



# Brick by Brick

How to develop a community building



**ENGLISH  
PARTNERSHIPS**

English Partnerships is a Government sponsored body.

**Our task** is to regenerate derelict, vacant and under-used land and buildings throughout England.

**Our purpose** is to work in partnership with public, private and voluntary sector organisations to transform areas of need into quality places for people to live and work.

**Our aim** is to deliver regeneration, economic development, job creation and environmental improvement and to obtain best value for money for the taxpayer, maximise private sector investment and make best use of our physical and human assets.

**Our activity** is focused on four **core business areas**

- area regeneration
- land reclamation
- major individual investment opportunities
- community development.

We are

- partnership oriented
- customer focused
- regionally and nationally focused
- accessible and accountable
- committed to high quality, in terms of design and professional approach
- investors in our own people
- committed to operating at all times with integrity and professionalism.

These are our **corporate values**.



**ENGLISH  
PARTNERSHIPS**

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# Introduction

'Brick by Brick' aims to help organisations considering building or refurbishing property for the use of their community. It guides readers through all the stages from a first idea to completion and handover of keys. The guide does not pretend to be comprehensive, but raises key issues and signposts readers to further information. It will be particularly useful to organisations who are considering applying to English Partnerships for support.



English Partnerships aims to work flexibly in enabling the public, private and voluntary sectors to promote, effect and deliver regeneration, economic development, job creation, environmental improvement and land reclamation. We work in partnership throughout the English regions to transform both urban and rural areas of need into quality places for people to live and work. Our approach is property based, providing support for land and building projects.

The Agency encourages community involvement at all levels. One of the programmes that we operate within our main Investment Fund is the Community Investment Fund specifically to assist smaller projects developed by local community groups. It generally provides support of up to £100,000 towards the capital costs of developing or refurbishing land and buildings. Projects needing larger amounts can apply to the main Investment Fund.

As explained in the above introduction, this guide is intended to give general advice to organisations considering building or refurbishing property for the use of their community. English Partnerships cannot accept responsibility for any liability incurred as a result of using the guide. Organisations are advised to seek their own professional advice in relation to particular projects.

*This guide should be read in conjunction with English Partnerships' Investment Guide and Community Investment Guide. All of English Partnerships' publications are available from our regional offices which are listed at the back of this guide.*





# The development process

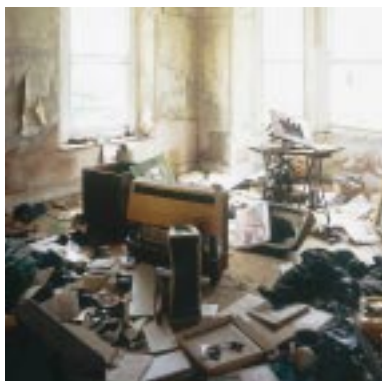


This chart shows the stages that typically make up the process of developing a building project. It is divided into the different activities that may be going on at the same time - what you as a group may be doing, and what things you need to consider.



	<b>The group</b>	<b>Independent advisors</b>	<b>Site</b>	<b>Permissions</b>	<b>Funding/ money</b>
<b>1 Getting started</b>	Gather support, advice and information Local contacts Establish group's aims and legal basis Establish the building's purpose Develop your organisation		Cost Local sources Desired features		Research possible sources of funding
<b>2 Planning your building</b>	Research potential consultants, interview, agree terms, cost Explore the options Business plan Community participation Feasibility study	Technical support for feasibility	Look for building/site Site investigation Choose vacant buildings or site Consider terms of lease/sale Land survey	Advice from all relevant authorities	Estimate budget Financial options Technical support - possible grants Charity status Fund raising Apply for funding
<b>3 Designing your building</b>	Develop design Arrive at detailed brief Work with regulations Work with other people	Sketch scheme through to detailed design Specification and drawings Health and safety plan		Planning permission Building regulations approval	Funding and loans approved
<b>4 Contractors and tendering</b>	Programme of works Appoint supervisor Tendering Selection of contractor Work with regulations Work with other people	Tendering Selection of contractor Programme of works Health and safety plan	Book service connections		Funding and loans approved
<b>5 Working on site</b>	Site meetings Keeping everybody informed Arrange insurance Publicity	Supervise works Site meetings Certify payments Records	Site visits	Building control approval of works	Payment of contractors VAT
<b>6 Completion</b>	Reform development group into building management team Business and community staff Volunteers Publicity List defects	Defects inspection Snagging, retention Issue completion certificates Record drawings	Arrange land tenure	Notify completion	Final accounts

# 1 Getting started



This section is about what your group needs to have in place when setting out to undertake a development project. A strong organisational base is essential for any project, no matter how small.

The following pages take you through the process of deciding exactly what you want to do; help you develop an organisational structure that matches your aims; suggest a framework for planning your activities; and provide some pointers for gathering support for your ideas.

## 1.1 Be clear about what you want

Undertaking a construction project is both an exciting and daunting task. Building or renovating to provide a community facility could be the answer to some of your problems, but, as with any newly acquired resource, the benefits you might receive would be matched by an increase in responsibility.

Whether you want to provide a home for your group's activities, a base for community businesses or an area for sports and recreation, you must consider, at the outset, whether your group has the capacity to manage both the development process and the new facility. Plans being drawn and bricks being laid will always bring in new enthusiastic members, but you need to consider whether this energy can be sustained when the group is left with the mundane day to day tasks of paying bills, sorting out repairs, dealing with security, making insurance claims and managing staff and contractors.



### 1.1.1 Basic purpose

If you are clear about your group's aims you will be able to make a much better decision as to what sort of buildings or facilities you will need. There is no point taking on the management of a large building if you only need a hall once or twice a week, but if you intend to run a variety of activities all day every day, having your own building could be sensible. Before you apply for funds to invest in a capital project take time to think what your group wants to achieve. Consider the basic purpose of your organisation. This will enable you to decide what you really need.

## 1.2 Developing your organisation

This section considers three important and related areas of organisational development: the legal structure you choose to adopt; basic business planning; and how your organisation gathers support for its activities. More information about the options open to you are available from organisations like Community Matters, the National Council for Voluntary Organisations (NCVO) the local Council for Voluntary Service (CVS). Action with Communities in Rural England (ACRE) and Rural Community Councils provide specific advice on village halls and rural based projects.

### 1.2.1 Legal structure

There are two basic types of organisation. Unincorporated organisations do not have a legal identity separate from the individuals involved in it, whilst incorporated organisations have a separate legal identity and put some limitations on members' liabilities. Deciding on whether to be incorporated or unincorporated is an extremely important decision for your group. If you want to develop a community building there can be advantages, depending on individual circumstances, in setting up an incorporated organisation, such as an

industrial or provident society or a limited company. However, an unincorporated structure such as an unincorporated association, society or club, charitable trust, or friendly society may be more appropriate depending on your group's circumstances.



### 1.2.2 Governing documents

Every group, however it is structured, needs a document setting out its rules. Model constitutions are available from Community Matters and for rural organisations, ACRE. This 'governing instrument' sets out the aims of the group, the ways in which it plans to achieve those aims and how it is structured and managed. The actual name of this governing document varies according to the legal status of the organisation:

- Unincorporated association - Constitution or Rules;
  - Trust - Trust Deed;
  - Limited company - Memorandum and Articles of Association;
  - Industrial and provident society - Rules.
- It is important to take great care when drawing up a governing document as it affects everything that goes on in a community building or facility. It is always advisable to seek legal advice. The type of information that a governing document should contain would include:
- Name of group or partnership;
  - Aims and objectives;
  - Powers - this clause must cover all the powers the group needs to carry out its objectives such as the power to employ staff, own property and borrow or raise money;
  - Membership - who can or cannot join and on what terms;
  - Termination of membership;
  - Management committees - who is eligible to sit on a committee, how they are appointed and their powers;
  - Paid officers - who can appoint and dismiss staff;
  - Annual general meetings - when will they be held;
  - Motions and resolutions - the rules of procedures at meetings;
  - Accounts and finance - how the group's funds will be spent and audited;
  - Altering the rules - how is the governing document amended;
  - Dissolution - how would the organisation be wound up.

### 1.2.3 Charitable status

The benefits of charitable status include tax and rate relief and easier access to funds and donations. There are, however, strict rules relating to trading activities and responsibilities of the trustees and an organisation with charitable status cannot promote a political programme or point of view as a primary object. The Charity Commission can supply models for charitable trusts, incorporated associations and charitable companies. Each group must consider registration as a charity in relation to their particular circumstances.

Four broad areas of activity are considered to be charitable:

- The relief of poverty;
- The advancement of religion (not limited to Christianity);
- The advancement of education; and
- Other purposes beneficial to the community.

In every case your activity should be for public benefit and not just for the benefit of individuals or very narrowly defined groups.

Trusts, Unincorporated Associations and Companies Limited by Guarantee can register as charities with the Charity Commissioners if they meet their criteria and their income is above a certain level. Industrial and Provident Societies are not able to register as Charities even if they meet all the requirements of a "Charitable" definition. They can, however, obtain the tax benefits of charitable status by arrangement with the Inland Revenue, and describe themselves as an exempt charity.

An organisation is not legally charitable if it promotes a political programme or point of view or engages in permanent trading which gives no direct relief to beneficiaries, or if the trustees gain personal benefit from the organisation.

### 1.2.4 VAT

VAT registration is compulsory if your standard and zero-rated activities exceed £47,000 (1997/98 figure) in any twelve month period. However, in certain circumstances you may wish to voluntarily register for VAT, when your activities fall below this threshold. This is an extremely complicated area and you will need to seek professional advice. Community Matters, NCVO and ACRE can provide help and advice.

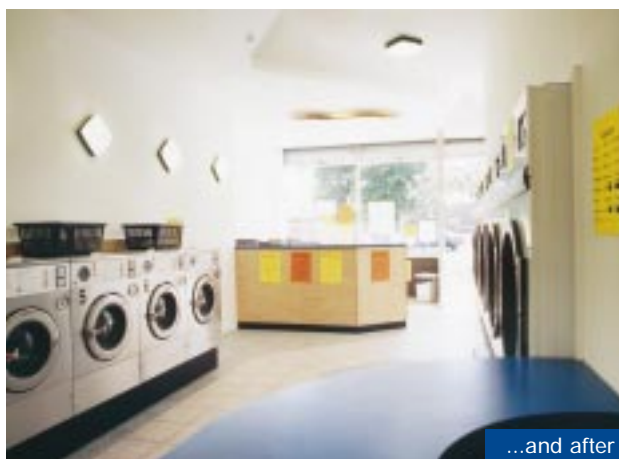
## 1.3 Long term planning

### 1.3.1 A Business plan

A business plan is the next stage after setting out your basic purpose and deciding what you want to achieve as an organisation. It is a sophisticated and wide ranging document dealing with the overall development and viability of the organisation. It is based on three broad questions - Where are you now? Where would you like to be? How are you going to get there?

Business plans are essential documents when you are trying to attract support to your project. They give you a good opportunity to think about your group and its work carefully and to consider your ideas for a building project within that context.

Appendix III includes a suggested structure for a business plan, which has been developed with assistance from the London Enterprise Agency (LEntA). There are also many other guides to help you in producing a business plan, some of which may be available from your local library.





### 1.3.2 Gathering support

It is difficult for any group to achieve what they want without outside support. Find out what people living around your project think about your ideas. You could conduct a local or neighbourhood survey. You should also think about joining local, regional or national federations that are involved in your type of work. This will enable you to meet other groups undertaking similar projects. You may benefit from working together. It could reduce running costs, make you more attractive to certain funders or help to get you planning permission.

### 1.4 A building is for life

Before starting the process of planning, remind yourself that you will have your building for a long time. Have you thought fully about the running costs? Typically, these would include:

- Regular inspection - maintenance (interior redecoration every five years and exterior every three years) - and repairs (e.g. vandalism)
- Rates and water rates
- Heating, lighting, telephones etc.
- Staffing
- Security
- Cost of furniture and fittings
- Cleaning and sanitary supplies
- Supplies
- Insurance - employers liability; building insurance; insurance for plate glass windows; public liability insurance, contents insurance; all risks insurance, accidental damage; equipment failure; employee's dishonesty; accident and medical insurance.

When making contact with other groups who have embarked upon similar projects, find out about their building running costs. It may be that hiring premises as and when they are needed will be considerably more cost effective, freeing up money that could be better spent on providing services for your members or the general public. Shared ownership is another option. Other groups in the community might be interested in either sharing existing premises or in helping to create new facilities. Both Community Matters and ACRE have useful publications on managing community buildings.

#### Ask yourself:

- Will building ownership help or hinder your objectives?
- What do you want premises for? Are they really necessary?
- Will it be worth the costs and work involved? Or would the money be better spent on providing other services?
- Do you have community support? Are you aiming to provide facilities that the local community wants?
- Does your group's constitution allow for the ownership of a building?

If the answer to any of these questions leaves your group in any doubt about the responsibility of taking on a new or refurbished building then the rest of this guide may not be for you. You need to consider your needs and abilities from first principles before proceeding any further.

#### Key points

- Be clear about what you want
- Write a basic purpose statement for your group
- Is a new or refurbished building really necessary?
- Are you able to manage both the construction process and the final product?
- Select a legal structure appropriate to your group and its activities
- Seek advice about business planning
- Develop a network of support for your organisation





# 2 Planning your building project

This section takes you through the processes of developing a building project, from finding your building or site to being given the keys to your new premises.





