase process, test the market and provide an opportunity for Drummond Arms ownership/maintenance to shift from the currently inactive owner, Strathfare Ltd.
- o Please note: by needing to achieve "best value", RBS, via the wording of the legislation, may be required to sell the entire building to the 3rd party owner/Strathfare Ltd. At present this is conjecture, but, as a potential outcome, it needs to be highlighted.
- o Whilst RBS needs to take this legal action to remove/reduce this growing liability from their Property Portfolio, they are aware of the community concerns and continue to actively communicate with CCT PKC.
- o No date currently set – anticipated to occur this summer.

Assuming that the property could be acquired, it was agreed that the likely solution for the Drummond Arms (DA) would have to include funding from a variety of sources. A team approach, which included PKC, CCT and a developer would provide the most comprehensive funding opportunities. For example: affordable housing grants through PKC, Heritage Enterprise and other grant funding through CCT, and commercial funding through a developer (assuming one could be found). It was agreed that the building required urgent attention for reasons of public safety. Broken slates had recently landed on the pavement and road in Hill Street. It was agreed that PKC, RBS and CCT would continue to cooperate towards finding a solution for the building. PKC offered to provide a letter of support for any funding application from CCT to grant funders such as the Heritage Lottery Heritage Enterprise fund when required. PKC arranged to meet with Strathfare and maintain pressure for the building to be repaired and made safe.

End March 2014 - CRTB petitions closed. The team collected over 1,500 signatures, 239 from outside CCT boundary, showing a great deal of support from

the surrounding area and further afield. There were 1,302 signatures from people within the CCT boundary, of which 1,182 (92%) could be validated against the electoral register held at Strathearn Community Campus Library. So 22% of Crieff residents within the boundary voted for the CRTB (10% was the minimum required for a successful CRTB). This represented incredible community support - most people in Crieff just wanted to see something done with a building that had been neglected by the current and previous owners.

May 2014 - on the evening after the royal visit, Fergus Purdie Architects presented their preliminary feasibility study to the CCT board. This provided a well-developed design and functional assessment of how the building facades could be retained and the space utilised. The concepts and drawings included in the report provided an excellent tool for more detailed testing of ideas with potential business partners, community groups and funders as the business plan was developed. A preliminary funding enquiry form for Heritage Lottery was also completed. The plan was to approach PKC once again with the funding application and the architect's report to see if additional funding sources could be identified.

June 2014 - two CCT representatives attended the 'Scotland Can Do Innovation Challenge' for entrepreneurial community groups looking to do something enterprising with an empty building, hoping to gain a mix of knowledge and expertise to push the Drummond Arms (DA) project further along.

July 2014 - the CRTB was successfully submitted to the Scottish Government office. They had previously reviewed the drafts and had no further suggestions for amendment. They confirmed receipt and indicated that a decision would be reached within 63 days. This included three intervals of 21 days to run consecutively:

1. For the owner and any creditors to review and comment
2. For CCT to respond to any comments
3. For Scottish Ministers to decide on the application

July 2014 - CCT met with PKC. An additional £5K was made available by PKC towards funding the preparation of 3D models of the DA building. The objective was to prepare material to facilitate the visualisation of the conceptual plans prepared by Fergus Purdie Architects. It was hoped that this material would be used to explain the concepts to potential funders, users and partners in the development of the building.

Disappointingly the Scottish Land Fund was really unsupportive of the project, out of the £30k Stage 1 money which they could have given CCT, they awarded just £5k towards the feasibility study and £2k for the valuation and, after the empty buildings appraisal was complete, would give no more money because they thought the project would not succeed.

Although PKC were unable at the time to identify any further funds for the DA project they agreed to support any applications for funding made by CCT and to continue to work with CCT to identify a solution.

August 2014 - a letter was received from the CRTB office in the Scottish Government indicating that although the DA CRTB quoted a creditor's address as listed on the land registry, correspondence sent to this address had been returned to sender. Further investigation showed that the creditor had changed address, but there was no mandate to insist that this information be listed by the land registry. It was recommended that a revised application be made to

include this correction. This action was completed and the revised CRTB received by the Scottish Government office on 12 August.

September 2014 - an application was drafted to Heritage Enterprise for only £3K, as this was the amount recommended to CCT as a means of starting the process.

September 2014 - four members of the CCT board attended the Scotland Can Do Town 'Enterprise Mashup' for social enterprise groups. This was a three-part event that assisted organisations with the definition of their projects and provided an opportunity for learning about successful projects and in particular funding opportunities. The board members attended six days of workshops in total and began to refine the wording for funding applications. The programme had the backing of the Scottish Government and CCT attendance put Crieff and particularly their Town Centre regeneration plans on the map.

October 2014 - the Drummond Arms CRTB application was approved by the Scottish government and entered into the register of community interests in land.

October 2014 - two CCT board members presented the ideas for the Drummond Arms regeneration to a Dragon's Den type panel (RBS property, Foundation Scotland and angel investor) at the 'Scotland Can Do Innovation Big Talk Oot' in Glasgow. They showed the Fergus Purdie Architects' exciting proposals for mixed use community space, coworking, rooftop restaurant and garden as well as a camera obscura. It was well received.

