

Notice of Meeting and Agenda Community Asset Transfer Sub-committee

Date	Time	Venue
Wednesday, 15 March 2023	13:00	Microsoft Teams Meeting,

MARK CONAGHAN
Head of Corporate Governance

Membership

Councillor Michelle Campbell (Convener):

Councillor Jacqueline Cameron: Councillor Chris Gilmour: Councillor James MacLaren:
Councillor Iain Nicolson:

Webcasting of Meeting

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<https://renfrewshire.public-i.tv/core/portal/home>

Further Information - online meetings only

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For further information, please email democratic-services@renfrewshire.gov.uk

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

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| 1 | Community Asset Transfer Request – Whitehaugh Barracks, Whitehaugh Avenue, Paisley PA1 3SS | 3 - 158 |
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Report by the Chief Executive.



To: Infrastructure, Land & Environment Policy Board
Community Asset Transfer Subcommittee

On: 15 March 2023

Report by: Chief Executive

Heading: Community Asset Transfer Request – Whitehaugh Barracks,
Whitehaugh Avenue, Paisley PA1 3SS

1. Summary

1.1 The purpose of this report is to ask the Community Asset Transfer (CAT) Subcommittee to approve the Community Asset Transfer (CAT) of Whitehaugh Barracks to the Western Desert Recce Group (WDRG) under Part 5 of the Community Empowerment (Scotland) Act 2015.

2. Recommendations

It is recommended that the CAT Subcommittee:-

2.1 Consider the Community Asset Transfer request for Whitehaugh Barracks to the Western Desert Recce Group SCIO (SC041486) under Part 5 of the Community Empowerment (Scotland) Act 2015;

2.2 Agree to the transfer of the asset to WDRG for the discounted price of £1.00 offered and subject to the Terms and Conditions set out in Paragraph 7 of this report; and

2.3 Authorise the Head of Economy and Development and the Head of Corporate Governance to conclude the sale with the Western Desert Recce Group at the price offered in the Community Asset Transfer (CAT) Request, and on such terms as required to protect the Council's interest.

3. Background

- 3.1 Part 5 of the Community Empowerment (Scotland) Act 2015 provides the right for community bodies to request outright ownership, short or long term lease or other rights over any land or property owned or leased by the Council.
- 3.2 The Act requires local authorities to assess requests transparently against a specified list of criteria, and to agree the request unless there are reasonable grounds for refusal.
- 3.3 The CAT Officer Panel met to consider the request on the 21st of February 2023. In accordance with the revised Scheme of Delegation (September 2022), the Panel agreed to recommend the request for approval to the CAT Subcommittee.

4. Whitehaugh Barracks

- 4.1 Whitehaugh Barracks is a Category 'C' listed property located on the residential street of Whitehaugh Avenue in the east end of Paisley (Ward 3, Paisley Northeast and Ralston). The building was listed by Historic Environment Scotland in 2017.
- 4.2 Militia barracks built on the north side of Glasgow Road were completed in the 1820's. Largely abandoned by 1882, the barracks were home to several Battalions of the Argyll and Sutherland Highlanders at the start of the First World War.
- 4.3 Opened in 1912, the 'C' listed building remaining on Whitehaugh Avenue was built as the new headquarters for the Renfrew Fortress Royal Engineers, a volunteer unit of the British Army. The building still displays the crest of the Royal Artillery above the lintel.
- 4.4 The property passed to the ownership of the local authority in the 1970's.
- 4.5 The property comprises 2 separate buildings with a shared tarmac surfaced yard between. The main building is a 2 storey and attic 'C' listed brick building. Originally occupied as a barracks/drill hall, the building was laterally used as a museum store being vacated in 2018 (when the Secret Collection opened in Paisley High Street). The second building is a single storey brick built and roughcast garage with 6 steel roller shutter doors to the yard.
- 4.6 The building has been declared surplus by the Council and has been marketed since 2018.

5. Western Desert Recce Group

- 5.1 As a registered Scottish Charitable Incorporated Organisation (SCIO), the Western Desert Recce Group (WDRG) qualify as a Community Transfer Body (CTB) under Part 5 of the Community Empowerment (Scotland) Act 2015 and as such are entitled to seek asset transfer under the Act.

- 5.2 Qualifying under the Act as a 'community of interest', the group was established in 2008 by a skilled and experienced group of serving Territorial Army and Reservist Soldiers. The organisation has been operating as a registered SCIO since September 2014.
- 5.3 WDRG currently lease workshop space and storage in Blantyre but deliver services across Scotland. The group is keen to secure appropriate premises from which to realise its long-term ambition of creating a living museum and with a direct link to its heritage, the former Whitehaugh Barracks has been identified as a suitable base.
- 5.4 The charitable objects of WDRG are for the advancement of education, citizenship, community development, arts, heritage, culture and the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage.
- 5.5 Having a secure base for the organisation will enable WDRG to:
- develop its range of living history exhibitions, educational and outreach activities and membership services;
 - extend support to veterans and the wider community; and
 - offer new learning/training opportunities in the field of vehicle restoration.
- 5.6 WDRG is keen to showcase the military heritage of the asset and its history within the local community of Whitehaugh, Paisley. To this end, Paisley-based veteran associations Argyll & Sutherland Highlanders Association and Royal Engineers Association have approached WDRG with a view to delivering outreach activities to local veterans from the renovated Barracks.
- 5.7 For a time, Whitehaugh Barracks also operated as a Territorial Army (TA) Recruitment Centre and WDRG has also been contacted by former TA Cadets looking for opportunities to 'give back' in whatever way possible and support WDRG's plans to develop the asset.

