

# Case-Study Booklet

Inspiration, Guidance, Advice and Suggestions from similar projects across Scotland and Great Britain

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## Case Study:

### Friends of St. Nicholas Fields

York

1998-2000 for the Nature reserve preservation and 2000-2010 for the environment centre and ensuing projects

#### About:

York's leading organisation promoting sustainable living. They started by transforming a former landfill site into a thriving St Nicholas Fields Local Nature Reserve, continuing to manage it, with the help of many great volunteers, for the benefit of both wildlife and visitors.

It is now based in York Environment Centre which was built in May 2000 as a centre of sustainable design and practice. From this base, they provide inspiration, advice, practical examples and services to enable people in York and beyond to move towards a sustainable future.

#### Who?:

Serving a huge range of people across the city the organisation is made up of primarily volunteers, including the York Rotters Team and a volunteer park ranger, alongside a paid volunteer coordinator, education officer, project office and possibly other paid staff.

#### How did they do it?

##### Project Activities:

Projects include a (near)zero carbon emissions [kerbside recycling collection](#), [Sustainable City Education Programme](#), home composting advice network of [York Rotters](#), [Green Away Days](#) and a programme of [events](#). The Centre is available for [booking for meetings](#), seminars and other events.

**Kerbside Recycling Collection:** Using an electric vehicle (powered by wind and sun) and load bearing tricycles. The recycling scheme started in early 2001, before the City of York Council was able to provide city-wide collections. It currently involves around 3000 households within the city walls

**The Sustainable City Education Programme** aims to help York schools to reduce their carbon emissions and waste by 10%.

**York Rotters** is a growing **network of volunteers** who provide local, friendly advice and support both to people who already compost and those who want to begin. Advising over 6000 residents through visits, outreach or phone calls.

**Green Away Day:** Team-building days of practical conservation and outdoor activities and some in the sustainably designed York Environment Centre:

'Running Wild' Outdoor Club for people aged 8-18.

##### Funding:

City of York Council, the Local Area Agreement Fund (York Without Walls), Friends of St Nicholas Fields and York Rotters for the education programmes.

Outdoor Club funded by Yorkshire Wildlife Trust

National Lottery Charities Board provided 300'000 for the environment centre build

SEED funding and York City Council help fund the Community Recycling Scheme.

**Partners:**

York City Council, Yorkshire Wildlife Trust, Creating Space for you, SEED, National Lottery

**What can we learn from this?**

The establishment of a strong toolkit and education programme that goes out to many schools and other centres in the area, attracting people to come to them and visit for further training and learning.

A very good and well run community recycling scheme that started small and slowly covering directly an identified need of lack of recycling across the city, growing out to become large and well coordinated making money back for the organisation as a social enterprise.

As well as many other impressive and forward thinking design elements, including a wind turbine, photovoltaic panels and a solar-thermal heater for water, the building also has a 'living roof'. This is covered with low growing Sedum acre, a drought resistant succulent plant. The leaves turn red in dry conditions and green again when it rains. In late summer the whole roof turns yellow when the Sedum flowers. The blanket of plants helps to insulate the building, reducing heating requirements. The roof also contributes to the local oxygen balance and provides a habitat for a wide range of insects.



<http://www.stnicksfields.org.uk/index.php>

## Case Study:

### Upton Lodge Farm House

West Northamptonshire

Work started in February 2010

#### **About:**

Upton Lodge Farm House has been transformed from a rundown, derelict building to a 'life changing' community facility.

The scheme offers a fresh start in life to local disadvantaged young people, providing them with the skills, knowledge and confidence to lead successful lives through accommodation, support and advice. Residents also benefit from construction skills training through WNDC's groundbreaking Construction Futures scheme.

Local young people were directly involved in the renovation of the building, receiving practical training in a range of trades including carpentry, surveying and plumbing.

#### **Who?:**

The local YMCA runs the centre, which has been funded by West Northamptonshire Development Corporation and the Homes and Communities Agency. It offers temporary accommodation, support and advice for up to 12 people at a time.

#### How did they do it?

##### Project Activities:

*Construction Futures Scheme* – Trainees and young people were directly involved in the renovation of the building, receiving practical training in a range of trades including carpentry, surveying and plumbing. After completion, the facility now provides a centre for construction skills training.

*Construction Futures* has been established by West Northamptonshire Development Corporation in partnership with Northamptonshire Enterprise Limited (NEL), Moulton College, and ConstructionSkills (formerly CITB). WNDC's development control powers are at the heart of the process. It agrees the construction training requirements for planning proposals in its area of operation. The applicant or its contractor is then invited to select trainees from Moulton College's first year construction trainees. The whole process is embedded in the s106 agreements tied to planning permissions.