November 2014 - CCT visited the Barony Centre in West Kilbride and attended the Community Heritage Conference at Crieff Hydro. CCT board were hoping to hear that the RBS would now help to fund the feasibility work on the Drummond Arms, but instead, on 11 November, CCT learnt that RBS has 'disposed' of the branch, by selling it to Strathfare Limited for £57.5k, which cleared the RBS 'book value' with £768 to spare. Their communication to CCT read:

*To ensure your awareness, we have, today, completed the disposal of the former Branch to Strathfare Ltd.*

*As discussed during the community meeting I attended;*

- *the former-Branch has Health & Safety issues which the Bank cannot legally mitigate*
- *the Bank have undertaken extensive attempts to remedy the situation without success*
- *there is uncertainty as to when / if the situation will improve sufficiently to permit the Bank to mitigate the risks*
- *the Bank are effectively "locked in" to the former-Branch and have little power to force remedial action*
- *the only feasible option for the Bank to mitigate these issues with certainty is via a disposal*

*After 203 years of the Bank having a presence in Crieff (the original Branch opened on 1 November 1811), I am sad that a solution could not be found. Noting the recent award of the Community Right to Buy and as mentioned during the meeting, I would like to discuss the information we can provide to*

*assist the development of the Community's Business Case.*

*RBS has agreed to provide copies of any condition surveys they have for the branch and hotel as follows:*

*2012 partial Building Survey (confirms dry rot, wet rot, water ingress, etc)*

- *2012 Asbestos Report (confirms powdered asbestos in the deafening ash)*
- *Title report (for Drummond Arms Hotel and former-Branch)*

*December 2014 - a meeting took place at Crieff Hydro, between representatives of Crieff Community Trust, Perth and Kinross Council and Strathfare Ltd, the current owner of Crieff's Drummond Arms Hotel. Minutes were as follows:*

*The purpose of the meeting was for CCT to find out (1) what the owners plan for the former Drummond Arms Hotel, as its condition continues to be major concern to the Crieff community and (2) to determine if there was any way the current owners and CCT could work together to resolve the situation.*

- 1. It was confirmed by the owners that they intend to go out to tender in Jan '15, for the work required to make the building wind, watertight and structurally safe, with the work being completed by the end of April '15. The owners suggested they would be happy to include local contractors and tradesmen in the process, Fergus Purdie agreed to provide a list.*
- 2. The owners have commissioned an independent survey of the building and have determined that the building is internally sound with no major causes of concern. CCT confirmed they have access to a survey conducted by RBS in early 2012, and that it suggests a different conclusion. PKC suggested that the owners share their independent survey with PKC Building Control, who have major concerns about the building's condition.*
- 3. Strathfare are now the owners of the Royal Bank of Scotland branch on the ground floor of the building, following its sale by RBS.*
- 4. The building is not currently for sale or being marketed, as the current property market conditions aren't conducive to achieving what the owners believe the property is worth.*
- 5. CCT confirmed that since the Community Right to Buy was in place over the Drummond Arms, that the owners would only achieve its current market value, set independently by the Scottish Government, as part of that process.*
- 6. The owners and CCT explored the possibility of working jointly to develop the property for mutual benefit, but this was not possible as the owners were not keen to settle on a valuation of the building anywhere near its current market value.*
- 7. The owners made it clear that, for now, they did not intend to do anything that would trigger the CRTB, as they would be looking to achieve significantly greater than its current market value, and they would be happy to retain the property for years, until the property market had improved.*

The CCT representative reported back to the CCT Board as follows:

*As a result of the meeting it was decided that the CCT Town Centre group would continue to monitor the situation with the Drummond Arms. The Community Right To Buy will be in place for at least 5 years, and the proposed Community Empowerment Bill may alter the situation. If things change this could be revisited. At the next Town Centre group meeting in January, the group members will discuss the way forward, using what has been learned about the town centre's needs, and matching those needs to other unused/derelict properties.*

- 1. With the sale of the RBS branch, all of the legal actions related to the building are halted, which means there really is no pressure on the owners to do anything but make the building safe.*
- 2. Although the sale of the RBS branch makes good business sense for RBS (removing any liabilities), it has put the community at a greater risk of danger through further neglect. It must be hoped that the owners will conduct the remedial works they assured would be completed by the end of April.*
- 3. The CRTB is still in place over the DA, and will be for at least 5 years, so if things change it can be revisited.*
- 4. The Community Empowerment Bill may change the landscape again when/if it comes into law, CCT will need to keep an eye on what that means.*
- 5. CCT has done as much as it can, for now at least, to explore the regeneration of the DA for community benefit. Hopefully our residents will understand that it is now time to look at the other unused properties in the town, of which we have many, and work out which are best suited to the uses we have already identified?*

Much deliberation by the CCT Board followed. One director commented on the proposed press release, saying that given both the importance of the DA to the community and the fact that (at least from his conversations) a lot of people simply did not understand how a CRTB works, and in particular did not understand that it can only be triggered if the owner puts the property on the market, he felt that the message needed to be handled very carefully. There was a risk that the situation would be represented in the press, or seen by the wider community as a failure, which would reflect badly on CCT and would be an injustice to the huge amount of work already done by members of the Town Centre Group (TCG). He also felt that the proposal for future TCG activity represented a major change of direction which needed discussion, being concerned that if the move is to just “monitor” the situation with the DA, if the building at some point did come on the market CCT might be ill prepared to respond within the CRTB timescales (30 days to confirm the wish to proceed, then 6 months to raise the finance; plus he could not see the board committing to that without a fully worked-up business plan in place). Whilst he understood that it would be difficult to maintain momentum on the DA given this clear statement that the owner has no plan to sell, he felt that this was not in fact very different from the situation when CCT applied for the CRTB in the first place.