6. **Community Asset Transfer Request**

- 6.1 WDRG first expressed an interest in Whitehaugh Barracks in May 2019. Initially part of a joint application with Paisley Opera, the group have pursued the asset in their own right from early 2022.
- 6.2 The CAT request is for full ownership of the asset. WDRG have offered to pay £1 to secure the asset and are committed to securing grant funding to complete the full restoration.
- 6.3 The group are also interested in acquiring land to the immediate south of the asset containing two derelict huts dating back to the First World War. This adjacent site, shown in white on the attached plan, is not in the ownership of Renfrewshire Council. Site map attached as Appendix 1.

- 6.4 WDRG is passionate about delivering this project for the local community. If successful, WDRG plans for the site include collaborating with other local voluntary / community groups to make best use of the asset.
- 6.5 WDRG intends to develop the Whitehaugh Barracks and adjacent land and outbuildings into a living history museum for military history during both world wars in order to support all armed forces veterans, related military associations and support networks and to create a community hub.
- 6.6 The facility will provide a space in which the group can run all of its activities with a core theme of creating a vehicle repair and restoration workshop, display heritage vehicles and equipment, share their knowledge and deliver mentoring and education sessions to visiting groups and volunteers. It will also enable WDRG to build upon and fund this provision by delivering paid for events and experiences from the heritage activities and workshop base and as a base to enable outreach activities.

Community Engagement

- 6.7 The CAT request was validated on the 14th of December 2022 and was open for public representation until the 31st of January 2023. During this time, no representations were received.
- 6.8 An open day/consultation event was held at the Barracks on the 20th of November 2022 and attended by a wide range of individuals and groups from the local community. 88% of attendees were supportive of WDRG's request for the acquisition of Whitehaugh Barracks through the community asset transfer process; 84% wanted to see the Whitehaugh Barracks brought back into use; and when asked *what would you like to see delivered in the Whitehaugh Barracks?* the top three activities were:
- WWI / WWII educational outreach programme
 - Living History Museum
 - Activities for families.
- 6.9 In addition, the group has
- leafletted within the local area and consulted with residents on the types of activity they would like to see;
 - delivered a history event in Williamsburgh Primary School;
 - delivered presentations and consulted with the Paisley East and Whitehaugh Community Council and Paisley East Partnership;
 - attended a meeting with Provost Lorraine Cameron to update on proposals;
 - provided information to Elected Members and provided a tour attended by Councillor Neill Graham and MSP Russell Findlay.
- 6.10 For a full breakdown of community engagement activities, see Section 4 of the accompanying Business Plan.

Funding and Restoration Plan

- 6.11 WDRG anticipated a mix of grant funding, loan investment, fundraising, corporate sponsorship will be required to cover the costs of fully restoring the Whitehaugh Barracks buildings as a community asset. Detailed costings will be determined following the completion of a full building survey on the property.
- 6.12 The group has secured £20,000 to commission LDN Architects Ltd to produce an Architectural Feasibility Report. £10,000 of this was secured from the Architectural Heritage Fund (AHF) with £10,000 match funding from the Community Empowerment Fund.
- 6.13 The AHF funding unlocks access to a £40,000 development fund to engage professional services and prepare renovation plans. AHF also unlocks access to £500,000 capital grant from Historic Environment Scotland and up to £5m from the Heritage Lottery Fund.
- 6.14 The survey report is due for completion by May 2023 and will provide a breakdown of capital work required (including costings) to fully restore the Whitehaugh Barracks. Findings from the report will inform the submission of grant funding applications (see Section 10 of the Business Plan for further details). A copy of the survey scope is attached to this report as Appendix 2.
- 6.15 Full details of the funding strategy and estimated costs for the project are set out in Section 10 of the accompanying Business Plan.
- 6.16 A phased approach is being proposed for the restoration and occupation of the site.
- 6.17 Phase 1 of the plan, 2023/24 includes:
- ground clearance;
 - immediate works to the garage to make space useable as a workshop / store, bringing all vehicles and equipment to one central space. This will enable early-stage use, consolidation of WDRG activities and income generation activities to commence;
 - Traffic Impact Assessment / Energy Audit / Bat Survey – additional surveys will be undertaken as required. Costs have been reflected in Section 10 of the Business Plan;
 - applications for capital costs to Historic Environment Scotland, Heritage Lottery Fund and others.
- 6.18 It is anticipated that renovation works will commence in phase 2 of the project (2024).
- 6.19 Full details of all phases of the project are set out in Section 8 of the accompanying Business Plan.

7. Proposed Terms and Conditions

- 7.1 It is proposed to sell the Whitehaugh Barracks site, detailed in the attached plan E1967, to WDRG for the discounted price of £1.00 offered.
- 7.2 The purchase price and transfer of title to be conditional on WDRG securing the resources for the full restoration of the site within 5 years of ownership.
- 7.3 The Council to reserve the right to reclaim the asset for the price of £1.00 if funding is not secured and renovations commenced within the 5-year period.
- 7.4 In order to maximise funding opportunities, WDRG to be granted permission to occupy the site and to commence renovations as soon as a formal offer is received and accepted pending the completion of contracts. Acceptance by the Council of the formal offer not to be unduly delayed.

Implications of the Report

1. **Financial** – None.
2. **HR & Organisational Development** – None.
3. **Community Planning**

Our Renfrewshire is well – the CAT supports the wellness and resilience of our citizens and communities.

Our Renfrewshire is thriving – the CAT supports economic growth that is inclusive and sustainable;

Our Renfrewshire is fair: addressing the inequalities that limit life chances.