## 2.1 The stages of a building project

Every building development involves the following steps:



In theory these steps follow each other. However in practice things are rarely that simple.

## 2.2 Finding the building or site

### 2.2.1 New build or refurbishment

Once you have decided that you want your own building you will need to start looking for a place to build it, or seeking an existing building that you can convert for your purposes.

A new building designed and constructed to meet your specific needs is a very attractive option. However, depending on the circumstances this may be more expensive than using an existing building even though new buildings may be zero rated for VAT in certain circumstances.

If you decide that you want a new building you will need to find a suitable site. It is likely that the site that you choose will have been used before and is a 'brownfield' site. There may be extra costs involved in clearing the site. You would need to undertake a site investigation as the land may be contaminated. Should you choose an area of land that has never been built on - a 'greenfield' site - it can present less difficulties but can sometimes carry severe planning constraints.



Converting an existing building which is ideally located for your needs can be cheaper than new build. However, old buildings can be expensive and difficult to maintain even when they have been recently refurbished and you may be limited to using, for example, existing rooms whose sizes do not exactly suit your needs.

### 2.2.2 What about a 'green' building?

Green or ecological design considers a building's environmental impact. It takes account of the effect on the environment of the materials used in a building including every part of the life-cycle of the material - from raw materials being dug up, through manufacturing and use, to

disposal. Ecological design also looks at how building materials affect people working on or using a building and how much energy a building uses. Green building is not necessarily expensive. Using a building that already exists is a 'green' option, as is recycling materials. Making your building as energy efficient as possible is good sense.

You need to decide early on in the process if you do want a 'green' building and to make sure your funders, designers and supporters all know that you want to adopt a 'green' approach.

### Key points

- New build may be more expensive
- New build will meet your needs exactly, subject to affordability
- Using an existing building may mean compromises
- Re-using an existing building is a 'green' option



### 2.2.3 Where to find help

There are several people and organisations that can help you to look for land or buildings to use. You will probably need to look at a large number of buildings or sites before finding the one that best meets your requirements.

It can be useful, at this stage, to visit the buildings of other groups who have similar activities to yours. If you identify the features you like about their building you can look for something similar. Consider where you want to be, then look around that area for a piece of land or a building. Use

your local contacts to find out about empty buildings or land. You could consult your local authority. The Estates Department will know of council premises and the Planning Department will have local knowledge of vacant buildings. They will know about future plans for the area which may affect certain buildings and will be able to advise groups on whether there might be objections to particular buildings being used for community use. Estate Agents will send details of buildings for sale without charge.

### 2.2.4 Making an initial assessment

Make a checklist of what you want from a building so that you can identify what may be suitable at an early stage. This checklist need not be expert or professional but should include things like:

- Is the building in the right location?
- Is the surrounding area suitable? (e.g. you will not want to put a pensioners' day centre next to a noisy factory)
- Is the building generally suitable? (e.g. an old school is likely to be better for training than an old house)
- Is it freehold or leasehold and what conditions apply to its use? (e.g. restrictive covenants)
- Will local people use the buildings?
- How close is it to bus stops, railway stations, etc.?
- Is there enough parking?
- Will local people object?

- Can disabled people use all the building, or at least the ground floor? Can a lift or stairlift be fitted?
- Is it too big or too small?
- Is there room for expansion?
- What sort of general condition is it in? (e.g. vandalism, leaking roofs)
- What are the likely running costs?

You may have someone on your management committee or someone you know who can look at these questions for you or you may want to seek professional advice at this stage. This is only a preliminary assessment that will need to be checked out in detail at the next stage of the project. However, it would save time and money to sort out the unsuitable sites or buildings at an early stage.

It would help to keep records of why buildings and sites have been rejected, so that in the future you can quickly reconsider your decisions if circumstances change.

### Key points

- Make a checklist
- Look at lots of buildings
- Use skilled people on your committee where possible
- Keep records of meetings, letters and phone calls so that you can review your decisions
- Examine what objections your group may encounter

## 2.3 Checking your ideas

### 2.3.1 Feasibility studies

*"A feasibility study will investigate whether your ideas for a building project are possible and how much they will cost. This will be presented in a professional report and will usually contain a project history, details of funding sources, legal and planning implications, together with costings and drawings. The feasibility study is aimed to help you secure capital funding for the building costs."*

RIBA Community Architecture Group

A feasibility study should be carried out both by members of the group and an architect, technical aid practitioner or other suitably qualified person who can liaise with other professionals and the local authority. It should focus specifically on your proposals for a building. The study examines the technical side of your building project, helping you draw up a design brief, test out suitable building designs and estimate the likely cost of the project. It is a good idea to decide at the very start what will be included in the final document and to draw up a brief for the study. Each feasibility study will be different because it will need to reflect the exact needs of

the group for whom it is prepared. The more developed your ideas are, the more detailed the study can be. Some organisations are able to fund feasibility studies. See Appendix 1.

Some questions are common to all studies and these are:

- **Suitability**  
Is a building or piece of land generally suitable for the intended use?  
Can a suitable design be produced?
- **Condition**  
What is the general condition of the land or buildings and how will this affect your ideas?
- **Statutory requirements**  
Can the building be designed to meet building regulations, planning regulations, health and safety laws, fire safety requirements, the 1989 Children Act etc., as appropriate?
- **Consultants**  
Who will need to be involved in the building development process?
- **Access**  
Can all parts of the building be made accessible to and usable by all people, such as the physically disabled?
- **Energy efficiency**  
Is it possible to produce a 'green' energy efficient design?
- **Cost**  
How much will all this cost?  
How much will the feasibility study cost?  
What are the likely running costs?
- **Outputs**  
How many jobs would be created or safeguarded?  
How many training places would be created?  
What community facilities/amenities would be created?

A feasibility study may also look at the method you want to use to get the building work completed. You may want to do the building work yourself, or make use of a training scheme rather than using a contractor.

Funding bodies will use a feasibility study to see what exactly they are being asked to fund. So it is important that you make sure that your architect or consultant includes all your needs in the final document.

### Key points

- Every feasibility study is different
- If you are well prepared you will get a better report
- Make sure all key areas are covered
- Get your architect to tell you what will be included in the study
- Decide early if you want to use self build or another non-traditional method
- Tell your architect if you want a 'green' building.



## 2.4 Funding

### 2.4.1 Raising the money

This guide cannot tell you how to get the money you need to build your building. There are many sources of funds and these are covered in Appendix I. This is a very important point in your project. Up to now you will probably have spent a relatively small amount of cash and a lot of your time on the project. You will need to know how much you need to raise to complete the project. Fundraising can be very time consuming. You need to allow yourself time to consult all the funding bodies where you think you meet their criteria to be eligible for funding. Some bodies work on an annual bidding cycle and you will need to fit into their timetable. You also need to consider whether you might need assistance with running costs for your new building. Some bodies only provide funding for capital works and before releasing resources need to be assured that you have sufficient income for your running costs. The local CVS or Rural Community Council can provide funding advice.

### 2.4.2 Loans

Whilst grant funding is a key component in the funding application process, it may not be available or there may be a shortfall, and it may be worth considering loan finance either for all or part of the amount you need for your project.

Commercial investors will be interested if they have a long term relationship with your group, you are able to offer security and are well established with good accounting and management practices. However, few community groups are able to meet these criteria. Social investors such as the Local Investment Fund (Business in the Community), Investors in Society (Charities Aid Foundation), Triodos Bank and Industrial Common Ownership Finance (ICOF) all have a good understanding and experience of the characteristics of the voluntary sector and can provide loan finance.

### 2.4.3 Gifts in kind

Very often companies are willing to contribute in kind rather than providing cash contributions. Gifts in kind can vary from professional services to fittings and building materials. These types of contributions can be an important way of keeping costs in check and can be easier to raise than financial assistance.

### 2.4.4 A good funding proposal:

- Has a clear strategy - describing the aims and objectives of the organisation and the project succinctly;
- Demonstrates that the project is well planned - for example, feasibility studies or business plans;
- Is realistic - it convinces funders that the applicant is able to deliver the project, considering issues like timescale, human and financial resources;
- Has a community-based remit, with a knowledge of local issues and building on local networks and support organisations;
- Shows there is a need for the project;
- Proves the project is viable and sustainable with a well thought through financial strategy.

And finally... If at all possible, do not put in a funding application before you are ready.

### Key points

- Review your finances at this stage
- Stop here if necessary until you are clear whether you are eligible for funding



## 2.5 Procurement

If you decide to go ahead, you will need to understand the language and procedures of the construction industry. There are several options to choose from, including:

- Self build
- Contractor design and build
- Traditional method

The 'traditional method' is the most commonly used system of building procurement. If you want to use a different method, such as self build, then it is important to ensure that funders know this as early as possible so that they can include this in the conditions they apply to your final grant.

The traditional method normally follows this pattern:

- Architect and consultants design your building and prepare detailed documents for contractors to price.

- A selected list of appropriate contractors are asked to "competitively" price these documents and submit a "tender" price.
- A contract is drawn up with the tenderer who meets your requirements for cost, quality etc. once their prices have been checked by your design team.
- You sign a contract with the contractor for the building works at a more or less fixed price.
- The contractor takes possession of the site and your consultants administer the contract on your behalf.
- The contractor "hands over" the completed building to you. You hold some money back from the contractor to make sure he comes back to sort out any defects. Once these defects are put right you release the final payment to the contractor.

## 2.6 People involved in your project

You will need to work with many different people to see your project through to completion. This section looks at who some of them are and what they do. Your feasibility study should include an assessment of the consultants that will be needed on your project and the cost of employing them. If your project needs these people then their fees will be a legitimate project cost that funders will allow as an eligible expense.

### 2.6.1 Professional people

- Architects/Building design professionals - These are likely to be the people who helped you with your feasibility study. They will design the building in detail including preparing detailed drawings and specifications for the contractor to price. They will consult with all other professionals and consultants and co-ordinate the whole design process. The architect may be chosen to 'administrate' the building contract in the role of project manager, including inspecting/ monitoring work on site.

- Quantity surveyors (QS) - On larger projects a QS will work for you and with the architect on the cost control elements of a project. Normally a project would need to be at least £100,000 before a QS would be needed. However, on cost sensitive and complex small projects a QS can be very useful. The QS could also act as project manager.
- Valuation surveyor - You may require the services of a property expert to advise you on the value of your land or buildings. This may be necessary for funders or supporters of your project or in the event that you decide to borrow money for the project.
- Structural engineers - Contracts where there are any structural elements in the work will require

structural engineers. They will be appointed by you to advise the architect on the structural aspects of their design.

- **Service engineers** - Where there are complicated heating, electrical, ventilation, or air conditioning components of a project, service engineers will be needed to work alongside the architect. Again, this normally applies to larger projects, or small complicated ones. You may need a service engineer to consider green design issues.
- **Technical aid centres/practitioners** - Technical aid centres or practitioners can offer many of the above skills and act as co-ordinators of the other consultants that are needed. They may be able to offer other support such as organisational or financial advice. They will work with your group as partners.
- **Clerk of works** - On very large projects a clerk of works may be appointed as your agent, based on site to inspect the progress and quality of the works on a daily basis. The clerk of works would report to the architect.
- **Planning supervisor** - The 1995 Construction Health and Safety Act requires the appointment of a planning supervisor, although this could be a role that is carried out by one of the above consultants. This

person will have to be appointed at the very beginning of the project.

- **Accountant** - Grant-aiding bodies may require detailed cash flow statements. If you are dealing with a number of funding bodies, contractors and suppliers, some professional expertise would be advisable.
- **Solicitor** - You may need a solicitor to give help with legal advice on organisation's constitution, charitable status, leasing, engaging contractors and insurance matters. Check first that they are experts in these areas. Groups may be able to obtain free legal advice from a law centre or Citizen's Advice Bureau, or be put in touch with sympathetic individuals. Rural Community Councils, Community Matters, CVS or ACRE are able to provide advice on constitutions.

## 2.6.2 Other people involved in the process

You and your consultants will have to satisfy a number of other people that the building is healthy and safe and suitable for its use. These people are not employed by you, but you will have to pay their fees where appropriate. The needs and requirements of these people are discussed in the next section and include:

- Building Control Officers
- Planning Officers
- Environmental Health Officers
- Fire Prevention Officers
- Social Services Inspectors

Again the fees payable to these people are a legitimate project cost and should be included in your budget at the feasibility stage.

## 2.6.3 Other interested parties

Other interested parties will include people such as your landlord, neighbours, funders, partners and users. It is essential that they are all consulted and kept informed as the work proceeds.





## 2.7 Employing people with professional skills

Employing people with professional skills may be difficult at the planning stage of your project because of cash flow, but there are other ways of getting professional help. You should find out if there are any technical professionals living locally who may be prepared to help you. There are some technical professionals who may offer you free or subsidised support in the early stages of your project, such as Technical Aid Practitioners. Business in the Community's Professional Firms Group may also be able to help. (See Appendix I). Think laterally. Even if people with professional skills are not able to do the work they may be able to advise on the most economical way to get the job done. You could try co-opting people with technical skills to your management committee. However, if they are volunteers, be realistic about how much time they can spend and ascertain precisely the terms on which the help is provided.