Developers provide on-site practical training for individuals for a fixed amount of weeks on new developments in addition to supporting the formal college training programmes. A Skills Register has been developed, matching individuals, skills and objectives to jobs and training opportunities.

##### Funding:

Work started on Upton Lodge Farm in February after the HCA and WNDC pledged £318,000 and £214,000 to the scheme respectively. The HCA own the building and surrounding land.

##### Partners:

YMCA, Home and Communities Agency and West Northamptonshire District Council

### **What can we learn from this?**

How to incorporate youth training and opportunities into the build process itself, working directly with Jewel and Esk college and local developers or contractors to set this up along the similar lines to the Construction Futures Scheme.

Embedding this training and construction process into future activities of the farmhouse too, with a database of where these trainees could look for jobs afterwards.



<http://www.wndc.org.uk/projects-in-my-area/northampton-a-regional-city/upton-lodge-farm-house/>

## **Case Study:**

### **Liberton Bankhouse – DunEdin School**

Liberton, Edinburgh

March 2006-August 2007 for whole renovation project

#### **About:**

The restoration of a derelict local literary landmark house and adaptation into a new building for Dunedin School, an small independent school that provides education for young people experiencing a range of social and emotional difficulties.

#### **Who?:**

The school has a maximum roll of 20 pupils at any one time.

## How did they do it?

### Project Activities:

First got planning permission and political support

The hiring of a professional fund-raiser amongst the forming of an experienced knowledge base of project stakeholders: conservation architect, Quantity Surveyor, Structural Engineers, Lawyer, Planning consultant, Accountant, Construction experts – Interserve Building Group were involved in development of LBP.

Add in different build phases – first the roof, then the conservatories, then the windows, then finished.

### Funding:

The Cockburn Conservation Trust, personal efforts and donations, local charities, a huge variety of different trust funds and charitable foundations, BBC Children in Need and the Lottery helped to fund the project. Further support by the People's Postcode Lottery since.

### Partners:

Same as above.

## What can we learn from this?

Define clearly at all stages KEY relationships.

Clearly define and clarify the function or purpose of the building

Consider employing a professional fund raiser and applying to lots of trusts and foundations, and getting some experienced experts as stakeholders.

We were informed at our first meeting that charities should get 80% discount rates on purchasing buildings, and may also be exempt from VAT for building charges and services. This made a huge difference in terms of financial feasibility for LBP. Recommended to speak to OSCR – Office of the Scottish Charities Regulator about this as setting up a charity becomes complex with multiple organizations involved.

Things to remember during the process:

- anticipated wear and tear of building, VAT, supervision of work, control of costs, timescale, penalty clause/contract and follow up – who will be responsible?

Before (October 2006)



After (Completed August 2007. Photo from December 2010)



<http://www.dunedin.edin.sch.uk/page11.html>

## **Case Study:**

### **Rosemount Lifelong Learning**

Rosemount Lifelong Learning Centre and Flexicentre in Glasgow  
Established in 1998



### **About:**

Rosemount Lifelong Learning provides a fantastic variety of adult learning opportunities and first class childcare at its two centres in North Glasgow – allowing adults and children in this community to realise their true potential.

We support people in North Glasgow, who think they can't, to take up friendly, easy to access learning opportunities, allied to quality childcare.

## **Who?:**

Rosemount Lifelong Learning employs 53 staff to deliver childcare and learning to more 1000 adults and 350 children each year.

How did they do it?

### Project Activities:

**Making a Difference:** A unique personal and social development programme for parents aged 16 -25 who are social housing tenants. They learn parenting and life skills and increase their confidence and good health

Variety of adult education programmes and groups such as "European Computer Driving Licence", "Introduction to Counselling", "Body Fusion" and "Walking and Interest Group".

### Funding:

European Social Fund, Glasgow City Council Social Inclusion Budget, Paul Hamlyn Foundation, Robertson Trust, Hugh Fraser Foundation, Glasgow Community Learning Adult Literacy and Numeracy Strategy Partnership, Glasgow City Council Childcare Strategy and Glasgow Works, Lloyds TSB, BBC Children in Need and the Scottish Government.

Big Lottery, Glasgow Housing Association and the Scottish Government Wider Role fund for programmes. Also Individual donors

### Partners:

Glasgow University as well as the wide variety of different national and local funders and supporters

## **What can we learn from this?**

Running a research programme in collaboration with the University to understand the impact of community based learning on the lives and employability of users, and training the users to conduct and carry out this research and analysis themselves too.

To seek a wide range of funding from lots of different places.

To invest and focus lots of services of younger people and children.

<http://www.rosemount.ac.uk/>

## **Case Study:**

### **The Engine Shed**

Edinburgh

Established in 1989

### **About:**

An innovative training project for people with learning disabilities to help them improve their confidence, learn transferable skills in a real work environment and move into paid employment within mainstream workplaces.