## **2015 - little obvious progress despite much work across many areas**

January 2015 - it was clear that the new owner of the DA had unrealistic expectations of the building's value. The owner wished to hold onto the building until their initial investment could be recovered. The owner had agreed to undertake work on the property between February and April to make it safe and wind and water tight. The CCT board agreed that this information should be made public so that the community was aware of this development and the owner could be held accountable. Despite the Town Centre Group wanting 'a watching brief on the Drummond', the CCT Board did not want to give up on



the Drummond Arms and wanted to see the TCG move forward with the feasibility study on the Drummond Arms. TCG meeting on 27th January 2015: *'Whatever happens, there is a need to prove to potential funders that any proposals will stand alone and be self-sustaining once in place. And plans are needed to establish potential income.'*

March 2015 - two CCT board members attended the Scotland Can Do Town event with the proposal to take the idea of a coworking space in the Drummond Arms and look at putting it in another empty space in the town centre. Also attended DTAS "Backing Winners" workshop on 14 May.

June 2015 - two board members spoke to civil servants, DTAS, and other interested parties, at the 'Local v Global Talk Out' as part of the Scotland Can Do Towns project about the struggles of trying to get things done as volunteers, which was well received.

August 2015 - as a result of the presentation CCT gave at The Lighthouse in June, a heritage consultant at The Heritage Place [[www.theheritageplace.co.uk](http://www.theheritageplace.co.uk)] got in touch to offer her help with moving forward with the Drummond Arms. CCT chair met with her and she offered to provide a succinct list of the government policies which CCT were satisfying so that CCT could use this to point out to the Government and PKC how things were actually happening in reality. She offered to speak with Historic Scotland, where she used to work and also A&DS, for any help. She offered help with applying for funding and a strategy and was willing to help for free.

PKC Buildings Audit - PKC BID liaison officer told the BID Steering Group meeting on 18 August that PKC Property & Estates and Cultural Services were meeting on 20 August to discuss assessing all PKC buildings in Crieff, looking at: Key issues, Maintenance, Ownership and Risks before transferring/selling them on. He hoped to have answers by the following week. Having learned about this the TCG said they would like to liaise with PKC regarding empty spaces for a potential Can Do space for an enterprise hub. PKC had offered the Town Hall for the BID office/community hub but it has become obvious that a lot of repair work was to be done in the basement and the roof [requiring scaffolding in the street] so it was not a short term solution. The BID was likely to remain in the Learning Centre for the near future.

August 2015 - a CCT member attended the launch of the Can Do Hub - a new enterprise space in Falkirk. This led to thinking that an enterprise theme should be added to CCT aims with the focus on creating a Can Do project which could generate income for CCT and help boost its image and credibility in the town.

September 2015- TCG met with PKC Property & Estates and Cultural Services to look for a vacant space to create a coworking space.

October 2015 - CCT meeting with PKC. A PKC representative reported that they had recently met with the 3rd party owner and he had plans to develop the DA property into housing. He had hoped there would be funding available for this from PKC, but PKC said that would not be the case. PKC offered to write a stronger letter putting pressure on him to repair the building. It was agreed that, whilst this was a long-term project, things could still be done to keep

matters moving. PKC proposed setting up a meeting with the Regional Managing Director, Real Estate Finance, RBS (who was on the panel to which CCT presented the Drummond Arms vision in October 2014) to work on a financial plan for the Drummond Arms.

November 2015- application for £25k to the Town Centre Communities Capital Fund unsuccessful.

December 2015 - EWM & Golf Shop vacated their property. This was seen as the opportunity Crieff needed to acquire the Drummond Arms as this could be part of a joint project around James Square, as suggested in the charrette report. PKC would only issue a Compulsory Purchase Order for a building if it was part of a larger scheme, such as the Cultural Quarter in Mill Street in Perth. According to PKC Vacant Property Manager, a project of this kind could be eligible for CARS funding. CCT sent PKC the relevant pages of the charrette report and PKC agreed to contact the owner of the EWM about it.

## **2016 - the new Community Empowerment Act offers some hope and the Options Appraisal is begun**

January 2016 - new legislation, the Community Empowerment Act, was coming into effect to provide for community bodies to buy abandoned or neglected land where the owner of the land (or building) was unwilling to sell and where it was being used in a way that caused direct or indirect harm to the environmental wellbeing of a community. CCT felt it could potentially make use of this new legislation to buy the Drummond Arms. CCT was informed by PKC that the Ancaster Flats, adjacent to the Drummond Arms, had water damage from the Drummond Arms so PKC was keen to help CCT.

May 2016 - CCT met with the Scottish Land Fund (SLF) to discuss CCT applying for SLF Stage 1 funding for a Drummond Arms Project Manager, Design Team, Feasibility Study and Business Plan. This was to establish the capital costs and funding for the project and the revenue costs and income from it.

August 2016 - Project Manager and Business Plan Team tenders sent out with a submission deadline of 26 August. CCT application to the Scottish Land Fund submitted. Quotes were required before they met on 31 August. CCT was hoping to receive £5k each from two different funding sources. CCT to submit an expression of interest for LEADER funding.

September 2016 - CCT received two submissions each for the Project Manager and Business Plan team tenders. The SLF Stage 1 application was reviewed by the SLF committee again on 31 August with accompanying quotes for a Project Manager, Business Plan team and building survey. SLF offered CCT £7,000 for a revised feasibility study instead of the £30,000 requested. They explained *“Feasibility of this project, including an options appraisal of other potential sites in the area that could be used to deliver the community outcomes, need to be identified prior to undertaking any further work on this specific building.”* This work would establish (a) whether the Drummond Arms project was going to work and if not CCT needed to focus on a different building and also (b) if the project was viable, how much it would cost to buy the building and whether there was a willing seller. SLF advised CCT to explain the situation to the consultants who tendered for the Business Plan work. CCT did not require a Project Manager at this stage but the Business Plan teams were invited for interviews on 27 September for this revised feasibility study. SLF explained in their offer letter that £5,000 was to be combined with the £10,000 offered by PKC for the feasibility part and £2,000 was for the building valuation. CCT revised the brief under advice from SLF and sent it to the two

consultants for them to adapt their proposals and requote. SLF worked with the interview team on a list of questions for the interview.