### 2.7.1 Choosing your design team

Having the right advice in developing your project, and choosing the right people to support you in carrying it out, can be the difference between success and failure.

Before you begin to choose, be clear about what you want the different members of your design team to do, their roles and how much control or involvement you want in their work. It is essential if you are going to liaise effectively with people with professional skills. If you do not have suitably qualified architects, accountants and solicitors locally or on the management committee, look for someone who has professional expertise and experience in working for the voluntary sector. Speak to other organisations both locally and nationally. They may be able to suggest people who they have either worked with or who they know of in your area. Once you have gathered this information, agree a list of people to approach to find out more. It is best to unite, setting out what you want them to do. Ask for details about them and their work and how they propose to tackle your project. You can also ask for references.

Very often, a group may not have sufficient funds to employ a full time design team but it would be a false economy not to have an architect or Quantity Surveyor as a project manager. A good professional project manager will more than pay for themselves by keeping costs in check as work progresses.

From the replies you receive, agree a short list of about four people to interview. Before the interview draw up a list of questions to ask. Establish exactly what information you want to find out through the interview and be sure the questions you ask will give you the information you need. Finding out from other organisations how they did this and what they asked is very useful.

On the basis of the interviews and written information, choose your design team. You will need to have an estimate of the cost of the people you are employing. You can ask them for a written estimate first and then follow this up with interviews. Or you could ask for an estimate after carrying out the interviews.

### 2.7.2 Volunteers

It is worth considering at this point the role that volunteers may be able to play in your project. Apart from the professional support that they can bring, volunteers can be invaluable for other tasks such as cleaning and clearing premises, painting, constructing fittings, landscaping and gardening and could save your project considerable sums of money.

It is vital, however, to consider health and safety requirements. Construction Design & Management regulations apply to all but minor works. Plan all work very carefully. Do not over rely on volunteers or place too much responsibility on them. 'Free labour' schemes can tend to take longer than more traditional, commercial contracts. Bear this in mind at the planning stage of any projects for which you are using voluntary help.

## 3 Designing your building

This section deals with the design of your building as it progresses from your outline ideas at the feasibility stage through to getting these ideas detailed enough for a contractor to provide a firm price for the work.

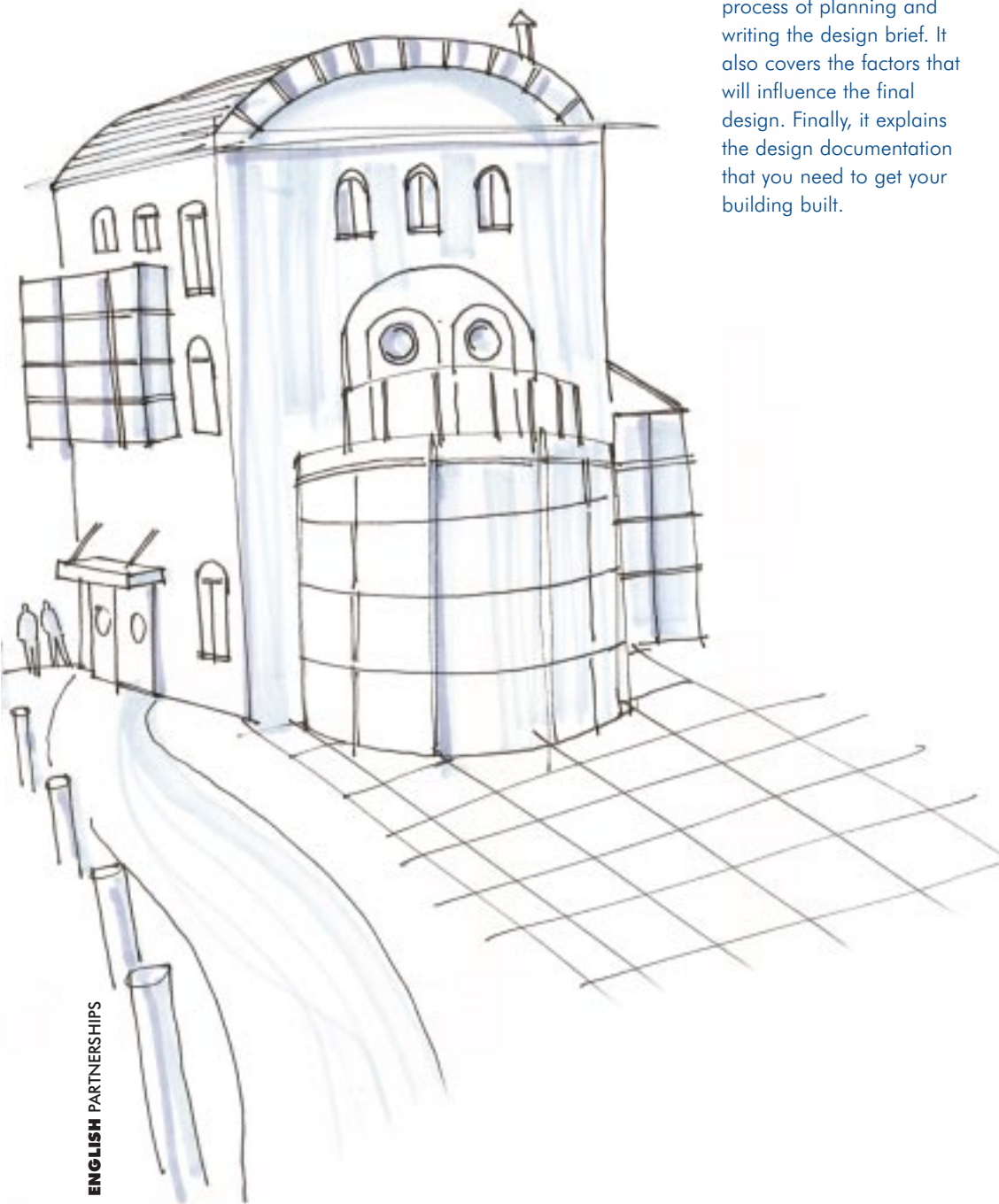
It takes you through the process of planning and writing the design brief. It also covers the factors that will influence the final design. Finally, it explains the design documentation that you need to get your building built.

### 3.1 The design process

The design process begins almost as soon as you start to think about the type of building that you would like to have and continues right through the building development process. The nature and level of detail of the design changes as the project proceeds. However, the main part of the design work takes place once you have decided to go ahead with the procurement stage of a project and you have appointed your design team.

You will need to begin to understand the process of designing and the constraints placed upon the designer so that you can have the maximum input into the process and be sure that your wishes and ideas are included in the final building.

Your design team will start with a simple idea of what you want to achieve and how a suitable building can be built to satisfy your needs. At this stage very little detailed work will be carried out and your ideas and the design can be changed quite easily. As the design becomes increasingly detailed, changes become more difficult to incorporate. They create extra work for your design team and can result in increases in their fees. It is important that you consider all decisions carefully as they are made and try not to change anything major once the design has reached a detailed stage.



### 3.1.1 The brief

The brief is a set of instructions from you to your design team which guides them in the design of the final building. It can be prepared by you, or by the design team in consultation with you. Outline designs at feasibility stage will have given you an idea of how the building will look, the activities that you will be able to carry out in it and a rough idea of the cost. These should be revised to form the basis of a formal brief and a design that will eventually be detailed enough to use to get firm prices for the work from a contractor.

If you proceed without a clear written brief there is a risk that the final building will not be exactly what you want. You need to be sure that your brief reflects what you want from the building and the needs of your community generally.

### 3.1.2 Producing the brief

Each brief will be different, reflecting your group's needs and priorities for the project. A typical brief may include:

- The rooms, spaces and activities you want to carry out in the building
- The numbers of people you expect to use each room and when the rooms will be used
- Simple diagrams to show which rooms should be near each other, or need to be apart from each other
- An idea of how you would like the building to look
- How you could deal with crime and vandalism
- An idea of the standard or quality of the final building
- Your cost limits
- How you want to build the building, especially if you want self build as an option
- Details of specialist uses or needs such as a recording studio or climbing wall
- Access and facilities for disabled people
- What you want to do with the land around the building
- Whether you want a green building.

Remember, that as well as the principal rooms for your activities you will need to consider spaces such as changing rooms and showers where you would hold activities like aerobics classes. These can often take up a lot of space in your building and so need to be considered from the start. Adequate storage space is very important and the amount needed is often underestimated.

### 3.1.3 Involving other people

Involving people in producing your brief is essential for the long term success of your project. It can be achieved by using some of the following techniques:

- Open planning days, with or without your design team, where the plans are discussed by anyone interested
- Trips to similar buildings to see at first hand what your building could be like
- Making models of your building

#### Key points

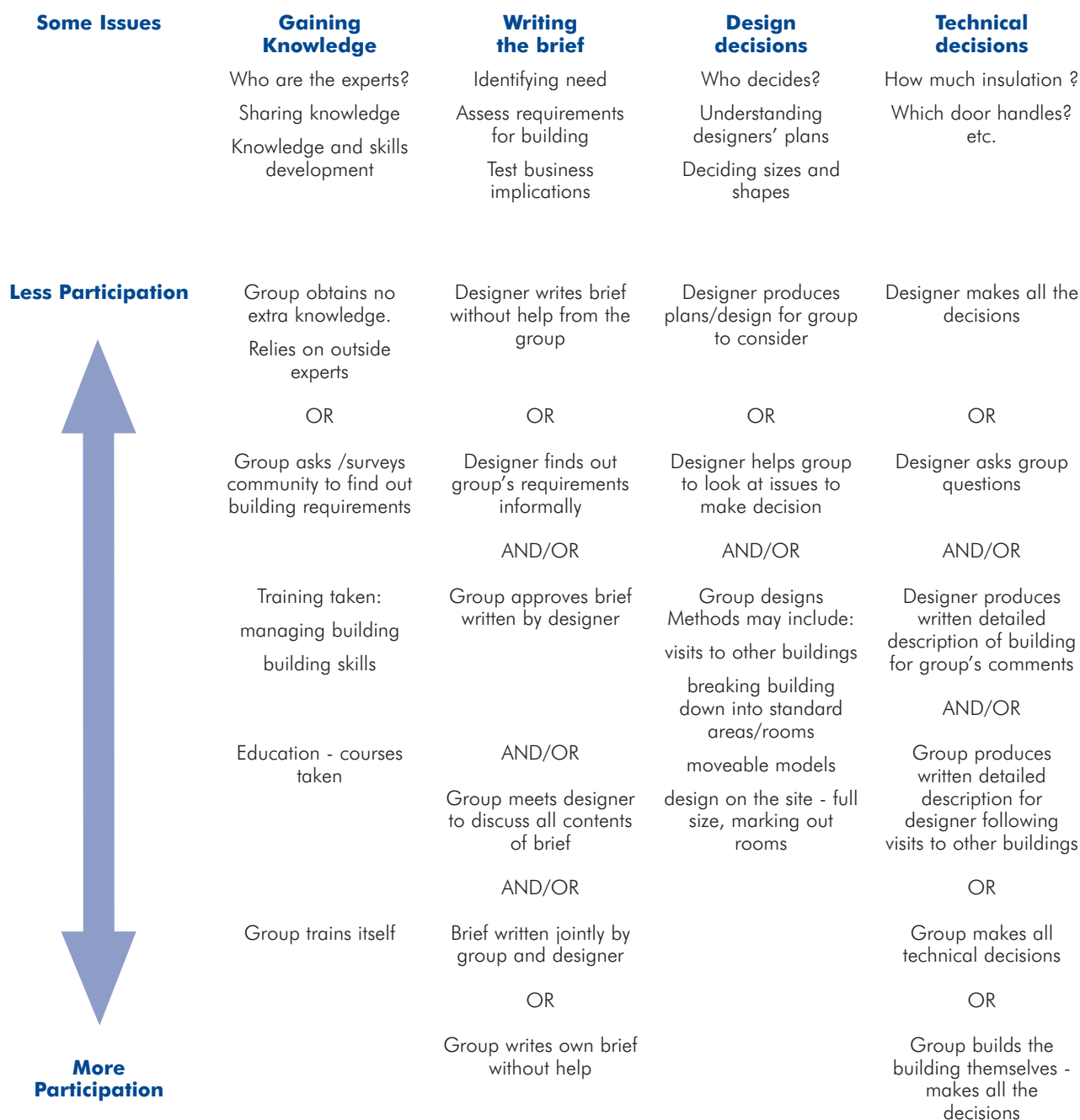
- Always review your feasibility designs
- Ask your design team to help you to produce a written brief for your project as early as possible
- Consult all potential users of the building and involve them in preparing your brief
- Changes are more difficult to make later on in the process and can be expensive so try to make as few changes as possible once detailed design is under way





### 3.1.4 A chart for producing the brief

Use the following chart to help you choose how involved you want to be in producing the brief. You can also use this chart as part of your contract with your designer. Agree the activities you want to take part in and draw a box round them. You may want to add other things or omit activities that do not apply. Items listed at the top of the chart are actions that represent little or no participation or control over the design process. Actions at the bottom of the chart represent greater or full participation or control. The greater the participation the more likely it is that mistakes can be avoided.