4. **Legal**
 - (a) The CAT request and CTB comply with the requirements of Part 5 of The Community Empowerment (Scotland) Act 2015.
 - (b) A formal offer from the CTB must be received within 6 months of decision to approve.
 - (c) Sale must be concluded within 6 months of a formal offer being submitted by the Club.
5. **Property/Assets** – As per this report.
6. **Information Technology** – None.

7. **Equality & Human Rights**

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because no groups or individuals have any involvement currently at the property. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** – None.

9. **Procurement** – Not applicable.

10. **Risk** – None.

11. **Privacy Impact** – Not applicable.

12. **Cosla Policy Position** – Not applicable.

List of Background Papers

(a) None.

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COMMUNITY EMPOWERMENT (SCOTLAND) ACT 2015

ASSET TRANSFER REQUEST FORM

IMPORTANT NOTES:

This is a standard asset transfer request form which can be used to make a request to any relevant authority. Relevant authorities may also provide their own forms in their own style.

You do not need to use this form or a relevant authority's form to make an asset transfer request, but using a form will help you to make sure you include all the required information.

You should read the asset transfer guidance provided by the Scottish Government before making a request. Relevant authorities may also provide additional guidance on their schemes.

You are strongly advised to contact the relevant authority and discuss your proposals with them before making an asset transfer request.

When completed, this form must be sent to: -

**The Asset Manager
Asset & Estates
Property Services
Renfrewshire Council
Renfrewshire House
Cotton Street
Paisley
PA1 1TT**

Or submitted by email to: communityassettransfer@renfrewshire.gov.uk

This is an asset transfer request made under Part 5 of the Community Empowerment (Scotland) Act 2015 in relation to property owned, leased or managed by Renfrewshire Council.

Section 1: Information about the community transfer body (CTB) making the request

1.1 Name of the CTB making the asset transfer request

Western Desert Recce Group SCIO (WDRG)

1.2 CTB address. This should be the registered address, if you have one.

Postal address: Western Desert Recce Group SCIO

Alternative address for our temporary working unit. - had to move there 1 June 2020 due to pandemic halting all applications whilst awaiting to continue with the CAT process.

1.3 Contact details. Please provide the name and contact address to which correspondence in relation to this asset transfer request should be sent.

Contact name: Major (Retd) Gary A Wallace

Postal address: As above

Postcode: G11 6TT

Email: or

Telephone:

Yes - We agree that correspondence in relation to this asset transfer request may be sent by email to the email address given above. *(Please tick to indicate agreement).*

You can ask the relevant authority to stop sending correspondence by email, or change the email address, by telling them at any time, as long as 5 working days' notice is given.

1.4 Please mark an "X" in the relevant box to confirm the type of CTB and its official number, if it has one.

	Company (with no fewer than 20 members) and its company number is	
X	Scottish Charitable Incorporated Organisation (SCIO) (with no fewer than 20 members) and its charity number is	SC041486
	Community Benefit Society (BenCom), (with no fewer than 20 members) and its registered number is	
	Unincorporated organisation (no number)	

Please attach a copy of your constitution, Articles of Association or registered rules.

1.5 Has the organisation been individually designated as a community transfer body by the Scottish Ministers?

No **No**

Yes

Please give the title and date of the designation order:

1.6 Does the organisation fall within a class of bodies which has been designated as community transfer bodies by the Scottish Ministers (i.e. those listed above at 1.4)?

No **NO**

Yes

If yes what class of bodies does it fall within?

Section 2: Information about the land and rights requested

2.1 Please identify the land / property to which this asset transfer request relates.

You should provide a street address or grid reference and any name by which the land or building is known. If you have identified the land on the relevant authority's register of land, please enter the details listed there.

*It may be helpful to provide one or more maps or drawings to show the boundaries of the land requested. If you are requesting part of a piece of land, you **must** attach a map and give a full description of the boundaries of the area to which your request relates. If you are requesting part of a building, please make clear what area you require. A drawing may be helpful.*

Details of Property: -

Property Reference 123051190

Description / Property Type Museum Store

Address Whitehaugh Avenue

Town Paisley

Postcode PA3 1DA

Maps and floor plans as per the Council Marketing brochure for the Barracks

Community Area:- Paisley Northeast and Ralston

2.2 Please provide the UPRN (Unique Property Reference Number), if known.

If the property has a UPRN you will find it in the relevant authority's register of land.

UPRN:- 123051190

Section 3: Type of request, payment and conditions

3.1 Please tick what type of request is being made:

for ownership (under section 79(2)(a)) - go to section 3A

for lease (under section 79(2)(b)(i)) – go to section 3B

for other rights (section 79(2)(b)(ii)) - go to section 3C

3A – Request for ownership

What price are you prepared to pay for the land requested:

Proposed price: - £ to be advised

Please attach a note setting out any other terms and conditions you wish to apply to the request.

3B – request for lease

What is the length of lease you are requesting?

How much rent are you prepared to pay? Please make clear whether this is per year or per month.

Proposed rent: £ per month / year (delete as appropriate)

Please attach a note setting out any other terms and conditions you wish to be included in the lease, or to apply to the request in any other way.

3C – request for other rights

What are the rights you are requesting?

WDRG request to include the two existing huts located adjacent to the site which were previously used by the Territorial Army (TA) and Cadet Forces during their tenancy of the Whitehaugh Barracks.

Do you propose to make any payment for these rights?

Yes

No

If yes, how much are you prepared to pay? Please make clear what period this would cover, for example per week, per month, per day?

Proposed payment: £

Please attach a note setting out any other terms and conditions you wish to apply to the request.