September 2016 - two CCT board members had a very helpful meeting with the local MP and Chief of Staff. They advised that if CCT was concerned about getting the Options Appraisal brief right and wanted to ensure the work met SLF's requirements then CCT should contact a representative at the Big Lottery for his opinion. CCT chair called and he was understanding and looked at the CCT brief. SLF fed back his recommendation that the options appraisal be given more emphasis. CCT chair emailed the consultants with this new information ahead of the interviews.

CCT board members and SLF interviewed both SKS Scotland and Community Enterprise [CE] at the Community Campus on 27 September. Community Enterprise was chosen. Evaluation forms for both groups were shared with the Board. Funding acceptance letter sent to SLF.

October 2016- PKC confirmed they would be sending a letter granting the £10k funding and so CCT could go ahead and appoint CE to undertake the Options Appraisal.

## **2017 - ownership of the Drummond Arms reverts to its heritable creditor, offering a new chance to negotiate its purchase**

January 2017 - community consultation for the Options Appraisal completed. Analysis from current and previous sessions to be amalgamated. Participants discussed the pros and cons of the identified strands of community need/use and the various buildings identified as empty. The consultants were still to undertake desktop research and submit a draft report by end January.

February 2017 - Presentation of draft Crieff Empty Buildings Options Appraisal by Community Enterprise. The consultants indicated that there had been some changes after community feedback. The consultants were looking for the preferred option after the report was finished. Many buildings were investigated as part of this process. They outlined their methodology. The findings vis a vis customer base, grants, usage etc. were outlined. Background information was provided such as issues of deprivation and reasons why the Campus did not fit the bill, the need to attract visitors, the need for affordable accommodation etc. There was interest shown in mid-rent housing with a Registered Social Landlord (RSL) partner. There was not such a strong indicator for a multipurpose community space. The findings for each of the buildings were shown on a coloured graph indicating the responses of the community to each of the suggested uses. The recommendations of the consultants:

- Pilot a coworking space in the old Learning Centre under Strathearn Artspace
- Pursue mid-rent housing with an RSL and an affordable bunkhouse partnership Drummond Arms

Meeting with the Housing Planning Team Leader at PKC and a representative from Caledonia Housing Association (HA). Concern there could be conditions set by Historic Scotland on adaptation of DA. Proof needed of the community's ability to buy the DA building before a feasibility study could be undertaken. Cost sharing possibility with Caledonian HA, who might be willing to help and were currently already engaged in a similar project. They had previous experience, but cost remained the main issue. The co-working space was seen as a step along the way. Discussion at the CCT Board meeting covered the

need for the Drummond Arms to be demolished or renovated. The Scottish Land Fund was unlikely to pay for simple demolition. There was discussion about a Compulsory Purchase Order and valuation. Part 3A, Community Empowerment Act due sometime in 2017, might improve the case. Concern was expressed that PKC should apply more pressure to the 3rd party owner to shoulder his responsibility. There was discussion over a combined bunkhouse and housing. The consultants suggested not to take the building on as a liability. Parking was a priority for redevelopment. Potential accommodation envisaged to be for young, working people as a 'starter' type home at a mid-market rent.

March 2017 - SG CRTB team emailed to inform CCT that Strathfare was about to be struck off the Companies House register. Coincidentally, at the same time a property lawyer in London emailed CCT to offer her services for free regarding the DA. She had family connections with Crieff and when visiting the town during the February mid term break had noticed the state of the DA. She did some searching online and discovered the situation with Strathfare. CCT briefed her on all CCT and the town's efforts regarding the DA.

16 March 2017 - CCT lawyer emailed Strandpark, the heritable creditor, explaining the situation and requesting a meeting. The hope was to convince them of the building's liabilities and the improbability of getting any more for the building, so that it would be in their interest to accept the £50,000 offered and walk away.

April 2017 - Options Appraisal: A meeting was held to discuss the Drummond Arms, its status and ownership, and projected plans for affordable housing and accommodation in the Drummond Arms. It was noted that planning permission had previously been awarded for 17 low-cost housing units, which had since lapsed. The meeting was made aware that a property lawyer was offering CCT assistance free of charge. Feasibility and direction for the Town Centre was discussed. The final Options Appraisal was to be uploaded to the website and made available to the public by end April.

CCT property lawyer continued to try and arrange a meeting with Strandpark and eventually she and CCT chair met with Strandpark, the heritable creditor on 26 April at her offices in London. It was agreed that Strandpark would do nothing to sell the property in order to give CCT time to organise funds to buy the building at an agreed price. Strandpark was made aware of the valuation price and countered with a proposal of £75,000.

After much work an agreement was made to give CCT, Caledonia Housing Association (CHA) and PKC the time to carry out a proper feasibility study of the Drummond Arms and decide whether to commit to buying and developing it. The time allocated was 18 – 22 months from signing of the agreement. If a viable, sustainable solution were determined then CCT would have the option to purchase the building.

CCT was not allowed to obtain the Stage 2 funds from the SLF to buy the building to then hand it over to another party such as Caledonia. CCT would need to be the landlord. However, if PKC paid the Option Agreement fee and there were only £20,000 left to pay to buy the building, it was thought that perhaps Caledonia HA would pay that and they could be the owner with CCT as the facilitator in this deal.

To secure an option agreement Strandpark was asking for £10,000 plus legal fees. PKC and Caledonia HA said they were willing to contribute, if SLF would as

well. CCT could not pay any of this money out of unrestricted funds. Also, in order to draft legal contracts and progress with an options agreement for CCT the London property law firm would need to set up CCT as a client so that work to be covered for liability etc.