## 3.2 Factors influencing your design

The detailed design of your building will have to take into account three interrelated factors. These are that the building:

- Meets your needs
- Satisfies the relevant statutory requirements
- Is built at a cost that you can afford, and is cheap to maintain.

Your design team will need to have a detailed knowledge of these factors and will take them into account in all the designs they produce.

### 3.2.1 Meeting your needs

Suitability spans from general issues such as appearance of the building right through to detailed considerations such as the right taps to use on sinks so that children or people with disabilities can use them easily, (or be prevented from using them where necessary), or considering the hygiene requirements of a faith community. You should provide:

- Spaces that are generally fit for the activities you want to carry out, that are the right shape and big enough
- Spaces that are a pleasure to use and are accessible to all who wish to use them
- A building that looks good and suits its surroundings
- A building that is built to the right quality and is durable enough for the intended use
- A building that is secure, both for users and against vandalism and crime
- A building that you are able to manage within your resources.

### 3.2.2 Satisfying statutory requirements

The law affecting the building development process is complicated, and you should take appropriate professional advice; (see the earlier section on professional skills). Your design team will also be able to advise you when extra help is needed.

- Planning laws - There are some exceptions, but Planning Permission is normally required if you intend to alter the appearance of a building, change its use or build any type of new structure. The Local Authority will consider the merits of a design, how it fits their local planning policy and how it will affect the local area. In some cases old buildings of particular merit may have extra protection if they are located in a designated Conservation Area or are listed as being of particular architectural merit. In these cases the changes you make can be restricted and special permission known as Listed Building Consent or Conservation Area Consent is required in addition to Planning Permission. You may need to liaise with English Heritage.
- Building regulations and by-laws - The regulations cover a wide range of factors from structural stability through to conservation of heat and power and the accessibility of the building to the disabled. Almost all alterations to a building or to the use of a building will require submission of an application to the Local Authority for Building Regulations Approval. Your design team will normally submit the above applications on your behalf. You will have to pay the fees to the Local Authority where required.
- Fire safety laws - To some extent Fire Safety is covered by the Building Regulations. However, the Fire Brigade also have a role to play in the assessment of your plans and they will be involved in cases where a Fire Certificate is required in the final building. They will look at the designs from three view points: preventing fires happening in the first place; limiting the spread of fire when it happens; and making sure the users of a building can escape quickly in the event of a fire. Fees are payable only if your finished building is required to have a Fire Certificate.



- Environmental health laws  
- These are also covered to some extent by the Building Regulations. Environmental Health Laws cover such issues as food preparation, separate hand washing facilities and storage, particularly where you have catering facilities. They also cover the safe use of services such as lifts and hoists when these are installed. Fees are not normally payable in relation to this area of legislation.
- Social services laws -  
These normally cover buildings that are used by the frail, the elderly or children. They can deal with issues ranging from minimum space requirements per person to ensure that the building is not over-crowded, through to detailed considerations such as anti-scald devices for taps or Low Surface Temperature Radiators that can help to prevent burn accidents and access to secure outside play areas. You may be required to pay fees if you have to register your building with the Local Authority.
- Construction (Design and Management) Regulations  
- These are known as the CDM Regulations and came into effect in 1995. They cover the Health and Safety of all those involved in constructing your building. They have introduced new duties for a client. It will now be your duty to ensure that you appoint competent designers and builders and that you ensure these have adequate resources available to them to build the building safely. It is a duty of your design team to ensure that you are fully informed about your duties under these regulations at the outset of a project. There may be fees payable in respect of these regulations and these will probably be payable to one or more of your design team. Failure to comply with these regulations is a criminal offence so make sure you ask your design team about them as early as possible in the project.



### 3.2.3 Meeting the cost

The costs of your project may be more than you originally estimated for a number of reasons:

- The original estimate was wrong
- Unforeseen extras (particularly on refurbishment projects)
- You want a bigger or better building than you originally planned
- Price inflation

If costs rise then you will either have to raise more money or find ways to make your building cheaper. This again demonstrates how important it is for you to try to get your ideas clear as early as possible and to ensure your cost estimates include all the things you want. Remember that if you want a bigger or better building this will almost always mean extra cost. It would probably increase your running costs as well. Your design should try to include everything you want but it should also only include what you need and what you can afford!

### Key points

- Be sure the building reflects your needs.
- Ask your design team to explain things as they go along.
- You may need to make compromises and do things you do not necessarily want to do to meet the requirements of the law relating to buildings.
- Be sure of the core activities that you want to carry out in the building, stick to those and make sure you can legally do them.
- Keep an eye on costs. The bigger or more complicated the building the more it will cost.
- Make sure you are informed about your duties under the CDM regulations



### 3.2.4 Design documentation

The design will be produced by the design team as a set of drawings and written documents.

The drawings come in three basic forms and will be drawn to scale:

- **Plans** - These are drawn as if the building has been sliced horizontally with the top taken off and you are looking down on the building from above. These slices can be taken at any level and may show a whole floor plan of a building, part of a floor plan or an even smaller area such as a slice through a door frame.
- **Sections** - Show a vertical slice through a building and can show several floors of a building in one drawing. These can also be used to show in detail how various parts of the building such as the foundations, windows and roof are constructed.
- **Elevations** - These are a series of 2D (2 dimensional) drawings of the building looked at from outside. Some designers will also do 3D (3 dimensional) drawings which can range from artists' impressions to isometric or axonometric drawings which look at the building from certain predetermined angles.

The written documents that form a part of the design documentation can be one or a combination of the following:

- **Specifications** - These set out in detail exactly how the building shown on the drawings is to be built. This document will specify the materials to be used, the method of construction and the required quality and standard of the work. The specification will also normally outline the details of the 'preliminaries' of a project. These are the general terms and conditions as they apply to each project and they set out the general responsibilities of you and the contractor in relation to the work.
- **Schedules of Work** - These are a descriptive list of the work shown on the drawings that are normally set out in a suitable format for prices to be put against each item of work.
- **Bills of Quantities** - These are specialist documents normally prepared by a Quantity Surveyor that list all the work shown on the drawings in a standard format and provide the contractor with measured quantities of each item of work for the contractor to price.

- **Schedules of Rates** - These show items of work in the building that the contractor is asked to price at a rate. The work is then usually measured after they are completed and the 'rate' is used to get the price of the work. These are usually used in repair work where the quantity of the work can be difficult to establish before the work starts.

Once all these documents and drawings have been completed the overall design of the building is virtually finished. These documents are known as the tender documents and your project is ready to be tendered. In due course, once a contract has been let, these documents will become legally binding contract documents.

#### Key points

- Your design will consist of drawings and other documents which contractors will be asked to price
- You will need to learn how to read drawings. Ask members of your design team to explain drawings that you don't understand
- Ask for copies of the final drawings and documents and study them carefully. Talk to your design team about these final documents



# 4 Contractors and tendering

In this section we look at the process of putting your work out to tender, producing a contract and choosing a contractor.

## 4.1 The Tendering Process

Tendering is the process you will use to obtain a price for the building work that you want to be carried out. Up to now you will have been given estimates of what your building is likely to cost. However accurately your design team try to prepare these estimates there will always be an element of doubt in the prices. The tendering process is designed to test these estimates in the market place and to get a number of different contractors, usually between four and six for larger projects, to submit a tender price for doing the work. If you have received gifts in kind of building material or fittings you should make this clear in the tender documents.

There are several different methods of tendering and the one we will concentrate on in this guide is the most common form - Single Stage Selective Tendering. The principles of this form of tendering are fairly simple:

- You pre-select a range of contractors to give you a price for the work - you should be equally happy for any one of these to do the job
- You ask all contractors to price the job, on the same basis, at the same time, using the same tender documents (drawings, specifications and so on)



- You normally award the contract to the contractor who submits the lowest price for the building work you want carried out, in the way you want.

In this way you will have received a competitive price for the work and you will be able to demonstrate to any funders of your project that you have followed an accepted procedure for obtaining such a price.

#### 4.1.1 Getting the most out of a contract

Although the above method of tendering normally results in you accepting the lowest price for the work this does not mean that you have selected the contractor or the method of building on price alone. You have an opportunity to specify the basis upon which you wish the contractor to price for the work before tenders are sent out. This could include:

- Requirements for the contractor to:
  - use local labour and/or sub contractors;
  - provide training opportunities for local people.
- Arrangements for people from your group to visit the works in progress or to attend site meetings etc.
- A deadline by which you require all or part of the work to be completed.

You may need legal advice from a solicitor who specialises in contract law to include some of the above provisions in the contract.

The important principle is that all contractors price the same job on the same basis.

#### 4.1.2 Selecting your shortlist

Preparing a tender price will cost the contractors time and money. Therefore, it would be unreasonable to ask a contractor who you do not want or trust to tender for the work. Your design team should be able to suggest an appropriate list of contractors for the tender based on their previous experience. You can choose simply to accept this or you can become involved in the process of selecting contractors yourself. The contract for the work is between you and the contractor, so it is important that you are happy with the contractors selected.

The factors to be taken into account when choosing a contractor include:

- Is the contractor a competent contractor as defined by the CDM Regulations? (this is now a legal requirement).
- Is the contractor suitable for this type and size of contract?
- Does the contractor have a satisfactory track record of similar jobs?

- Can the contractor's previous work be inspected and is it all right?
- Are the contractor's bank references, trade credit references and insurance satisfactory?

If you are unsure about a contractor ask to see some of their completed work. Interview the contractor and ask how special provisions in the contract will be implemented in practice. If you are still not happy with a particular firm, leave them off your shortlist.

#### Key points

- Only invite contractors to tender who you want to do the work
- Take your design team's advice but remember it is your contract
- Ask all contractors to price on the same basis

## 4.2 The contract

Once an acceptable tender price has been received and checked by your design team you will be ready to sign contracts. Normally the tender documents are altered to include the prices submitted by the successful contractor and these together with the actual contract become the contract documents.

- The contract is an agreement between you and the contractor
- The contractor agrees to carry out certain works
- You agree to pay the contractor for the work and the timing of payment
- Details of the exact works and the price you will pay are contained in the contract documents
- Agree on timings of payment

Although your design team will have roles to play in the administration of the contract they are not parties to the contract and as such are not responsible for paying any of the costs of a contract. Often during a contract the relationship between you and your design team can change. Bear in mind that they have duties to administer the contract fairly and reasonably and this might sometimes conflict with what you would like them to do.

There are many standard forms of contract in use in the construction industry which vary according to the nature of the work and the size of the project. The contract sets out the responsibilities of you and the contractors and standard contracts are simply modified slightly to reflect the circumstances of each job.

### 4.2.1 Insurance

One responsibility that you may have during a contract where work is being undertaken on an existing building is to insure the building in joint name with the contractor against loss or damage during the work. Some groups may find it difficult to obtain this insurance, especially in inner city areas where the building is vacated while work is being carried out. Ask your designer to modify standard contracts where this applies so that the contractor is required to insure instead of you. You will still have to pay for the insurance, but the contractor will probably find it easier to get cover.

### 4.2.2 The contract sum

The total cost of the works shown in the contract itself is known as the contract sum. There are two main ways that the contract sum is dealt with in a contract:

- Fixed price contract - where the contract sum is fixed
- Fluctuating price contract - where the contract sum is allowed to fluctuate

The fixed price means that the contractor will receive payment for the works identified in the contract documents which is fixed for the duration of the contract and will not increase as a result of issues like inflation of materials prices or increases in labour costs. It can change for other reasons, however, such as increases or decreases in the work required. This means in practice that although you have a "fixed" price contract the final cost of the work is often different from the contract sum.

A fluctuating price contract is usually used on long term projects and allows the price to fluctuate to reflect changes in material or labour costs.





### Key points

- The contract is between you and the contractor
- Your designers' ability to act in your interests during a contract may be limited by their role as contract administrators
- Ask your designers about insurance, and passing the responsibility for this on to the contractor
- The contract sum is likely to be varied during the contract, even on a fixed price contract

## 5 Working on site

This section looks at those issues you need to consider while work on your building is being undertaken on site. It is important to remember that, during this time, possession of the site is the contractor's responsibility and you will be the visitor.

### 5.1 Control of the site

The building or piece of land that the contractor will be working on is normally known as the site and meetings or inspections will be called site meetings or site visits. Where only a part of a building is affected by the works the site will be restricted to this part of the building.

When you sign the contract it will normally contain two key dates, the start date and the completion date. On the start date you hand over possession of the site to the contractor. The site is then the contractors to manage. The contractor will have responsibility for all matters relating to health and safety and security. When you visit a site during the contract, which you will be allowed to do, this must be under the



guidance and, where necessary, supervision of the contractor. On the completion date the site is handed over from the contractor to you. You are then in possession of the site and if the contractor still needs access to the site they become the visitor.

### 5.1.1 The people on site

The contractor with whom you have signed the contract is called the main contractor. They will not be the only builder on the site. They will probably need to employ other contractors to undertake specialist parts of the work such as electrics or plumbing or joinery. This practice is common throughout the construction industry and these people are called sub-contractors.

There are two main types of sub-contractors:

- Domestic sub-contractors who are employed by the main contractor and have no direct contract with you
- Other sub-contractors where you might have specifically asked for them to do the work as a part of the contract conditions. You will need a contract with these people.