They achieve these objectives through operating as a social enterprise, this model providing the working and learning environment for our trainees. The businesses operating at the Engine Shed include a vegetarian café, organic bakery, organic tofu production and conference/catering facilities.

These not only offer a training environment but successfully contribute financially to ensure the sustainability of the enterprise.

The Engine Shed is one of several post school options available in the city, and we have to 'compete' with these to attract trainees. However, our approach is quite distinct and offers a different service to that available elsewhere.

We have been successful largely because we satisfy the needs and expectations of all our different stakeholder groups. We know this because a few years ago we commissioned external research, asking all our stakeholder groups for their views. These were overwhelmingly positive.

### **Who?:**

The Engine Shed offers up to thirty training places, providing a comprehensive three year training programme that is tailored to the individual's specific needs. The programme enables the individual to gain experience in a work setting and is planned and systematic with progress reviews throughout the training period. This enables the individual to identify steps towards personal and vocational goals. The three year training programme combines training at the Engine Shed and work experience with employers, with the opportunity to gain relevant vocational qualifications.

Work experience placements are also offered to young people in school and colleges to give the chance to experience an employment based training at first hand to support them when making decisions regarding their future.

Over the years, approximately 80% of our trainees have moved directly into full time paid employment and 20% into further education.

The majority of referrals come from colleges, community health team and Careers Scotland. Occasionally there will be an individual referred through social work or JobCentre Plus or supported housing agencies.

### **How did they do it?**

#### Project Activities:

A Vegetarian Cafe with locally sourced and mostly organic food, with home-made tofu, bread and cakes.

A bakery producing traditionally made bread, oatcakes, biscuits and cakes all certified organic by the Organic Food Federation.

Outside catering and also monthly attendance at the Farmer's Market.

Organically produced tofu on site.

#### Funding:

First Lothian Health Board, then European Social fund, then Big Lottery and Lloyds TSB, and then self-sustaining through commercial enterprise.

#### Partners:

Other Garvald Organisations, Big Lottery, Scottish Social Enterprise, Organic Food federation, Fairtrade federation

### **What can we learn from this?**

Work as integral to for people with learning disabilities becoming independent and integrated into a wider social world and harnessing their full potential.

The instigating and developing of long term training programmes for a small core of people so that this can be specific to their individual needs and lead into further employment following this, allowing for clear levels of progress and continued evaluation and feedback throughout.

To look towards a commercial model of a social enterprise to support ourselves financially through our own products and services.

Emphasising the importance of learning social skills and working with a variety of different people alongside the learning of formal skills and qualifications. This includes further social outings for the trainees together outside of the training kitchen and the cafe.

To look to develop from a 'training' model to one more 'business' orientated to sustain without funding.

To build a close dialogue and relationship with local colleges, Careers Scotland and the community health team regarding the design of training programmes and consequently who would be relevant to be referred to these.



<http://www.theengineshed.org/>

## Appendix

Extra Information provided to us by the different groups:

### **Moffat CAN**

We started as a small group of volunteers running a recycling service around pubs, and looking for allotment spaces. When the CCF was announced we decided to go for funding from that, and constituted ourselves. CCF persuaded us to apply for a home energy survey project, which we did, and while we were doing that we managed to interest them in the current project, plan it, and liaise with the Council for purchase. This took just over a year of planning.

We were able to purchase from the Council for £1 because various complications in the Deeds meant that the Council hadn't been able to sell the property commercially for development for about 12 years+; parts of the building were in a very unsafe condition, the security fencing had been breached, and the Council saw it as a liability they wanted off their hands before an accident happened and they were sued for damages. we were happy to risk the complications of the Title Deeds (two public rights of way across the site, plus a leasehold agreement which allows the lease holder to charge full market value rent if they find the building is not being used as a church. As the leaseholder hasn't been seen for 75 years this was a risk we were prepared to take - but the property would be unmortgageable, so unsaleable to developers. The current purchase agreement that we have from the Council ensures that the building reverts to them should we go insolvent or cease to use it for the purposes that we outline - this is a clause which probably precludes us from getting BLF building monies, but made the Council happier about selling.

We went for funding at the same time as we approached the Council about possible sale. This meant that we were voted funding, subject to acquiring the building, shortly before the issue went to the Council committee for determination - which increased the pressure on Councillors to vote it through, as if they hadn't the town would have lost a significant amount of outside funding. Our building work is continuing - we will have it finished by the deadline of 31st March, when our CCF grant ends, but completing a fairly major building work in a set period of time, regardless of weather hold ups, delays in the sale from the Council, Planning hiccoughs etc. etc. has been highly stressful on occasion! Moffat CAN now owns and runs the building. CAN is a community owned charity.

We started as a group of 4 or 5 people: it's a good number to get clarity of vision and to get the project starting in an agreed direction

Chris Ballance  
Moffat CAN