July 2017 - CCT board reviewed draft documents on a development process and discussed next steps.

August 2017 - PKC contacted to request their assistance with purchase of RBS portion of DA if required.

September - December 2017 - CCT was informed that a company was interested in acquiring the Drummond Arms from CCT, once it has ownership and negotiations began with this company to agree a deal in principle and to agree funding for costs incurred in the meantime. The company was to undertake a feasibility study and seek investors. At the same time discussions continued with CHA and there was interest from Comrie Croft in leasing a portion for a bunkhouse.

## **2018 - negotiations, back and forth**

January 2018 - CCT property lawyer had lengthy discussions with the Queen's and Lord's Treasurer's Remembrancer (QLTR - the Crown). They would be unlikely to fetter their discretion to deal with the property for any period of time. CCT could write to try and persuade them to enter into a conditional contract, but in that case they would need to think that the price to be paid was more than the risk of rent and rates and liability and that seemed unlikely. Also, if CCT had a contract, the QLTR would feel obliged to write to the director of Strathfare Limited and ask if they wanted to put the property back on the register. At that moment the RBS portion belonged to the QLTR and was not subject to the standard security and the QLTR believed subject to the Community Right to Buy. The QLTR suggested that a better way forward would be to obtain title to the property through the procedure set out in Section 43 of the Land Registration Act 2012. CCT would have to occupy the property for a year then register a title and after a further year the title would be unchallengeable. CCT were advised to form a company owned by CCT to do the occupation so there was no risk as the company has no assets. Members of the CCT Board met to discuss the risks associated with forming a company and registering title of the RBS portion.

Then on 31 January the QLTR informed the CCT lawyer that he had received notification that Strathfare were applying for restoration of title for the RBS portion [no mention was made of the DA]. CCT spoke to a PKC representative who agreed to a Compulsory Purchase Order (CPO) of the RBS portion if necessary. However, this would take a lot of time, so CCT wrote to ask if PKC would just buy the portion and have a 'back to back' with CHA, which they were already doing with another site in Perth.

The QLTR responded saying he needed more time. He had never had an application for restoration challenged and CCT had put a very strong case to them.

February 2018 - It appeared that the QLTR was not going to do anything. CCT would need to make a case to Companies House if Strathfare tried to reinstate itself. Otherwise PKC would need to do a CPO.

May 2018 - the feasibility study of the DA continued, but due to insurance concerns and safety for their staff and architects the company was not entering the building but rather using existing plans from an old planning application. The plans included thick walls suggesting they were planning to keep the building. He said Historic Scotland would expect something similar to what was already there. It was just feasibility at this stage, looking at layout, site and space to determine how many properties could be provided in the scheme and roughly what their value would be and then how much funding would be needed to subsidise the project.

Meanwhile The Crown maintained it was their duty to tell Strathfare about the situation to give them the chance to get the RBS portion back. Thanks to the Crown, Strathfare reinstated itself with Companies House (CH) on 14 May. The CCT lawyer sent a strong email to CH stating the legal situation and why this should be revoked. However, CCT's experience with CH was that they didn't act. CCT also asked the local MP to urge Companies House to act and revoke Strathfare's reinstatement. Then the RBS portion would revert back to the Crown and CCT would need to figure out how to get it from them. PKC asked the Scottish Government if they would support PKC carrying out a CPO of the RBS portion. They said only if it were for the whole site.

June 2018 - CCT emailed PKC to ask if they would be pursuing compulsory purchase of the whole building or just the RBS portion.

CCT efforts to get Companies House to reverse their decision of reinstating Strathfare fell on deaf ears. CCT lawyer's excellent email, basically saying the QLTR and Companies House might as well be scrapped and directors just post whatever they liked right on the site, was shared with local MP, MSP and councillors. Local MP agreed to write a letter of support for CCT to Companies House, push back on the Crown decision and request further clarification as to why consent to Strathfare Limited being restored to Companies House register was given, as well as raise CPO of RBS with PKC.

June 2018 - PKC issued a Defective Building Notice to Strathfare at their new registered address. Strathfare had until 6 July to carry out the urgent repairs and until 6 August to carry out the non-urgent repairs. PKC was preparing for the process of a CPO after 6 August as they felt it was unlikely that Strathfare would do any work to the building. This would probably be in place by October. CCT's lawyer liaised with PKC solicitors to make sure that CCT could implement its sale contract and that PKC would have the exit they needed.

August 2018 - One feasibility study returned. Exploration of feasible options continued with a report expected by end August. PKC were still considering Compulsory Purchase Order, but would take results of feasibility studies into account when making their final decision. CHA asked for a third option of total demolition and rebuild. The costing of this was due at the end August. CCT queried this as a possibility with PKC, would Historic Environment Scotland not object, but PKC felt that there needed to be a solution – the building could not just be left.

As expected, PKC Building Standards did not receive any response or action to their re-issued Defective Building notice on the DA. The time periods expired and PKC planned to use planning legislation so the matter was passed to PKC Planning enforcement. In fact PKC were considering working with Development Trust Association Scotland (DTAS) solicitor to look at using the new legislation: Part 3A of the Land Reform (Scotland) Act 2003 – the community right to buy abandoned, neglected or detrimental land as introduced by the Community Empowerment (Scotland) Act 2015 which came into force on 27 June. It had never been tested. This would be the first. There were queries of who would pay legal fees if it were challenged by Strathfare Limited and accordingly became contentious. In any case CCT

needed to make a written offer to Strathfare Limited to sell the RBS for £20,000 whatever the statutory procedure used was – CCT agreed to write to the accountant and say there would be 15 working days to reply.