Section 4: Community Proposal

4.1 Please set out the reasons for making the request and how the land or building will be used.

This should explain the objectives of your project, why there is a need for it, any development or changes you plan to make to the land or building, and any activities that will take place there.

Western Desert Recce Group is requesting the community asset transfer of the Whitehaugh Barracks from Renfrewshire Council. Reasons for making this request are detailed below:

To secure the future of a heritage asset of importance to the local community – WDRG requests the purchase of the Whitehaugh Barracks from Renfrewshire Council. The transfer of ownership of the asset to WDRG will ensure that this unoccupied asset is brought back into use and open to access by the local community. WDRG intend to undertake a sympathetic restoration / refurbishment of the asset to retain many of the building's original military architectural features. This will create a facility providing living-history events, training and volunteer opportunities, community-based educational programmes and broader well-being activities.

To secure the expand the programme of military heritage projects and activities delivered by WDRG – As above, this proposal will establish a working museum based upon a period Light Repair Section REME/ASC unit. Original features within the facility will provide space for:

- The display of restored vehicles and those under restoration.
- Signage and interpretation of original architectural features such as the Barrack's WW1 trench trainer, providing an insight into the development of trench warfare
- Military equipment and memorabilia from 1800s up until WW1, Between the wars, WW2 and post WW2 up until it closed.
- Memorial space for local veterans and soldiers who inhabited the hall and local recipients of gallantry medals etc.
- Development of a military history archive and photo gallery to record the details of units which occupied the Barracks during its time as a Drill Hall
- Delivery of outreach programmes providing mental health wellbeing and support activities to veterans and members of the local community
- Meeting rooms which will be available for hire by the local community
- Classrooms for the delivery of WDRG's educational programmes to schools and community groups

Project Objectives – The objectives of this project are detailed below:

- To operate a viable military museum and vintage vehicle repair and restoration workshop
- To ensure the skills, knowledge, and experience within WDRG membership is shared widely
- To mentor young people in vehicle restoration, increasing engagement, skills and motivation and providing progression routes through accredited learning
- To facilitate men's shed type activities, increasing social well-being and build on WDRG's current activities in this area
- To engage positively with the local community and provide opportunities to use asset and participate in the delivery of activities and events on-site.

- To deliver on-site and outreach events for groups including older people's homes, youth groups, schools, veterans, and mental health groups
- To design, develop and deliver associated projects for schools and local groups e.g., 'Dig for Victory' project
- To deliver paid-for events and experiences to generate income and reach a wider audience

Proposed Development of the Asset – WDRG propose to refurbish the Whitehaugh Barracks as community-based tourism / heritage asset. The proposal will retain many of the asset's original military architectural features which are unique to the Barracks and reflect Paisley's military past. As a result, an asset of local historic significance will be retained and managed by WDRG as a living-history museum and community event space and educational centre.

Proposed Activities – The transfer of the Whitehaugh Barracks from Renfrewshire Council to community ownership would enable WDRG to deliver the following activities:

- A living-history military museum and vintage vehicle repair and restoration workshop
- Support for delivery of social wellbeing, providing opportunities for WDRG members to share knowledge, skills, and experience more widely
- Mentor programmes for young people in vehicle restoration, increasing engagement, skills and motivation
- Men's shed type activities to increase social well-being
- Meeting space and event hire for local community groups
- Volunteer opportunities including visitor engagement, museum curation, vehicle restoration etc.
- Educational outreach events for community groups (residential facilities for older people, youth groups, schools, veterans and mental health groups)
- Development of project-based activities which engage schools and local groups – e.g., 'Dig for Victory' and 'Raised on Rations' projects
- Events, open days and 'experience' days to generate income and reach a wider audience

Benefits of the proposal

4.2 Please set out the benefits that you consider will arise if the request is agreed to

This section should explain how the project will benefit your community, and others. Please refer to the guidance on how the relevant authority will consider the benefits of a request.

The request to transfer ownership of the Whitehaugh Barracks from Renfrewshire Council to WDRG will result in the following benefits:

An asset of local historic significance will be preserved and developed for community use – WDRG propose to preserve the history and architectural features of the Whitehaugh Barracks to create a community-based heritage asset offering a range of activities to the local community. As detailed in 4.1 above, WDRG’s proposal will preserve the Barracks, its heritage and history, to promote the asset within the community and to enable access to all and to encourage and engage the community. It is important to WDRG that the listed building is preserved and restored to original as far as possible (within current legislation). The overall aim is to return the Asset back to an original feature, to open it up to everyone and to establish a good relationship within the community, to encourage people to visit and make use of it and to educate and inform all about the history and heritage of this great period building.

A community of interest will be supported to develop and grow – This proposal will directly benefit WDRG members as a community of interest. The future of the organisation will be secured through the provision of a base from which to deliver its current activities e.g., military vintage vehicle restoration, delivery of living-history events and displays, provision of mental health and well-being activities. The proposal will also enable WDRG to sustain future activities through the development of income generation activities as a registered Scottish Charitable Incorporated Organisation (SCIO).

Benefits to the local economy – WDRG’s proposal contribute towards the achievement of Renfrewshire Council’s Economic Development Strategy. The transfer of the asset to community ownership will create new employment and training opportunities. Opportunities will be created to develop the local supply chain. Development of the asset as a living history museum will raise the profile of the local community, increase footfall for local businesses and more widely, contribute towards the objectives of the Paisley Business Improvement District.

Benefits to local regeneration – WDRG’s proposal will bring a previously unused and derelict building, and its surrounds, back to use again and to establish community ownership and ethos in all activities carried out within it.