Your design team may advise you against using other sub-contractors because this complicates the relationship you have with the main contractor and makes the contract more difficult to administer.

## 5.2 Working with a contract

The contract will be administered by a member of your design team who will use standard certificates and instructions to control it as it proceeds and to control any changes in the contract sum as they are necessary. The two main documents you will receive during a contract are as follows:

- Interim certificate - This values the work done, usually on a monthly basis, and instructs you to pay the contractor the appropriate amount. A retention allowance (usually 5%) is subtracted from each valuation and held by you until the satisfactory completion of the work.
- Architect's instruction - This is a written record of an instruction from the contract administrator to the contractor to modify the work in the contract. If this modification affects the contract sum then an estimate of the change is usually shown on the instruction.

Other documents cover issues such as certifying the work is complete or allowing the contractor an extension of time.

### 5.2.1 Working with contractors

Contractors have no obligation to respond to your direct instructions or to carry out non-contractual works. They are only required to respond to formal instructions and certificates issued in accordance with the contract. It is very important during a contract that the conditions of the contract are adhered to and that you do not breach or invalidate the contract, for example, by asking contractors to do extras outside the contract. If this happens you may be liable for extra costs or you might lose some of the protection that the contract is designed to give you.

Contracts will differ according to the project but some general rules are:

- Only pay the contractor when you have been issued with an Interim Certificate by the contract administrator
- Ensure that you are able to make payments within the time period specified on the Interim Certificate. (usually 28 days)
- All instructions to the contractor must be made through the contract administrator
- Raise any complaints or problems with the contract administrator in the first instance

- Do not make informal agreements for extras to be carried out outside the contract.

### 5.2.2 Site visits

Ask your architect/contract administrator to organise these regularly, and keep to the arranged times. Paying unscheduled visits does nothing for client/contractor relations. A building site which is not prepared for visitors can also have serious safety hazards.



## 5.3 While work is in progress

### 5.3.1 Keep people informed

It is important to keep your neighbourhood informed while work is being carried out. Make sure you have considered at your earliest planning stages how you intend to keep people up to date with the progress of the project, for example, an information table at the local market; newsletters; a bulletin board.

Local newspapers, radio and television are always on the lookout for stories. Find contacts in the local media who are sympathetic to what

you are doing. Keep them informed of your progress. There are plenty of opportunities for publicity, for example:

- Laying the foundation stone
- Planting the first tree
- Unveiling community arts projects
- ‘Topping out’
- Gala Opening

A sign board on site is another good way of letting people know what is happening. You can also acknowledge funders. Indeed, some funders will insist that you acknowledge their contributions in this way.



### 5.3.2 Funders as partners

Work with funders. Keep them informed and acknowledge them in publicity. Let them see how you are keeping everyone in touch with progress and be sure they have the same information. Check press releases with funders before issuing them to the media. Funders should not be seen solely as a source of money. They may well be able to offer support in kind, such as voluntary help, materials, expertise.

### 5.3.3 Children

Building sites are terribly dangerous, but very attractive to children. It is important to encourage everyone local to the building site to help keep children away. Talk to local schools; they may be interested in using your building proposals or the construction work as a project at the school. Apart from making children aware of the dangers it is a good opportunity to involve children in your work. They should have their say in your proposals too.

### Key points

- Whilst the contractor is carrying out the work they have possession of the site and you are the visitor
- Be involved in the running of a contract through your design team, not directly with the contractor or their workers
- Have procedures in place to make payments as they are due
- Never pay the contractor any money without an Interim Certificate. Never pay more than the certified amount
- Don't make unscheduled site visits and always go with a member of your design team
- Keep people informed about what's happening
- Keep children away from building sites







## 6 Completion

This section covers the handover of the building from the contractor to you, and the Defects Liability Period which will follow.

### 6.1 Handover

At the end of the building works, all the work should be completed to the satisfaction of the contract administrator who will issue a "Certificate of Practical Completion". This will give the date when the completion occurred. Three things then happen:

- The contractor gives up possession of the site and building to you. This is called handover.
- The defects liability period begins.
- Half of the money retained from previous payments to the contractor becomes due.

Handover is the physical and practical business of the contractor moving out and you moving in. Whether or not the contractor actually moves out or you actually move in, you will be wholly responsible for the building from the date shown on the certificate. The contractor may still need to be on site dealing with some snags and finishing minor items. However, you will be responsible for whoever enters the building and for such things as security or insurance bills. This makes it very important to prepare for handover as far in advance as possible. At handover you should be given:



- All keys and duplicates
- All certificates specified in the contract
- All operating tools
- All manufacturers' instructions and information for the equipment installed in the building.

When the CDM regulations apply to a project, (which will be in most cases), you should also receive:

- A Health and Safety File for your building prepared by the Planning Supervisor for the project.

Under the CDM Regulations you have a duty to keep and maintain this file and to make it available to anyone who may need to work on the building.

## 6.2 Rectifying faults

Once your project is completed and possession of the building becomes yours, a certain amount of time is allocated to allow you to find out about and correct any faults there may be. This section gives you more information about the process of correcting faults.

### 6.2.1 The defects liability period

This is a period of time, usually 12 months, during which you and your design team can monitor your building for snags or defects. During this period the contractor has a right to try to remedy these snags himself. Tell your design team about the snags and they will pass the problem on to the contractor. If you ask anyone else to do this work then the contractor's responsibility to correct the fault may become unenforceable.

### 6.2.2 Retention

You will be holding some money back from the contractor, called the retention, which varies between 2.5% to 5% of the contract sum as a kind of insurance to ensure the contractor will come back to do this work.

### 6.2.3 The final certificate

Once any snags or defects have been dealt with to their satisfaction, the contract administrator will issue a Final Certificate. This will

require you to pay the contractor the retention money, so formally ending the contract.

Defects that arise after the Final Certificate has been issued cannot be corrected under the contract and remedy may need to be pursued through the courts with the assistance of a solicitor. This can be difficult and expensive. It is vital that you bring to the attention of your design team any matter with which you are unhappy prior to the issue of the Final Certificate.

### Key points

- Possession and responsibility for the building passes to you on the date shown on the Certificate of Practical Completion
- Get your Health and Safety File, and find a safe place to keep it
- You will need to be able to hold retention money for a year or more without spending it so that you can pay the contractor when it is due
- Bring any defects or problems to the attention of your design team as soon as possible
- Do not try to rectify snags yourself or get someone else in to do it. You might lose your right under the contract to insist the contractor deals with faults
- If you are unhappy with any work try to resolve the problem before the Final Certificate is issued

# Appendix I

## Sources of advice and funding

This section looks at sources of advice, information and support to help you take your project forward. This should only be seen as a general guide. There are many publications and organisations that can provide you with greater detail about funding from various sources.





## Advice and funding at a glance

NAME OF ORGANISATION	ADVICE	TRAINING	PUBLICATIONS	FEASIBILITY	LOANS	GRANTS
ABCUL	■	■	■			
ACRE	■	■	■		■	■
ACTAC	■	■	■			
ACTAF	■	■				■
Architectural Heritage Fund				■	■	■
Black Environment Network	■	■	■			
BTCV	■	■	■			■
Business in the Community	■				■	■
Centre for Accessible Environments	■		■			
Charities Aid Foundation	■		■		■	■
Charity Commission	■		■			
Civic Trust	■		■			■
Community Architecture Group (RIBA)	■			■		
Community Matters	■	■	■			
Community Self-build Agency	■					
Community Service Volunteers	■	■	■			
Corporate Responsibility Group	■					■
Department of the Environment, Transport and the Regions	■		■			■
Development Trusts Association	■	■	■			
Directory of Social Change		■	■			
Energy Design Advice Scheme	■		■			■
Energy Saving Trust	■					
English Partnerships	■		■		■	■
Environment Council	■	■	■			
European Commission						■
FundFinder	■					
Government Offices for the Regions	■					■
Groundwork Foundation	■	■	■			■
Help the Aged	■					
ICOF					■	
ICOM	■		■			
Joseph Rowntree Foundation	■		■			■
Local Government	■		■			■
NACVS	■	■	■			
National Federation of City Farms	■		■			
National Federation of Credit Unions	■	■	■			
National Lottery						■
National Youth Agency	■		■			
NCVO	■	■	■			
Neighbourhood Energy Action	■	■	■			
NPFA	■					■
Planning Aid (RTPI)	■		■			
Rural Action for the Environment	■	■	■			■
Rural Development Commission	■					■
Sia	■	■	■			
Training and Enterprise Councils	■	■				
Triodos Bank					■	
Walter Segal Self-Build Trust	■	■	■			

## Sources of advice, information and funding

### ABCUL - Association of British Credit Unions Ltd

Holyoake House  
Hanover Street  
Manchester M60 0AS  
Tel: 0161-832 3694  
Fax: 0161-832 3706

ABCUL offer help and advice on starting and developing a credit union, including legal issues, and can provide contact details of other local credit unions. They also produce an information pack 'How to Start a Credit Union'.

### ACRE - Action with Communities in Rural England

Somerford Court  
Somerford Road  
Cirencester  
Gloucestershire GL7 1TW  
Tel: 01285 653477  
Fax: 01285 654537  
Email: villagehalls@acre.org.uk

ACRE is the national association of Rural Community Councils (RCCs) whose shared purpose is to improve the quality of life in local communities in rural England. ACRE and its member RCCs ensure that the interests of rural communities throughout England are taken into account in local, regional, national and European policy making. ACRE and the RCCs provide advice and support to village hall committees and provide publications and a legal advisory service. They also administer the Village Halls Loan Fund, Rural Action for the Environment Grant and Countrywork, a grant scheme to encourage employment and income earning opportunities. They produce a range of advisory publications on village

and community halls, including 'Plan, Design and Build', a guide for advisors and architects building or improving community hall facilities. ACRE have been awarded £10 million by the Millennium Commission to help projects costing between £30,000 and £250,000 towards funding for capital improvements and replacement of village halls. They are limited to giving grants of up to 50%.

### ACTAC - The Technical Aid Network

64 Mount Pleasant  
Liverpool, L3 5SD  
Tel: 0151-708 7607  
Fax: 0151-708 7606  
Email: actac@mail.cybase.co.uk

A national charity supporting community-led environmental improvement. ACTAC offers training, consultancy, research, conferences and publications. UK-wide membership includes architects, landscape architects, planners and community artists who offer a wide-range of services to support the participation of people at a local level in the design and development of their neighbourhood. Some of these services may be free or subsidised. Contact ACTAC for details of local members.

### ACTAF - Association of Community Trusts and Foundations

4 Bloomsbury Square  
London WC1A 2RL  
Tel: 0171-831 0033  
Fax: 0171-831 3881

Community trusts and foundations are charities which work in a specific geographical area to promote and support

local charitable and community activity, through a programme of constructive grant-making. Each community foundation builds an endowment fund from a variety of sources and aims to increase the resources available for communities in its area. There are currently about 40 community trusts and foundations, established and emerging, throughout the UK. Each community foundation sets its own grant-making policy, usually covering a broad spectrum of social welfare activity and community projects. ACTAF offers services to established community foundations and development support to emerging ones and can provide contact information for community foundations throughout the UK.

### Architectural Heritage Fund

27 John Adam Street  
London WC2N 6HX  
Tel: 0171-925 0199  
Fax: 0171-930 0295

The Fund offers two types of support for work on historic buildings:

Grants for feasibility studies, aimed at new buildings preservation trusts; providing up to 75% of cost to a maximum of £5,000 per grant. Studies are usually expected to cost about £2,500. The application form contains detailed advice on undertaking a study including what should be covered. Short term, low interest loans of up to 50% of the estimated gross cost of qualifying preservation projects or up to 75% for buildings preservation trusts on the Funds register. The

current maximum loan is £325,000 for buildings preservation trusts and £250,000 for projects undertaken by other charities.

### BEN - Black Environment Network

9 Llainwen Uchaf  
Llanberis  
Gwynedd  
Wales LL55 4LL  
Tel: 01286 870715  
Fax: 01286 870715

BEN is a multi-racial organisation that aims to enable black and ethnic minority participation in the mainstream environmental movement. They also offer a grant referral service.

### BTCV - British Trust for Conservation Volunteers

36 St Mary's Street  
Wallingford  
Oxon OX10 0EU  
Tel: 01491 839766  
Fax: 01491 839646

BTCV is the UK's largest practical conservation charity. It runs working holidays, international conservation projects and a vast range of day and weekend volunteering opportunities. BTCV's 200 field staff, based at over 100 centres around the UK, also provide practical support and advice to local conservation and community groups. BTCV has an affiliation scheme for groups, providing insurance cover, information, advice and networking. Small grants are usually available to new groups to cover administration costs.

## Business in the Community

44 Baker Street  
London W1M 1DH  
Tel: 0171-224 1600  
Fax: 0171-486 1700

Business in the Community seeks to raise the quality and extent of business involvement in the community and make it a natural part of successful business practice. Over 400 private sector companies are members and HRH The Prince of Wales is President. It has ten regional offices.

BitC Initiatives include the following:

The Local Investment Fund supports community based enterprise and local regeneration in the UK. By providing loan finance for economically viable enterprises operated by voluntary organisations, LIF bridges the funding gap that exists between public finance, grants, donations and mainstream financial institutions. Loan amounts range from £25,000 to £250,000. Tel: 01772 203020 for more information.