September 2018 - CCT meeting with PKC to monitor the progress of the feasibility and efforts to secure the title and progress next steps. The goal of the meeting was to impress upon PKC the tight timescale that CCT was working to and the fact that the building continued to deteriorate, emergency services were routinely called out because things were falling off, that school children walked past it all the time and there was a bus stop underneath and at any time someone could be hurt.

PKC agreed to arrange an internal structural survey to improve the accuracy of the estimated costs of each of the options in the recent feasibility study. PKC agreed that they would do a CPO of the whole site (which would override CCT agreements with Strandpark and CHA and these would fall) but only if there was a workable solution and exit route for PKC. They could not hold title to the site. It was agreed PKC would push CHA to prioritise the DA as CCT were on a deadline to notify Strandpark by April if it was going to proceed.

At a further meeting with PKC in September it was agreed that:

- the costs of the three options (refurb, façade retention and demolition) of CHA's current feasibility study were too high and not workable solutions.
- all efforts to refurbish the building had to be taken before a demolition could be considered. Historic Environment Scotland (HES) and Architectural Heritage Funding (AHF) and Conservation Area Regeneration (CARS) funding would not be available if it were torn down.
- the feasibility was a lot of guess work as CHA's engineers couldn't go inside unless it was under PKC's instruction which would give insurance cover.
- PKC was going to arrange an internal structural survey
- there would still be a funding shortfall, CCT would need to carry out a fundraising campaign to raise the funds to fill the gap of approx £2M. It was felt that as a high profile building a lot of people in and around Crieff as well as around the world would want to see the DA rescued.

October 2018 - the PKC Empty Buildings Officer advised that the DA owner was expected to be in Scotland the following week. She requested permission to enter the building for the purpose of carrying out an internal structural survey to improve the accuracy of the estimated costs in the recent feasibility study.

October 2018 - CCT met with Drummond Estate to see if the Grimsthorpe & Drummond Castle Trust would consider being a partner in the DA. There was the possibility of investing up to £1M, but they would be looking to get a minimum 4% return. CCT would need to be quick with a strong business case before they would take it to their board. After a special board meeting, CCT decided to pursue this option with Drummond Estate and sent a Business Plan. However, GDCT later advised CCT that they did not wish to become involved with the project.

November 2018 -neither the owner nor the heritable creditor would give consent to access. PKC was unsuccessful in getting approval from the 3rd party owner and the heritable creditor would not give access without the owner's consent. Progress was stuck without some other means of obtaining access. A PKC lawyer was looking at whether PKC should apply to the Sheriff Court for a warrant.

It was now doubtful, even with a structural survey, whether affordable housing would be a workable solution for the DA. The costs were just too high per unit. Another housing option was therefore considered - higher-end flats similar to the development at Benheath across from Macrosty Park. CCT chair met with the developers, Corryard, who explained how the refurbishment of Benheath had happened. Could the DA development be a mix of higher end flats and affordable housing? CCT was advised by the Strengthening Communities Fund that, as the feasibility of the DA was one of the funding milestone tasks, CCT could use some underspend to fund professional fees for a new feasibility study of flats and confirm which parts of the building were listed.

Time was pressing on and tough choices had to be made. Although in spring 2017 the Board had agreed that it did not want to own the DA building and take on the risk, neither did CCT want to lose the opportunity to acquire the building. CCT needed to tell Strandpark their plans by 5 April 2019. In the event that CCT were unable to find a developer to pass on the building in time, was CCT willing to buy the building using a company with limited liability? If it could see a structural survey? What was clear was that if CCT did not exercise the option to buy then the CRTB would fall. It was decided that the following would need to be in place if CCT were to exercise the CRTB:

- a willing seller
- a willing buyer
- a current valuation (within 6 months) by District Valuer
- funders (Big Lottery / SLF) would only pay 95% of valuation price not the seller's wish price
- once price agreed, CRTB would be triggered and the need to purchase within 6 months – since timing was set by legislation
- CCT would need to go to the community with:
  - why they wanted the building
  - what they were going to do it
  - how it would benefit the community.
- the community would have to be balloted independently by the Electoral Registrar. 50% of the community would need to participate, with a majority voting in favour.

If CCT were to buy through the contract (not using the CRTB, but paying the remaining £20K plus ancillary costs of insurance) would CCT be liable to repair the building?

## **2019 - break through - CCT acquires the Drummond Arms for the Crieff community**

January 2019 - issuing a warrant to access the Drummond Arms for a structural survey was deemed not possible by PKC, since it was felt that the warrant would be rejected by a Sheriff court and so it would not be worthwhile financially for PKC to apply. The building was deemed to be stable and had been monitored and photographed over the years and no movement had occurred. All the 'surface' issues, such as signs, roof tiles and masonry falling off, vermin, and problems with the neighbouring building being unable to let the flats, were not felt to be enough evidence for a warrant. It was therefore decided that funds from the Strengthening Communities Programme would be used for a 3 part Options Appraisal. Fergus Purdie Architects (FPA) were



engaged to complete this, looking at risks and costs to cover 3 options: demolition, true façade retention, and outline design proposal with costs for renovation into downsizer housing units. Galbraith Group were asked to carry out the building survey of the roof via a cherry picker and ground access (externally).