Benefits to public health – The proposal will ensure both the local community and WDRG members (as a community of interest) will benefit from an enhanced programme of mental health and wellbeing activities which support individuals and their families. Key groups include:

- Individuals with disabilities,
- Individuals living with PTSD
- Individuals with learning difficulties
- Older People experiencing social isolation

- Young people

WDRG's proposal will support the delivery of public health services by supporting individuals to lead healthier, more active lives. Activities will provide a conduit for any person who may be seeking professional help and also provide a safe environment to learn and work from. It is our aspiration to expand upon this to include anyone in the community.

Benefits to social wellbeing – we aim to encourage many activities that bring people together and create a stronger community spirit, we already support learning through our own group activities and would like to attract other groups who can also provide cultural and heritage activities as well as acting as a social hub for everyone.

Environmental benefits – WDRG's proposal will also bring a currently unoccupied asset back into use. The Barracks has remained unoccupied since 2018. WDRG propose to refurbish the building in line with current environmental regulations and incorporate renewable energy technologies where appropriate. As a result, the interior / exterior fabric of the building will be improved, enhancing the local environs and contributing towards the achievement of Renfrewshire's net zero targets by 2030. To address the above, WDRG will:

- Commission detailed audit and surveys in accordance with current standards for historic buildings and assets.
- Incorporate current requirements re: building and fire safety regulations
- Ensure safe access to all groups within the community in accordance with The Equality Act 2010
- Install security (or upgrade and extend) alarm and CCTV as necessary.
- Audit and upgrade perimeter fencing where necessary.
- Construct and install a period main vehicle access gate.

WDRG propose to utilise other rooms in building for individual historical displays as necessary, to make use of these rooms as:

- Meeting rooms and classrooms.
- Stores for equipment and valuable items.
- Office and reception area
- Toilets for access under current accessibility and baby care regulations.
- Establish and upgrade a suitable kitchen and café area.
- Gain funding for total repainting of exterior and interior building facades etc.
- Determine a set of period murals painted upon the garage doors (we have done similar elsewhere in past)
- Upgrade all signage as necessary.

WDRG will utilise existing links and networks to develop projects and collaborations which will fit with the development of the asset and WDRG's project objectives. These organisations have relevant learning / experience to assist / participate in the delivery of social / well-being support activities on-site. These groups are:

- Our own outreach programme to the community and across central belt to become centralised in Paisley.
- Local Round Table groups.
- Establishing a relationship with Council Regeneration Department/s
- Military Charities including:-
- Poppy Scotland (WDRG is responsible for fundraising across two geographic areas in Scotland)

- Army Benevolent Fund (ABF) The Soldier's charity – WDRG undertake a number of fundraising activities for the ABF.
- SSAFA (Armed Forces Charity) – As above, WDRG participates in fundraising events.
- Glasgow Helping Heroes – Possibility of establishing a satellite office – friends within them.
- Erskine Hospital – various events with them (next one in June)
- Veterans Gateway Services also establish a link with the Council Armed Forces Champion.
- Various Regimental Associations and Veterans Groups – we are members of many and invites to visit, establish regular meetings, breakfast club, veteran involvement with the museum including gaining qualifications and funding for same.

WDRG future plans include:

- The development of a local history and research group to further enhance history and museum.
- Forming a military research library and archive facility in conjunction with local council facilities.

All of the above is not finite and it is intended to be dynamic and fluid to allow for changes in local area, growth and shrinkage of veteran population, community involvement and ownership etc. The table below provides an overall summary of the key benefits of this proposal:

Activity	Expected Outputs	Expected Outcomes
Transfer of a derelict facility into community ownership	Community ownership/ management of an asset Securing the long-term future of WDRG (SCIO) and delivery of its activities through the provision of a permanent base.	This will address Economic Development Outcomes related to inclusive growth and the delivery of economic and cultural benefits, employment and lifelong learning.
Extended / expanded delivery of community-based activities to address social and mental wellbeing	30 people attending weekly 120 people benefitting annually	This will address Public Health Outcomes through: <ul style="list-style-type: none"> • Increased social opportunities • Reduced social isolation. • Improved health & well-being.
Delivery of training and workshops for young people	20 people weekly 100 people annually	This will reduce Socio-Economic Inequalities through the delivery of learning and development opportunities designed to increase confidence, communication skills, teamwork
Development of Board and staff skills	Training in place for volunteers Skills gaps identified for Board and addressed	This will contribute towards the long-term Sustainability of the project. WDRG will have access to a well-resourced and skilled Board Skills and knowledge shared widely

Increased partnership working for WDRG	Up to 5 partnerships developed and delivering activities with WDRG Increased events and activities	This will contribute towards effective Partnership and Local Community Support . Increased activities being run for the community by WDRG. Increased social outcomes achieved by WDRG
Development of Heritage Activities	Developing the narrative of WWII to highlight the contribution of allied armed forces through display of memorabilia and vintage vehicles relating to the Indian Long-Range Service (ILRS)	This will add to Renfrewshire's tourism offer and impact positively on the profile of the local community, promote diversity .

Restrictions on the use of the land

4.3 If there are any restrictions on the use or development of the land, please explain how your project will comply with these.

Restrictions might include, amongst others, environmental designations such as a Site of Special Scientific Interest (SSI), heritage designations such as listed building status, controls on contaminated land or planning restrictions.

WDRG's proposal to develop the Whitehaugh Barracks recognises that the asset is subject to the following restrictions:

Heritage designation – The asset has listed building status. Historic Environment Scotland has designated the former drill hall including railings as Category C (Ref: LB52380). WDRG will seek all necessary permissions and consents in relation to the refurbishment of the asset. To this end, WDRG has undertaken initial consultations with the Architectural Heritage Fund and other professionals with experience of undertaking conservation works on buildings of historical importance.