The Community Enterprise Awards are an annual competition to encourage and publicise the most imaginative and successful community-led development projects in the UK. Eligible projects include social and recreational facilities, improvements for disabled people or children's play areas, refurbishment and renovation projects, new build, self-build/self help and business development and training facilities. Prize money is approximately £2,000.

The Professional Firms Group encourage solicitors, architects,

accountants and other professionals to give free time and expertise to organisations that work for the community in urban regeneration, local economic development and enterprise support.

## Centre for Accessible Environments

Nutmeg House  
60 Gainsford Street  
London SE1 2NY  
Tel: 0171-357 8182  
Fax: 0171-357 8183

The Centre for Accessible Environments provides advice and information aimed at improving the design of the environment to accommodate the needs of all users, including elderly and disabled people.

## Charities Aid Foundation

Kings Hill  
West Malling  
Kent ME19 4TA  
Tel: 01732 520000  
Fax: 01732 520001

The Charities Aid Foundation is a charity with a unique purpose: to do all in its power to ensure that charitable giving is as robust and effective as it can possibly be. CAF offer a range of services. CAF Loans Services offers both technical assistance and brokerage to help organisations obtain loan finance. Through their Social Investment Fund, they can lend directly to organisations unable to secure conventional banking finance. CAF is also a grant-maker, seeking to assist charities improve their effectiveness. Once funding has been raised it is just as important to manage the funds effectively. CAF cash deposit offers easy to manage investment services, yielding

returns normally reserved for large investors.

## Charity Commission

St. Alban's House  
57 Haymarket  
London SW1Y 4QX  
Tel: 0171-210 4477  
Fax: 0171-210 4545

The Charity Commission aims to further the work of charities by giving advice and information, and checking abuse. In particular, it maintains a public register of charities; investigates misconduct and the abuse of charitable assets and takes or recommends remedial action; gives advice to charity trustees to make the administration of their charity more effective; and makes Schemes and Orders to modernise the purposes and administrative machinery of charities and to give trustees additional powers.

## Civic Trust

17 Carlton House Terrace  
London SW1Y 5AW  
Tel: 0171-930 0914  
Fax: 0171-321 0180

The Civic Trust is a national environmental charity which works together with a wide range of parties to improve the quality of life in our towns, cities and villages. It does this by raising standards and awareness, through demonstration projects and close links with the community, including its network of 900 civic societies.

The Civic Trust manages two funds on behalf of DoETR: The Local Projects Fund encourages and supports practical environmental action by local voluntary groups in England. Grants are available

from £500 to £10,000, for up to 50% of project costs. Projects must demonstrate a clear environmental benefit, involve the local community, represent value for money, demonstrate partnerships with others, and demonstrate long term management and environmental sustainability. The Environmental Action Fund provides grants from £10,000 - £75,000 to cover up to 50% of project costs.

It also offers awards for well designed buildings under its well established annual Civic Trust Awards Programme including a special Partnership Award sponsored by English Partnerships.

## Community Architecture Group (RIBA)

66 Portland Place  
London W1N 4AD  
Tel: 0171-580 5533  
Fax: 0171-255 1541

RIBA's Community Projects Fund offers grants for feasibility studies by voluntary groups, normally up to £1,000 but with a maximum grant of £3,000.

## Community Matters

8/9 Upper Street  
Islington  
London N1 0PQ  
Tel: 0171-226 0189  
Fax: 0171-354 9570

Community Matters offers a wide range of services to promote, encourage and support the effective running and organisation of community groups. The majority of its members are community associations, usually managing a community centre as a base for their activities.

### Community Self Build Agency

40 Bowling Green Lane  
London EC1R 0NE  
Tel: 0171-415 7092  
Fax: 0171-415 7142

A national agency that promotes self help through self-build housing, whereby groups of individuals, particularly young people and the unemployed, can develop their potential, acquire new skills and a permanent home in the process.

### Community Service Volunteers

237 Pentonville Road  
London N1 9NJ  
Tel: 0171-278 6601  
Fax: 0171-278 7912

CSV creates opportunities for people to play an active part in the life of their community through volunteering, education, training and the media.

### Confederation of Indian Organisations

5 Westminster Bridge Road  
London SE1 7XW  
Tel: 0171-928 9889  
Fax: 0171-620 4025

The CIO is the national body delivering services to strengthen and support South Asian voluntary organisations. Its work is concentrated in policy and information, capacity building and health. The CIO aims to ensure South Asian representation on policy level decision-making and provides on-going support and advice sessions, telephone advice and information, targeted training and conferences and seminars relevant to the sector.

### Corporate Responsibility Group

31 Great Peter Street  
London SW1P 3LR  
Tel: 0171-222 2121  
Fax: 0171-222 2030

The Corporate Responsibility Group has been formed by a number of major public limited companies. Many of the member organisations provide substantial support for community projects from their own resources. Collectively, they also promote good corporate practice in community assistance.

### DoETR - Department of the Environment, Transport and the Regions

Eland House  
Bressenden Place  
London SW1E 5DU  
Tel: 0171-890 3727  
Fax: 0171-890 3719

The DoETR's Special Grants Programme complements the Single Regeneration Budget by supporting projects carried out by voluntary organisations in England which further the Department's housing and regeneration policies. The funding is designed to help voluntary organisations with their revenue costs including salaries and running costs.

### Development Trusts Association

20 Conduit Place,  
London W2 1HZ  
Tel: 0171-706 4951  
Fax: 0171-706 8447  
Email: 100607.542@compuserve.com

The Development Trusts Association is the national membership body for development trusts in England, Wales and Northern Ireland. Its mission is to enable sustainable regeneration by supporting the efficiency, effectiveness and growth of development trusts.

The Development Trusts Association was formed in 1993 and has over 100 members. Development trusts are transforming the way in which regeneration is being tackled in our cities and rural areas and offering exciting opportunities for ordinary people to have more control over their lives.

### Directory of Social Change

Charity Centre  
24 Stephenson Way,  
London NW1 2DP  
Courses and Conferences:  
Tel: 0171-209 4949  
Fax: 0171-209 4130  
Publications and Subscription:  
Tel: 0171-209 5151  
Fax: 0171-209 5049

The Directory of Social Change is an educational charity and key source of published material covering grant sources and fund-raising, management, contracting, Europe and communications.

### Energy Design Advice Scheme

The Bartlett Graduate School,  
Philips House,  
University College London,  
Gower Street,  
London WC1E 6BT  
Tel: 0171-916 3891  
Fax: 0171-916 3892

University of Sheffield,  
Floor 13,  
The Arts Tower,  
Sheffield S10 2TN  
Tel: 0114-272 1140  
Fax: 0114-272 0676

EDAS offer one day's free advice on energy efficiency, subsidises the cost of architects and engineers to develop energy efficient design and provides, free advice on best practice for new or refurbished buildings of over 500 square metres.

### Energy Saving Trust

11-12 Buckingham Gate  
London SW1E 6LB  
Tel: 0171-931 8401  
Fax: 0171-931 8548

The Energy Saving Trust is a non-profit distributing company owned equally by the Government, British Gas and the electricity companies of England, Scotland and Wales. As well as running a variety of energy efficiency schemes, the Trust oversees 33 Local Energy Advice Centres around the UK, which provide free and impartial advice to householders and small businesses. For your nearest Advice Centre ring FREEPHONE 0345 277200.



### Environment Council

21 Elizabeth Street  
London SW1W 9RP  
Tel: 0171-824 8411  
Fax: 0171-730 9941

The Environmental Council is an independent charity dedicated to enhancing and protecting Britain's environment through building awareness, dialogue and effective solutions.

### European Commission

The European Union (EU) through the European Commission, provides regional financial assistance to help to reduce disparities in economic wealth between different areas of the Community. For further information contact the Government Office for your Region (see entry below).

### FunderFinder

65 Raglan Road  
Leeds LS2 9DZ  
Tel: 0113-243 3008  
Fax: 0113-243 2966  
Info@funderfinder.org.uk

This is the national office of FunderFinder, which provides a software package for grant seekers. It is available on subscription and is updated every six months. FunderFinder has about 800 users, about half of whom are local development agencies (most CVs, many RCCs) and local authorities, who make it available to local groups seeking funds. FunderFinder may be able to provide contact details for funding advice agencies in your area. It helps users to identify possible trusts and foundations that might fund their work, but does not give contact details - it has to be used with other

directories. You can search under up to nine different codes covering issues like place, subject and target groups. FunderFinder will then provide a list of sources matched to your specifications.

### Government Offices for the Regions

#### North East

Wellbar House  
Gallowgate  
Newcastle upon Tyne NE1 4TX  
Tel: 0191-201 3300  
Fax: 0191-202 3744

#### North West

Sunley Tower  
Piccadilly Plaza  
Manchester M1 4BE  
Tel: 0161-952 4054  
Fax: 0161-952 4099

#### Yorkshire and Humberside

25 Queen Street  
Leeds LS1 2TW  
Tel: 0113 280 0600  
Fax: 0113 233 8301

#### Merseyside

Cunard Building  
Pier Head  
Water Street  
Liverpool L3 1QB  
Tel: 0151-224 6300  
Fax: 0151-224 6470

#### West Midlands

77 Paradise Circus  
Queensway  
Birmingham B1 2DT  
Tel: 0121-212 5000  
Fax: 0121-212 1010

#### East Midlands

The Belgrave Centre  
Stanley Place  
Talbot Street  
Nottingham NG1 5GG  
Tel: 0115 971 9971  
Fax: 0115 971 2404

### Eastern Region

Victory House  
Vision Park  
Chivers Way  
Histon  
Cambridge CB4 4ZR  
Tel: 01223 202000  
Fax: 01223 202029

### South West

The Pithay  
Bristol BS1 2PB  
Tel: 0117 900 1700  
Fax: 0117 900 1900

### South East

Bridge House  
1 Walnut Tree Close  
Guildford  
Surrey GU1 4GA  
Tel: 01483 882255  
Fax: 01483 882259

### London

Riverwalk House  
157 - 161 Millbank  
London SW1P 4RT  
Tel: 0171-217 3456  
Fax: 0171-217 3450

The Single Regeneration Budget (SRB) was created by central government in 1994 to bring together 20 previous regeneration programmes spanning five government departments. The budget is mainly administered by the Government Offices for the Regions. A growing part of the SRB is the Challenge Fund which is designed to support local regeneration initiatives proposed by groups of local partners. To be successful, bids generally require the active support of the relevant local partners - the local authorities, development agencies, Training and Enterprise Councils, local businesses, the voluntary sector and the local community. For further information contact your nearest Government Office.

### Groundwork Foundation

85 - 87 Cornwall Street  
Birmingham B3 3BY  
Tel: 0121-236 8565  
Fax: 0121-236 7356

Groundwork is the leading environmental regeneration charity working with local community groups throughout the UK. Sponsorship raised from companies is used to develop national environmental programmes which fund local environmental projects in partnership with community groups. These programmes can change regularly so contacting your local Groundwork office is the best step. Current programmes include:

Barclays Innervision Programme - enables local people to initiate and undertake small-scale improvements on derelict and unsightly land around their homes to create recreational resources. Supported by Barclays Bank and the DoETR.

Marks & Spencer Youth Environment Programme - aims to assist young people (16-25) from run down housing estates to develop their own skills and confidence through involvement in improving their immediate environment. Currently operating in the South East, Amber Valley and Erewash.

### Help the Aged

16-18 St James's Walk  
Clerkenwell Green  
London EC1R 0BE.  
Tel: 0171-253 0253  
Fax: 0171-250 4474

The Fundraising Advice Department sends members of staff to local charities, working with or for a particular project, to enable them to meet their fund-raising objectives. Contact the Head of Fundraising Advice.

### ICOF - (Industrial Common Ownership Finance Ltd)

12-14 Gold Street  
Northampton NN1 1RS  
Tel: 01604 37563  
Fax: 01604 36165

ICOF helps people to own and democratically control the businesses in which they work. It provides finance and financial services throughout the UK for enterprises that practise or support the principles of co-operation; employee, community or social ownership; common ownership; and workplace democracy. Loans from £5,000 to £50,000 are available through: Term Loan (loan of up to 10 years with regular capital repayments)  
Investment Loan (more like non-voting equity investment).

ICOF also manages other loan funds, some specific to certain cities or regions, the ICOF Fund plc for worker co-operatives and the ICOF Community Capital Fund for community businesses and other trading organisations within the social economy.

### ICOM - (Industrial Common Ownership Movement)

Vassalli House  
20 Central Road  
Leeds LS1 6DE.  
Tel: 0113-246 1737/8  
Fax: 0113-244 0002.  
Email: [icom@icom.org.uk](mailto:icom@icom.org.uk)

ICOM is a membership organisation that promotes and supports democratic employee controlled enterprises and is the national body for worker co-operatives. It produces factsheets on financial and legal issues including the use of trading subsidiaries, borrowing, charities (including on using charitable funds) and duties of directors and officials. ICOM is also a sector manager for ESF Objective 3 (See European Commission). Publications include the ESF Finance Guide, ESF Measures for the Long Term Unemployed, good practice guides to European funded projects; and Managing to Make Money which covers accounts, cashflow, taxation and other financial issues affecting small businesses.