In fact, after consultation with a building engineer, damp specialist and building surveyors it was confirmed that access into the building would not give enough information to ascertain costs for renovation. A true structural survey would not be possible as it would require pulling up floors, plaster etc. Also, a number of the floors in the DA were out of access due to safety concerns so accessing the site would convey limited information on the potential damage only. Galbraith confirmed a cherry picker would be the best option at this stage with current access restrictions. Galbraith had been taken on to view the extent of defective roof finishes and make reasonable assumptions as to the extent of structural damage likely to be occurring to the structural roof timbers and those below. The external masonry structure could safely be inspected from ground level and from the cherry picker on the rear elevation too. This would give a more thorough understanding of the potential damage and costs. A professional drone survey of the roof structure was not possible without permission from the owner or a warrant. Outreach Access (Galbraith's preferred cherry picker operator) advised the following requirements to siting a cherry picker : a partial road closure of Hill street (via PKC); footpath closure in front of Drummond (via BEAR Scotland) and the bus stop would need to be redirected (PKC). CCT began working with BEAR Scotland and PKC Roads to make applications and discuss costs (PKC).

It became apparent that Caledonia Housing Association (CHA) were no longer interested in the DA and were not responding to communications from CCT . They had not done what they were supposed to do, as set out in the legal agreement and CCT's solicitor confirmed they were in breach of contract. CHA were asked to confirm whether they intended to proceed, but this was felt to be very unlikely.

Work was begun with the property developer Corryard to potentially set up a Special Purchase Vehicle (SPV). It was established that the purchase of the building from the Heritable Creditor would be done by CCT, but that CCT could then sell on to the SPV the same day or later. A meeting was held with PKC to discuss lending options for financing development of Drummond into 'downsizer' apartments, however CCT was informed that PKC did not have funds to lend. CCT board discussions centred around the issue that such a development would not result in the DA becoming a community building, although it would benefit the community. In addition, a portion of the profits could come back to the community to spend on other projects. As part of the SPV, CCT would be able to ensure that progress was made so that the building did not continue to lie empty and deteriorate. It was felt that Corryard would need to work with CCT, as CCT would have a deal in place to purchase the building.

(An SPV is a single purpose vehicle for a specific project or transaction. In this case it would be a limited company. A limited company only has liability according to the extent of its assets. The limited company would last until it was dissolved. The rights and obligations among the shareholders are provided in the shareholders agreement which is a very important document. It deals with what each party's rights and obligations are – here principally the right to vote on decisions and participate in profits. The solicitor acting for the company would generate the shareholders' agreement and each party would be separately advised. The SPV would have to insure the property. CCT would have shares in the SPV, along with Corryard – any shares would, after the sale of the flats, get a share of the profit to go back to the community. There is no liability in consequence of having shares, any liability to third parties is that of the SPV.

The shareholders once they have paid for their shares only have liability as to the unpaid amount of the shares so say there were 100 shares of £1 each and CCT got 10 – once the £10 was paid there is no further liability. CCT and Corryard would ask PKC for money for professional fees for the sale to Corryard and the shareholders' agreement from the council.)

CCT chair consulted a charity lawyer at J&H Mitchell about any implications to CCT's charitable status. He said that it was a sensible solution and that money could be funnelled back to CCT. CCT board now needed to decide whether they would support the purchase of the Drummond Arms via a SPV.

Fergus Purdie Architects (FPA) completed the 3-part options appraisal – covering costs and risks of demolition and façade retention as well as costings and schematic designs for renovation of the hotel into housing - to be used for making decisions on next steps for the DA.

Building Survey completed by Galbraith Group. As suspected, *'To conclude, we would advise that the external fabric of The Drummond Arms Hotel is in a poor condition as a result of little or no maintenance over the past 12 years or so'*. The report detailed every aspect of the external building's status with good photos and explanations. In summary:

- o 'Virtually all roof coverings, timber decks and waterproofing would need to be stripped off and replaced;
- o Rafter feet and wall plate were significantly rotten and subject to wood-boring insect infestation. Widespread timber defects in these areas, necessitating repair or replacement; several of the chimneys and flues in such a poor condition that they would need to be substantially rebuilt and refurbished.
- o Galbraith believed the elevations would be suitable for retention, subject to repairs or replacement of all defective structural opening stones and significantly delaminated, eroded and split stones.
- o The stonework to the north elevation was very damp and it would be extremely difficult to effectively repoint and repair the stonework in these areas.
- o Access to inspect the internal floor structures and linings was not possible; however from limited inspection through windows and the condition of the roof and elevation elements, it would be fair to expect there to be widespread timber rot affecting joists ends and floor beams. As such it would be anticipated that a significant amount, if not all, of these would need to be replaced or treated and repaired.
- o Also anticipated that the vast majority, if not all, internal linings would need to be removed to allow repointing of the internal faces of external walls and inspection and treatment of all timbers in these areas. It was also felt to be very likely that internal linings would need to be removed to allow inspection of the timber elements given the extremely high chance of current and future rot outbreaks occurring as a result of the extensive ongoing water ingress.

March 2019 - Discussions continued within the CCT board around legal and contractual concerns about an SPV, if and who would sit on the SPV, credentials of Corryard, community payback, community responses and general plans.

The following options were considered by the CCT board:

- a) Make a 'back to back' arrangement with "Drummond Arms Trust" (still to be established).
- b) SPV (still to be set up) to purchase the building and put redevelopment out to tender.
- c) Do nothing.

d) Re-register Community Right to Buy.

The board voted in favour of entering into a new 'back to back' arrangement with "Drummond Arms Trust". CCT lawyer instructed to begin proceedings.