Planning – In addition to the above, all necessary permissions and consents will be made through Renfrewshire Council. It is anticipated that planning permission and change of use will be required. During refurbishment works as required by CDM 2015, a construction phase plan would be put in place, this will identify key roles and responsibilities and also implement a project plan with associated reporting progress, and or delays.

Environmental sustainability - The environmental impact of the developing the Whitehaugh Barracks is a key consideration and will inform the detailed programme of works to be undertaken. Initial discussions with heritage funders / investors as well as Renfrewshire Council's Green Economy Officer has highlighted the importance of ensuring capital works meet/exceed environmental standards such as EnerPHit standard for refurbishment projects. As a community-based heritage and tourism asset, WDRG will also pursue [Green Certification](#) through Visit Scotland. Considerations re: developing a carbon neutral asset include:

- Building Refurbishment – Ensuring phases of the project delivery reflect current environmental regulations and practice.
- Renewable Technologies – Ensuring use of renewable technologies are maximised
- Energy Audits – Identifying opportunities for carbon reduction to ensure savings on water and utilities
- Energy Saving Measures – Adoption of necessary measures required to meet [Renfrewshire's net zero target](#) by 2030.
- Sustainable Travel – Supporting sustainable travel through inclusion of electric vehicle charging points on-site.

Negative consequences

4.4 What negative consequences (if any) may occur if your request is agreed to? How would you propose to minimise these?

You should consider any potential negative consequences for the local economy

WDRG's proposal highlights the community benefits resulting from the transfer of the asset from Renfrewshire Council to community ownership by WDRG. It is noted that development of the asset as a living-history museum will raise the profile of the local community and contribute to the tourism offer within Paisley with increased footfall to the town and opportunities to benefit local businesses (day-time / weekend trade).

As the asset has remained unoccupied since 2018, any development of the asset is likely to generate an increase in footfall / traffic to and from the venue.

WDRG's proposal recognises this. Therefore, WDRG will seek to minimise the impact on local residents of increased traffic through the following measures:

- Community Consultation – As part of ongoing community engagement / consultation activities, WDRG will continue to engage with elected officials, community groups and residents to ensure feedback is reflected in the design and development of the project and proposed on-site activities
- Sustainable Transport – WDRG will encourage visitors to use sustainable forms of transport when visiting the Barracks. Promotion of train, bus and cycle links will be provided via the WDRG webpage and marketing materials
- Heritage Trails – As part of extending visitor-stay, WDRG will collaborate with other local heritage assets/projects to create an accessible heritage trail through Paisley. This will link the military history of the Barracks to key tourism sites within the town.
- Open days and events – WDRG's proposal include the delivery of 2-3 open days/community events per year. These events will be arranged in consultation with the local community and learning from previous events will be reflected and implemented.
- Provision of on-site carparking – As part of the refurbishment of the Barracks, WDRG will look at options for the provision of onsite carparking including the installation of electric vehicle charging points.

Capacity to deliver

4.5 Please show how your organisation will be able to manage the project and achieve your objectives.

This could include the skills and experience of members of the organisation, any track record of previous projects, whether you intend to use professional advisers etc.

Capacity to Deliver - As a volunteer-led organisation, WDRG recognise the successful delivery of the project will require additional support. To ensure WDRG has the capacity to deliver the project, the organisation will:

- Professional Advisers – Engage with specialist advisors as appropriate i.e., heritage and conservation specialists, Council advisors, legal advisors, building surveyors, civil engineering and architectural specialists. WDRG plan to maintain the asset through a programme of planned preventative maintenance and use a selection of qualified contractors, using PQQ process
- Employment Opportunities – Offer employment opportunities for local residents through full-time and part-time posts, apprenticeships, work-placements and internships across a range of activities including heritage curation, community development, facilities management and fundraising.
- Training, Work-placements, Internships – Create a diverse programme of training and work-placement/internship opportunities related to heritage and tourism as well as trades and crafts (e.g., hand-tools, fabrication, machinery).

WDRG Membership – A skills audit of the WDRG membership was undertaken in 2020. The audit identified members holding (current) certifications/qualifications/accreditations across the following fields:

- Chartered Construction Project Manager
- Chartered Health & Safety Manager
- Qualified Education Practitioner
- Qualified Mechanics/Engineers
- Museum Staff who are Subject Matter Experts (SMEs)
- Qualified Trade-persons from various trades and skills
- Qualified Human Resource Manager
- a Retired Architect
- Experienced set design and construction for visual arts
- Photographic and illustration specialist
- 2 Qualified Chefs

Track Record – WDRG has evidenced a track record in:

- Leasing premises for the delivery of its activities
- Securing grant funding
- Delivering living-history events / displays
- Providing educational outreach activities to community groups, schools, corporate organisations and the wider public.

Premises - WDRG currently lease an industrial unit in Blantyre, Lanarkshire. The unit provides garage space for the restoration of WDRG members collection of vintage military

vehicles. WDRG therefore has experience of managing a leased facility for the delivery of its activities.

Securing Grant Funding - In 2014, WDRG secured Heritage Lottery Funding to purchase a 1919 Ford Model T engine and chassis. Restoration of the vehicle was completed in 2017. The restored vehicle now features in WDRG's living history exhibitions and displays. WDRG has also secured small grants to carry out various restoration projects (e.g., fully restoring a 1944 Coventry Climax 3KVa generator). Funders included: Asda Foundation and Howden Joinery Ltd.