### Joseph Rowntree Foundation

The Homestead  
40 Water End  
York YO3 6LP  
Tel: 01904 629241  
Fax: 01904 620072

Established in 1904, the Joseph Rowntree Foundation has its roots in practical work to benefit communities and is primarily interested in research and development projects which contribute directly to better policies or practices. The Foundation acts as a partner in all the projects it funds and

often brings together advisory groups to give guidance on a project and takes an active role in the dissemination of project findings.

### Local Government

Local authorities can offer a wide range of grant support, advice and information, and will often be your first port of call when you are seeking funding. Grants will vary between authorities and so are not listed here. Some may be direct from the local authority, some may be central government grants which you access through the local authority.

### NACVS - National Association of Councils for Voluntary Service

Third Floor, Arundel Court  
177 Arundel Street,  
Sheffield S1 2NU  
Tel: 0114-278 6636  
Fax: 0114-278 7004

NACVS can provide information on your local Council for Voluntary Service (CVS). Your local CVS will provide advice, information and training for community groups and voluntary organisations.

### National Federation of City Farms

The Greenhouse  
Hereford Street  
Bedminster  
Bristol BS3 4NA  
Tel: 0117-923 1800  
Fax: 0117-923 1900

The National Federation promotes the growth of city farming and community gardening.

### National Federation of Credit Unions

Unit 1.1 & 1.2 Howard House  
Commercial Centre  
Howard Street,  
North Shields NE30 1AR  
Tel: 0191-257 2219  
Fax: 0191-259 1884

The NFCV provides advice and support on establishing and running credit unions, including model rules, insurance and local contacts. It represents and negotiates for member credit unions with the Registry of Friendly Societies and other statutory and voluntary organisations

### The National Lottery

The National Lottery has provided a major source of public funding for five types of project - heritage, the arts, sport, charitable and benevolent causes and the Millennium. The funds are administered by the following different distributing agencies:

### Arts Council Lottery Fund

14 Great Peter Street  
London SW1P 3NQ  
Tel: 0171-333 0100  
Fax: 0171-973 6590

The Arts Council distributes National Lottery proceeds for capital projects which support the arts, where the scheme will improve quality of life. Projects will usually have a minimum grant requirement of £5,000. The Fund requires matching funding of at least 10% for projects under £100,000 and 25% for those above that threshold.

### **Heritage Lottery Fund**

20 Kings Street  
London SW1Y 6QY  
Tel: 0171-930 0963  
Fax: 0171-930 0968

The Heritage Lottery Fund is responsible for distributing National Lottery proceeds for capital projects which safeguard and enhance public access to land, buildings, items and collections which are valued as part of our local or national heritage. For partnership projects, the Fund generally requires that applicants provide at least 20-30% matching funding.

### **Millennium Commission**

Portland House  
Stag Place  
London SW1E 5EZ  
Tel: 0171-880 2001  
Fax: 0171-880 2000

The Millennium Commission has been set up to distribute the Millennium Fund to projects designed to mark the year 2000 and to provide a legacy to carry into the next century. As well as a small number of major landmark projects of national or regional importance, the Commission is also funding smaller capital projects, of local significance. For such schemes, the Commission will contribute a minimum of £100,000 and expects a significant partnership contribution. The Commission has also established a revenue award scheme to assist individual development which will also benefit the wider community.

### **National Lottery Charities Board**

St Vincent House  
30 Orange Street  
London WC2H 7HH  
Tel: 0171-747 5299  
Fax: 0171-747 5214

The Charities Board distributes National Lottery funds to charitable, benevolent and philanthropic organisations. Grants are available for revenue and capital projects.

### **The Sports Council Lottery Fund**

16 Upper Woburn Place,  
London WC1H 0QP  
Tel: 0171-273 1500  
Fax: 0171-383 5740

Lottery Line  
Tel: 0345 649649.  
Head Office  
Tel: 0171-388 1277

The Sports Council distributes National Lottery proceeds for capital projects across the range of sporting interests, from local to international significance. Allocations will normally support 50-60% of the project costs and the minimum grant will usually be £5,000.

### **National Youth Agency**

17-23 Albion Street  
Leicester LE1 6GD  
Tel: 0116-285 6789  
Fax: 0116-247 1043

The NYA provides information, publications and support for those working with young people, including a conference programme.

### **NCVO - National Council for Voluntary Organisations**

Regent's Wharf  
8 All Saints Street  
London N1 9RL  
Tel: 0171-713 6161  
Fax: 0171-713 6300

The NCVO has over 700 member organisations ranging from large household names to community organisations at local level. The NCVO's main activities are representing the views of the voluntary sector to government, the EU and the Charity Commission; providing high-quality research and analysis of the sector, and influencing policy makers accordingly; offering a range of constantly expanding advice and consultancy services to help voluntary organisations from start-up to long-term development; promoting quality standards in training and development for the voluntary sector; and bringing together information on key developments in the sector through a range of conferences, seminars and publications.

### **NEA - Neighbourhood Energy Action**

St Andrew's House  
90-92 Pilgrim Street  
Newcastle upon Tyne  
NE1 6SG  
Tel: 0191-261 5677  
Fax: 0191-261 6496

The NEA is a national charity offering information, advice and training on energy efficiency, improvements to remedy heating and insulation problems in low-income households and in community buildings.

### **NPFA - National Playing Fields Association**

25 Ovington Square  
London, SW3 1LQ  
Tel: 0171-584 6445  
Fax: 0171-581 2402

The NPFA is the only national organisation which has specific responsibility for acquiring, protecting and improving playing fields, playgroups and playspace.

### **Planning Aid (RTPI)**

26 Portland Place,  
London, W1N 4BE  
Tel: 0171-636 9107  
Fax: 0171-323 1582

Planning Aid offers free and independent town planning advice to individuals and groups who cannot afford to pay consultancy fees. It does not replace the services provided by local planning authorities but instead aims to complement them by encouraging participation in and greater understanding of the planning system. Many regional planning aid services are run by the local branch of the Royal Town Planning Institute; others are run by independent bodies with the support of the local RTPI branch. You can contact the RTPI for details of local planning aid services.

**Rural Action for the Environment**

Acre Offices  
Somerford Court  
Somerford Road  
Cirencester  
Gloucestershire GL7 1TW  
Tel: 01285 659599  
Fax: 01285 654537

Rural Action for the Environment provides advice, training and technical assistance to rural community groups undertaking local environmental projects. Support is provided through county networks of organisations with interests in rural communities and the environment. Grants of up to £2,000 are available to community groups and parish and town councils. The grants are administered by the Rural Community Council (or equivalent) in each county. The Rural Action National Development Team co-ordinates and promotes the scheme and distributes information and good practice material.

**Rural Development Commission**

141 Castle Street  
Salisbury  
Wiltshire SP1 3TP  
Tel: 01722 336255  
Fax: 01722 332769

The Rural Development Commission is sponsored by the Department of the Environment, Transport and the Regions and is the main agency for diversifying rural enterprise in England. It advises Government on the economic and social development of the countryside. The Commission offers a grant scheme to assist village halls to be modernised and for new

halls to be built. It will also consider applications from owners of buildings not currently used as village halls for conversion into a community building, subject to certain safeguards. The Commission funds the Village Hall Loan Fund which is managed by ACRE on its behalf. This enables communities to proceed with a project and spread repayment over several years. The Commission also provides support for the 38 Rural Commission Councils, each of which offers advice to village hall committees on conversion, management and local funding for schemes.

**Sia**

Winchester House,  
9 Cranmer Road  
Kennington Park,  
London SW9 6EJ  
Tel: 0171-735 9010  
Fax: 0171-735 9011

Sia is the national development agency for the Black voluntary sector. It offers advice, information and training to voluntary and community organisations and provides support on issues such as funding applications, management committee responsibilities and charitable status.

**Training and Enterprise Councils (TECs)**

Department for Education and Employment  
Training Enterprise and Education Directorate  
Moorfoot  
Sheffield S1 4PQ  
Tel: 0114 275 3275  
Fax: 0114 275 8316

TECs are the principal local agents of the Department for Education and Employment for stimulating training opportunities and enterprise support. The TECs are independent companies which adapt national funding programmes designed by the Department to meet the needs of their area. Contact the Department for details.

**Triodos Bank**

Brunel House  
11 The Promenade  
Clifton  
Bristol BS8 3NN  
Tel: 0117-973 9339  
Fax: 0117-973 9303

Triodos is a social bank providing specialised banking facilities, including loan finance, overdrafts and current accounts, for charities, community groups, social businesses and environmental initiatives throughout the UK. All Triodos loan projects are committed to practical, social and environmental aims. Innovative approaches such as group guarantees and borrowing communities are also used where appropriate.

**Walter Segal Self-Build Trust**

Unit 213  
16 Baldwins Gardens  
London EC1N 7RJ  
Tel: 0171-831 5696  
Fax: 0171-831 5697

This is a national charity offering information, advice, support and training to enable people, especially those in housing need and on low incomes, to build their own homes. In addition, the Trust offers a service to community and other groups who wish to build energy efficient environmentally friendly buildings. They also offer advice on fund-raising.



# Appendix II

## English Partnerships' Community Investment Fund

### What is the Fund ?

The Community Investment Fund has been designed to enable local communities to participate more effectively in local regeneration. It recognises that it is often difficult for community groups to access small amounts of capital funding to realise their ambitions to accomplish land or property regeneration projects which benefit local people. The Fund is for projects which :

- involve capital works to provide or significantly improve land and buildings, thus adding to a local community's asset base
- are put forward by voluntary groups which are based in and closely involve local communities
- are not for profit ventures
- contribute to English Partnerships' regeneration objectives
- will produce economic or social benefits at community level
- need a contribution from English Partnerships' that will usually be below £100,000
- tie into and contribute towards other local regeneration strategies

### Where does the Fund operate ?

English Partnerships is able to operate on derelict, vacant, contaminated or under-used land throughout England, but we tend to concentrate on:

- European Objective 1 and 2 areas
- Coalfield closure areas
- Assisted areas
- Other inner urban areas
- Rural areas of severe economic need, chiefly European Objective 5b.

This is not an exhaustive list, nor is it in any particular order of priority. We have the flexibility to respond to urgent needs outside these areas and to structural shifts in local economies. Ultimately, it is the responsibility of the project applicant to demonstrate the need for the planned facility within their area.

### What projects are eligible ?

To be eligible for support under the Community Investment Fund, projects must meet the following core criteria:

- seek to develop and improve land and buildings through substantial renovation, significant conversion or extension, or new construction
- be capital investments not requiring revenue support from English Partnerships
- contribute towards one or more of our output measures
- require a capital investment from English Partnerships of at least £10,000 and usually no more than £100,000
- be practicable and financially sustainable, based upon a robust revenue funding plan for at least five years after the capital works are completed
- demonstrate additionality; i.e. they cannot go ahead without our assistance
- offer value for money for our investment

### What projects are ineligible ?

The following types of project are ineligible for our assistance under the Community Investment Fund:

- normal ongoing maintenance activities that do not extend the uses of capital assets
- investment in plant and machinery, fixtures and fittings, stocks and work already in progress
- works required to bring facilities into line with statutory requirements
- works that are eligible for non-regeneration statutory sources of capital finance; e.g. care in the community provision, statutory education services
- projects that present themselves as either regional or national facilities
- environmental projects, including projects that only involve landscaping; we do, however, operate special procedures for voluntary sector environment projects under our Partnership Investment Programme

## Who can apply ?

To be eligible to apply your organisation must :

- be non-profit distributing
- be community-based, which should be demonstrated by meeting most of the following organisational characteristics :
  - have been established by a group of local residents
  - involve local volunteers at Board level
  - involve users or potential users in planning and delivery
  - demonstrate a responsiveness to local needs
  - work in a way which increases the community skills base
- demonstrate a successful track record in managing capital works or demonstrate that the organisation has access to appropriate expertise
- be endorsed by a major local agency such as the local authority, a local regeneration partnership or a relevant voluntary sector umbrella body
- show a commitment to furthering equal opportunities
- operate with open-book accounting

## What outputs are we seeking ?

The key outputs by which English Partnerships evaluates projects under its main Investment Fund are :

- jobs created or safeguarded
- floorspace for industry, commerce and leisure
- land reclaimed for industry, commerce, leisure, housing and open space

However we recognise that community investment projects also produce other important outputs. Our assessment will therefore take into account additional economic or social benefits to local communities, including:

- stimulating community enterprise
- accommodating training targeted at community needs
- creating additional community amenities or facilities such as community centres
- providing child care facilities and resource centres which facilitate or encourage employment
- bringing forward land for self build or other developments which build resources for the community

## English Partnerships Community Development Managers

For further information about the Community Investment Fund you should contact the English Partnerships' Community Development Manager in your region. The Community Development Manager is there to help you. He/she will liaise with you to:

- confirm whether your organisation is eligible to apply
- advise on whether your project appears to be suitable
- help you to provide appropriate information on your application
- provide basic technical assistance on developing the project, and
- when necessary, recommend the additional technical or managerial support you should seek.

# Appendix III

## Typical structure of a business plan

### 1 Introduction Page

This should not contain any narrative, just the name of your organisation, the project title and a list of contact names and addresses from whom the reader of the plan may obtain further details.