May 2019 - CCT board met to discuss and decide on next steps for DA

- Notice was served on the heritable creditor contract and CCT set the wheels in motion to purchase the DA in October. They were still waiting to hear whether the calling-up notice served on 3rd party owner would be contested and whether the purchase would go ahead.
- CCT did not have time/resources to find another suitable 'back to back' in this time, so chose not to let the opportunity go and to make efforts to take ownership of the DA in order to utilise this chance to save it.
- CCT was looking into setting up a single purpose vehicle (SPV) to take ownership of the DA from CCT. The SPV would be a limited company guaranteed by shares and would have one shareholder CCT and be made up of trustees (from CCT or otherwise). No liability would be held for any individual or organisation. Legal advice recommended this route to ensure no liability.
- By doing this, CCT could go public and announce all the hard work done to date and regain the public's trust by having a transparent process. It could also enable CCT to open this opportunity up to the public.
- Building insurance – quotes were being sourced and potential funding to cover this was identified.
- The RBS portion of the building would only be acquired, through a compulsory purchase order (CPO) which might take between 1 and 2 years, when there was a valid, fundable and cohesive business plan in place.
- CCT signed an agreement with PKC to support CCT for the £20k remainder of the purchase price.
- PKC confirmed that as long as an owner (ie CCT 's SPV) has the relevant insurance they would support

August 2019

DA Ownership

- The heritable creditor (HC) no longer had to go to court to get a decree of declaration and ejection. He was now in possession of the building.
- Instead of court, he is required (by S25 of the Conveyancing and Feudal Reform Act 1070) to advertise the sale of the building for 14 consecutive days.
- The Community Right to Buy team advised CCT to wait until the 2 weeks of advertising are over, relinquish the CRTB and purchase the building immediately.
- If a viable offer came through to purchase the DA whilst being advertised CCT would have liked to be able to assess it and if the proposal stacked up, it would have been useful to allow the sale to be made. This was not likely as it was only the DA for sale and not the RBS, so any offers were unlikely to be realistic.
- A second requirement was that CCT paid for the valuation to be refreshed. CCT instructed the original valuer, Shepherd, PKC Vacant building feasibility Fund paid for 100% of this cost.
- CCT prompted PKC to carry out negotiations with the 3rd party owner to purchase the RBS portion directly rather than having to go through the Compulsory Purchase Order.

Accessing the Town Centre Funding – development of three proposals – submission date for proposals 15/09/19

- CCT worked up 3 proposals for PKC to decide which was the most economically sustainable and which would release the funding.
- Creative Crieff Proposal: A brief slide of the various elements they planned to host in the DA was presented and CCT awaited full proposals. CCT outlined what was required for the business case and reiterated that the most urgent issues concerning their plan were: sourcing capital cost shortfall of £4m, identifying a need for a cinema/café/bookshop/retail and the issue of being in competition with Strathearn Artspace.
- Affordable housing/Bunkhouse proposal: Caledonia HA had come back to say that the need for Crieff affordable housing was a low priority. If the project were more deliverable, then they could bump up the priority and vice versa. CCT began working to refresh the previous feasibility study to see if it was possible to be more deliverable. This would have utilised the business plan and financial projections carried out by Community Enterprise (with a bit of refreshing). Comrie Croft was still interested in working with CCT to help with development of and/or management of a bunkhouse facility.
- Downsizer Flat Proposal: Crieff Construction Company (previously Corryard) agreed that CCT could use the proposal provided earlier in the year for this third proposal. This would involve the SPV setting up as a developer or selling on to a developer. CCT continued to investigate this option and made arrangements to visit other development trusts who had carried this out.
- Meeting with local MP to talk about accessing funding. CCT asked for assistance with business development and he said he might be able to access some expertise from the contractors who have had a lot of work from public buildings in Crieff – they were due to offer some corporate social responsibility to Crieff.

#### Insurance provision and making safe

- CCT had 2 quotes for scaffolding erection, clearing the foliage at the back and putting up heras fencing with the cheapest and preferred coming to £35,811(incl VAT)
- There would be further fees for costs of boarding up the windows and the masonry repairs. The boarding up costs would be quite low but the repairs were expected to go into the 10s of thousands. This figure remained unknown until the scaffolding was up and contractors could assess what was required to be done.
- All of the above would have to be paid for by the Town Centre Fund which was only possible once CCT had a firm proposal to work from. CCT pushed for the building acquisition to be later into September so that they had time to get the proposal approved, releasing the funds.
- Once the scaffolding was up, CCT would be covered by the insurance of the scaffolding company.
- There was a possibility that PKC could put the DA on their Block Insurance.
- Costs of £9,000 (incl VAT) for the Galbraith fee were funded by PKC's Business Placemaking Façade fund.
- CCT had discussions with GrowBiz to assist in setting up a crowdfunder campaign from which CCT could get some unrestricted funds.

#### August 2019 - Single Purpose Vehicle – DARL is established

- 3 directors appointed to Drummond Arms Regeneration Limited.
- First meeting held on 20/08/19 for formal business and updates.
- CCT paid its £1 share and became the sole shareholder of the Ltd Co.

#### October 2019

- Erection of scaffolding well underway
- Structural Engineer due on site to assess safe access routes for further survey
- Funds requested from the Town Centre Regeneration Fund for a short term Project Manager for DARL (Drummond Arms Regeneration Ltd.) declined.
- DARL and Creative Crieff meeting during which Creative Crieff decided to step away from the Drummond Arms as a venue for their plans.

November 2019 - meetings with:

- PKC about how Town Centre Fund could be used and accounting /payment procedures
- Historic Environment Scotland about their advisory role and any listing constraints
- DTAS about their understanding of funding issues and support they can provide
- Also detailed meetings with Galbraiths (chartered surveyors for Drummond Arms) and David Narro Associates (structural engineers for Drummond Arms) about building inspections and scaffolding decisions.

Next stage was a 10 week process to develop a fully costed Options Appraisal together with That Studio (historic architectural practice) to determine end use. Until end use was established DARL could not move forward with much of the safe and secure process, since many decisions would depend on the final use. Discussions ongoing re. old RBS building and owner's liabilities re. roof/ chimneys etc. DARL and CCT discussed the need to keep the local community fully involved in the process and how best to do this.