Funding has enabled WRDG to:

- Deliver military history events such as experience days and treasure hunts
- Provided secure storage space for its growing fleet of military vehicles.
- Develop new income streams e.g., on-line retailing of military memorabilia
- Participate in vehicle rallies such as the Riverside Museum Rally involving 115 Classic cars and military vehicles

Delivering living history events / displays – WDRG activities have included to date:

- Delivery of tri-annual Military Collectors fairs and swap meets (with café provision)
- Delivery of a bi-annual Scale Model show
- An annual Drive-It day for members
- Participation in military events including Territorial Army open days / family fun days.
- Providing vintage military vehicles for open-air displays and vehicle rallies as part of wider community events

Delivering educational and outreach activities – To date, WDRG has:

- Delivered educational outreach visits and talks as part of WW1 and WW2 current curriculum studies.
- Facilitated a programme of site-visits for community groups, uniformed groups (Scouts / Cadets) and private tours for a veterans and guests
- Carried out talks and presentations to local groups (e.g., Round-Table and Men's Church groups)

With regards to veteran support, WDRG has also:

- Provided meeting space for various Regimental Associations (e.g., the RASC, RCT and RLC Association, Airborne Forces Association, The Scallywags History group etc)
- Carried out Poppy Scotland collections (WDRG acts an Area Organiser for Poppy Scotland in three geographic areas).
- Piloted the 'Old Sodjers and Codgers' project, based on the Men's Shed format to provide veterans and older people within the community with access to metal-working and wood-working.

Membership support and volunteer development – This experience has informed WDRG's planned community engagement programme. As a result, WDRG has:

- Delivered a twice weekly opening of the Blantyre facility (Thurs evenings and all-day Saturday) to allow members to regularly meet, work and socialise in our own peer group
- Completed training courses for First Aid and Mental Health First Aid.
- Organised volunteer recruiting events and open days.
- Organised vocational training for our members e.g., SQA accredited welding courses.

Section 5: Level and nature of support

5.1 Please provide details of the level and nature of support for the request, from your community and, if relevant, from others.

This could include information on the proportion of your community who are involved with the request, how you have engaged with your community beyond the members of your organisation and what their response has been. You should also show how you have engaged with any other communities that may be affected by your proposals.

The table below sets out the level and nature of support for WDRG's request for the community asset transfer of the Whitehaugh Barracks:	
Date / Who	Details
November 2022 <ul style="list-style-type: none"> Renfrewshire Networking Event Community Information & Consultation Event Door to door leaflet drop Williamsburgh Primary School Meeting with Community Council 	Renfrewshire Social Enterprise Network - 29 ^h November 2022. Participation in third sector networking event to raise awareness of WDRG's CAT proposal, identify opportunities for partnership working. Sunday 20 th November 2022 (12:00noon – 4:00pm) - Community Information and Consultation Event attended by local residents and community group representatives. The attached business plan (Appendix 3) sets out the full findings from the consultation survey. In summary, <ul style="list-style-type: none"> 78% of respondents indicated support for WDRG's CAT Request. 75% of respondents believed bringing the Barracks back into use would be good for the local area 88% of respondents wanted to see the Barracks become a community space Promotional channels used to raise awareness of the event included: <ul style="list-style-type: none"> Paisley East & Whitehaugh Community Council (social media) Quality Radio (formerly Paisley FM) Jambo Radio Paisley Daily Express Williamsburgh Housing Association Anchor Bowling Club
	17 th November – Presentation to P7 pupils from Williamsburgh Primary School, Paisley.
	12 th November - Door-to-door leafleting of invitation to attend Community Information & Consultation Event on 20 th November.
	9 ^h November - Presentation of WDRG's CAT proposal to members of Paisley East & Whitehaugh Community Council and promotion of community information event.
October 2022 <ul style="list-style-type: none"> Site Tour with Elected Officials 	28 th October - Tour of full site with Councillor Neill Graham and Russell Findlay MSP to highlight aspects of WDRG's CAT proposal. Note: Site tour originally scheduled for 12 th September was cancelled due to announcement of National Mourning following death of Queen Elizabeth II.

<p>September 2022</p> <ul style="list-style-type: none"> • Door-to-door survey and leafleting of local residents and businesses • Meeting with Provost Lorraine Cameron 	<p>16th September - Meeting with Provost Lorraine Cameron to discuss WDRG's proposal to develop the Whitehaugh Barracks.</p> <p>WDRG members carried out an initial door-to-door survey to engage with local residents/businesses adjacent to the site / raise awareness of WDRG's CAT proposal.</p>
<p>August 2022 / Elected Officials Renfrewshire</p>	<p>WDRG contacted the following elected officials for Renfrewshire Council to advise them of WDRG's proposed plans for bringing the Whitehaugh Barracks back into use.</p> <ul style="list-style-type: none"> • Provost Lorraine Cameron • Councillor Jennifer Adam-McGregor • Councillor Graeme Clark • Councillor Neill Graham <p>Councillors Adam-McGregor, Clark and Graham represent Paisley North East and Ralston Ward 3 within which the Whitehaugh Barracks is situated. Meetings have been scheduled with</p> <ul style="list-style-type: none"> • Councillor Neill Graham • Russell Findlay MSP.
<p>August 2022 / Paisley East and Whitehaugh Community Council</p>	<p>WDRG contacted the Paisley East and Whitehaugh Community Council within which the Whitehaugh Barracks is situated. WDRG provided a copy of the Executive Summary of their business plan for the development of the Barracks as a living history museum. Consultation with the Community Council is ongoing.</p>
<p>July 2022 / Visitors & Vendors Survey</p>	<p>A survey of visitors to WDRG displays and vendors at these events was undertaken in July 2022. The survey was distributed to 102 visitors and vendors which had attended/participated in a WDRG event over the previous 6-months. The response rate was 59%. Findings from the survey are detailed in Appendix 7.</p>
<p>Spring 2022 Eat-Up (Charity)</p>	<p>Eat-up, a registered Charity (SC048548) which operates a food bank within the locality of the Whitehaugh Barracks contacted WDRG to discuss the potential for partnership working.</p>
<p>Other contacts</p>	<p>Engage Renfrewshire (TSI)</p> <ul style="list-style-type: none"> • Iain Cunningham, Third Sector Development Officer • Sandra Brown, Funding & Development Officer <p>Renfrewshire Council</p> <ul style="list-style-type: none"> • Sandra Inrig – Programme Manager: Community Asset Transfer & Regeneration • Aileen Johnston – Principal Estates Surveyor • Kellie Miller – Senior Policy and Development Planning Officer / Community Empowerment Fund • Andrew McKean – Tourism Officer, Invest in