### 2 Summary

This should be the last section written and should contain a very brief summary of the information contained in the business plan. After reading this section, the reader of the plan should have a general idea of who you are, what you want to do, and how you intend to go about it.

### 3 The Organisation

In this section set out information on your organisation in general - not the specific project considered (this will be considered in later sections). If your organisation has been newly set up specifically to undertake the project then some of the points listed below may not be relevant.

Information which might be included in this section is:

- When were you established and why?
- What are the objectives and long term goals of your organisation?
- What is the legal structure of the organisation?

- Are there any key achievements of the organisation to date?
- What projects/activities are currently being undertaken?
- Who currently benefits from your work?
- How many people are involved in your organisation?
- From where do you operate?
- Do you have support from/links with other organisations?
- What do other people think of your organisation?

This section is very important as it effectively sets the scene for later sections.

Information to include in the appendices may be:

- Constitution/Memorandum & Articles of Association
- Annual reports (if your organisation has been in existence for some time)
- Any press cuttings or letters of support regarding your organisation

### 4 Introduction to the Project

Having set out your organisation's objectives in the previous section it is now time to introduce the project. Give a summary of why the project is needed and details of the benefits it would bring. The outputs or benefits required by different

funding organisations will vary so give consideration at this stage to who is likely to be reading the plan. Points to highlight may include:

- Location, condition of building, lease details etc.
- Jobs created.
- Environmental improvements.
- Community benefits.

Set out clearly the stages of the project and provide an estimate of the timescale of each stage.

### 5 Market Information

The purpose of this section is twofold, to confirm the need for the project and to support the figures used in the financial forecasts (see later section).

First, identify your "target" market. Consider whether the services you will be providing are currently provided elsewhere - if so, is your project merely duplicating the work of others?

In assessing the demand for your services, it may be appropriate to perform a market research exercise. This could take the form of a questionnaire to be completed by members of the community. Also, it may be helpful to liaise with organisations which have successfully set up similar projects in other areas.

Consideration needs to be given to:

- How many people/ organisations would use your services
- How often they would use your services
- If users will be paying, how much will they be prepared to pay.

Give details of how you would promote your services e.g. notices, posters etc. It is important that all potential users of your services are aware of what is available. If your project is to expand or consolidate existing activities, give details of actual usage and charges. Is demand greater than you can currently service? Is there a waiting list?

Possible information for inclusion in appendices:

- Sample market research questionnaires.
- Letters from potential users which show a demand for your services.
- Background details of similar projects operating elsewhere.

### 6 Capital Funding Requirements

In this section, the capital expenditure needed for the project will be considered.



English Partnerships will only consider projects needing capital expenditure related to land and buildings. It is important to specifically identify the capital expenditure needed for the project because very often other funding organisations will specify whether their support is to be used purely for such purposes.

Summarise in a table the capital costs of the project as set out below:

Description	Cost £
e.g. Building alterations	XX
e.g. Furniture	XX
e.g. Equipment	XX
Total	YY

Summarise the capital funding achieved so far:

Funding source	£	Received?
Own funds	XX	Yes
Grant 1	XX	Yes
Grant 2	XX	Offered
Total raised	XX	
Additional needed	XX	
	YY	

Give details of the steps being taken to raise any additional required funds (e.g. grants applied for, fund raising efforts by your organisation locally).

Include in the appendices:

- Copies of tenders or quotations for expensive capital items.
- Copies of any offer letters in respect of funds raised.

7 People

Give brief details of the people involved in your organisation and the skills/knowledge they will bring to the project. Funding organisations will be more likely to support a project where the individuals involved have a good chance of running the project successfully.

Points to highlight may include:

- Skills directly related to the services to be provided
- Experience of fund raising
- Financial management skills

If the project will be creating jobs, give details of the posts to be created, likely salaries/wages to be paid and your recruitment policies.

In the appendices, include curriculum vitae for the organisation’s managers.

8 Running Costs and Funding

In this section, the marketing information (given elsewhere in the plan) together with manpower and other running costs will be translated into figures. Only “revenue” income and expenditure are considered (i.e. the day-to-day operating income and costs) - capital expenditure and funding have previously been considered.

The translation into figures is best achieved by the preparation of a cash flow forecast. A cash flow forecast summarises (usually on a monthly basis) future income and expenditure as follows:

	Month 1 £	Month 2 £	Month 12 £	Years Total £
<b>Income</b>				
e.g. grant	XX			XX
e.g. room hire		XX	XX	XX
e.g. membership fees	XX	XX	XX	XX
e.g. donations	XX		XX	XX
	YY	YY	YY	YY
<b>Expenditure</b>				
e.g. wages	XX	XX	XX	XX
e.g. rent	XX	XX	XX	XX
e.g. repairs	XX	XX	XX	XX
	YY	YY	YY	YY
Total income less expenditure	XX	XX	XX	XX
cash at start of month	XX	XX	XX	XX
cash at end of month	YY	YY	YY	YY

Think carefully about all income including grants, fees, fund-raising etc. This should link into the details given in the marketing section. Give details of any grants offered. Grants to be included are those specifically awarded to cover running costs. Capital grants should be included in the Capital Requirements section.

Account for all future expenditure. If the project is an expansion or consolidation of existing activities then it is likely that you will have a fairly accurate idea of the costs involved. For new activities this is more difficult. If in doubt, approach this cautiously and over estimate rather than under estimate costs. Consultation with an organisation already running a similar project may be helpful, as would discussion with a qualified accountant.

It is important to consider the timing of income and expenditure as well as the amounts involved. Generally speaking, the cash flow should be prepared to cover the period from today through to the end of the first year of normal operation of the project on a month by month basis.

It is also a good idea to consider what would happen if demand is lower than expected or costs higher. Is there a plan to overcome such problems or a source of contingency funding? This is particularly important if the project is for new activities or is very large compared to projects previously undertaken by your organisation.

It is essential to document clearly all the assumptions made in preparing the forecast. Give details of the basis of any estimates made.

# Glossary

## Architect's Instruction

A written instruction to the contractor from the contract administrator. Used where changes are made to the work which is specified in the contract. Any alteration to work detailed in the contract has to be made in writing and will almost always affect the project cost. Where the costs, or contract sum, is changed, this will be shown on the architect's instruction.

## Bills of Quantity

Usually prepared by a quantity surveyor. Lists all the work shown on the drawings for a building project. Provides the contractor with measured quantities of each item of work for the contractor to price.

## Capital Funding

English Partnerships Community Investment Fund supports capital works which relate to land and buildings. It does not fund fixtures, fittings or equipment. Major refurbishment is eligible but English Partnerships would normally look for new outputs which contribute to community benefit.

## CDM Regulations

Construction Design and Management Regulations cover the Health and Safety of all those involved in constructing a building. They are the responsibility of the client and duties include appointing 'competent' designers and builders and 'adequate resources' for the building to be built safely.

Failure to comply with the regulations can be a criminal offence so find out about them as early as possible in the project.

## Defects Liability Period

Usually a 12 month period following completion/handover when client and design team monitor a building for any defects not apparent when the building was handed over or that are noticed as the building is being used. The contractor will be asked during this time to put right any defects. See Snagging.

## Feasibility Study

Investigates whether ideas for a building project are possible and how much they will cost. Questions common to most studies include: Suitability, Condition, Statutory Requirements, Consultants, Access, Energy Efficiency, Cost.

## The Final Certificate

Issued once snags and defects in the building have been dealt with by the contractor. Formally ends the contract between client and contractor. Any retention money must be paid to the contractor when the Final Certificate is issued.

## Governing Documents

Sets out the aims of the group, how it plans to achieve its aims and how the group is structured and managed. The name of the Governing Document is different according to the group's legal status. It may

be referred to as Constitution, Trust Deed, Memorandum and Articles of Association, Rules.

## Interim Certificate

Part of the Contract. Values the work done and specifies amount to be paid to the contractor usually on a monthly basis.

## Procurement

The term used by the building industry for the process of having a building built. Different options for this include: Self-Build, Contractor Design and Build, Traditional Method.

## Retention

Sum of money held back from the contractor to make sure they complete their work. Usually between 2.5% and 5% of the contract sum (the total cost of the contract).

## Revenue

Revenue costs relate to the day to day running of an organisation and include salaries and overheads, such as stationery, postage, rental of premises.

## Schedules of Rates

Related to the schedule of works. The schedule of rates lists the works that cannot be priced at a unit cost but which need to be costed in some way. They are therefore costed at a 'rate', such as £x per square metre. This usually applies where it is difficult to specify exactly how much work needs to be done.

## Schedules of Work

A list describing in words the work illustrated in the drawings for a building project. Usually set out in a way that means prices can be put to each item of work.

## Snagging

Takes place at two stages - at the end of the contract period, prior to handover, and at the end of the Defects Liability Period (see above). Snagging is the process of inspecting the building when it is complete and listing any faults or defects that need to be corrected by the contractors.

## Specifications

These detail exactly how a building is to be built. Includes the materials to be used, method of construction, and the quality and standard of the work. These also set out the terms and conditions of the project and the contractors' general responsibilities.

## Technical Aid

The provision of technical, professional skills to support community-led building and environmental improvement projects. Enables people to participate as full and equal partners.

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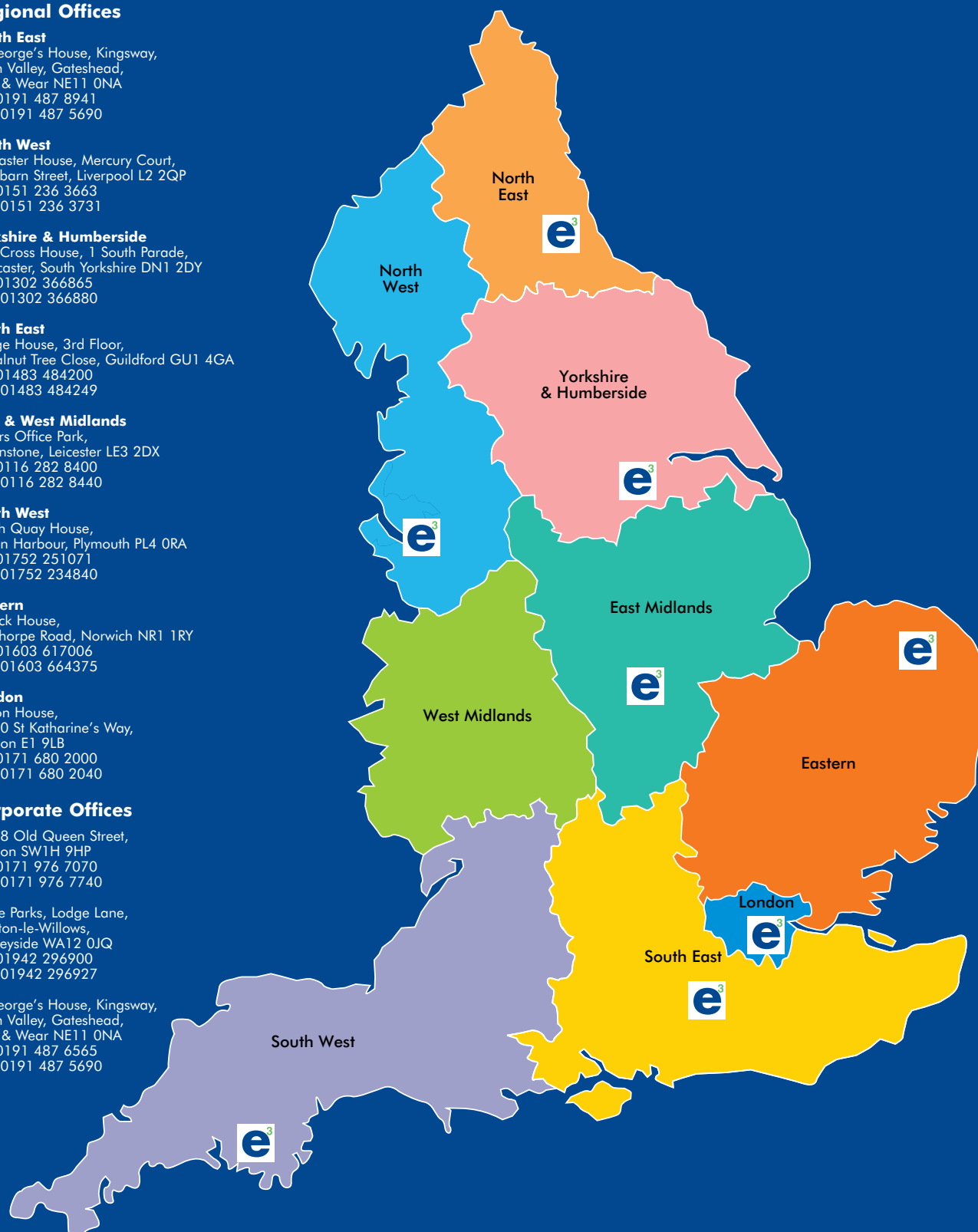
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English Partnerships would like to thank all those who contributed to the research and production of this document. Particular thanks go to:-  
David Wilcox of Partnership, Ronnie Wright of ACTAC and Greg Allen of COMTECHSA, for research and drafting.  
Ruth Bloomfield of the Department of the Environment, Transport and the Regions, for editing work.  
The Creative Lynx Partnership for design.



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