	<p>Renfrewshire</p> <ul style="list-style-type: none"> • Mhairi Gardiner – Green Economy Officer, Invest in Renfrewshire • Kam Kaur – Funding & Development Officer, Invest in Renfrewshire • Tania Morlan – Social Enterprise Officer, Invest in Renfrewshire
<p>Spring 2020 Garrison Artillery Volunteers</p>	<p>Garrison Artillery Volunteers operates as a national / international membership body based in Wiltshire. The organisation has 80+ members based in Scotland. The group's international membership includes Malta, Belgium and the Czech Republic. The aim of the Garrison Artillery Volunteers group is the restoration of armaments from WWI and WWII. They attend commemorative events across Europe.</p>
<p>December 2019 – January 2020 WDRG Membership Survey</p>	<p>Survey of WDRG membership indicated 100% of members were supportive of the proposal and identified specific benefits e.g., provision of workshop space, volunteering opportunities, participation in social events etc. Detailed findings have been included in the supporting business plan.</p>
<p>Winter 2019 Paisley Men's Shed 75 Greenhill Road Paisley PA3 1RU</p>	<p>Over 35+ members attend Paisley Men's Shed on a weekly basis. Consultation with Paisley Men's Shed has led to WDRG piloting its recent project 'Old Sodgers and Codgers'.</p>
<p>Winter 2019 Combined Forces Living History group (Location Glasgow and North of England)</p>	<p>A significant proportion of members live in the Glasgow area. Group is extremely supportive of WDRG's proposal for the Whitehaugh Barracks and envisage working together on activities, such as attending military shows and displays</p>
<p>Early 2020 / Erskine Veterans Village, Erskine.</p>	<p>This organisation would be interested in possible satellite activities, joint events and welfare support agency assistance to the community and veteran's hub</p>
<p>2019 and June 2022 / The Glasgow Vintage Vehicle Trust (GVVT) (Bridgeton, Glasgow)</p>	<p>Contact with the GVVT identified potential for a partnership to develop between the organisations, sharing resources and skills.</p>

Section 6: Funding

6.1 Please outline how you propose to fund the price or rent you are prepared to pay for the land, and your proposed use of the land.

You should show your calculations of the costs associated with the transfer of the land or building and your future use of it, including any redevelopment, ongoing maintenance and the costs of your activities. All proposed income and investment should be identified, including volunteering and donations. If you intend to apply for grants or loans you should demonstrate that your proposals are eligible for the relevant scheme, according to the guidance available for applicants.

Calculations of costs associated with the transfer of the Whitehaugh Barracks – WDRG is liaising with Renfrewshire Council and professionals to identify a breakdown of costs associated with this transfer request. Activities to date include:

- Initial site survey undertaken by WDRG Board members (June 2022)
- Outline assessment of building structure will be undertaken in September 2022. Assessment will be undertaken free of charge by an external professional. Findings will be used to commission full building survey

Calculations of costs associated with the redevelopment and ongoing maintenance of the Whitehaugh Barracks – WDRG has developed a 24-month financial forecast which sets out proposed income streams and expenditure associated with maintenance of the asset. The financial forecast and detailed financial assumptions have been included in the supporting business plan. Costs associated with the redevelopment of the asset will be set out in a separate project plan / budget.

Funding Strategy – The table below summarises the current funding strategy for the transfer and redevelopment of the asset:

Note: Scottish Land Fund (SLF) – Following a meeting with SLF on 14th September 2022, it was agreed that WDRG (as a community of interest) would not fit with the focus of this fund (i.e. support to geographic communities).

Phase	Details	Action
Pre-Start / Full Building Survey to identify scope of capital works and costings / Preparation of a detailed income generation plan / Community consultation activities	Renfrewshire Council / Community Empowerment Fund Grant request of £10k to contribute towards cost of: <ul style="list-style-type: none"> • Architectural Feasibility Report (£17,400) • VAT Assessment and Consultancy (£3,420) Total Project Cost - £20,820. Balance: £10k – AHF Grant £820 - WDRG Reserves	Application resubmitted 4 th November 2022. Currently awaiting funding decision (w/c 5 th December 2022) Original application submitted for deadline of 17 th July.
Pre-Start / Project development activities	Architectural Heritage Fund / Project Viability Fund	Application submitted 4 th November 2022.

	<p>Grant request of £10k to contribute towards cost of:</p> <ul style="list-style-type: none"> • Architectural Feasibility Report (£17,400) • VAT Assessment and Consultancy (£3,420) <p>Total Project Cost - £20,820. Balance: £10k – AHF Grant £820 - WDRG Reserves Project Development Grant / Up to £40k (average £15k) Support to develop and co-ordinate a project and taking it towards the start of work on site.</p>	Currently awaiting funding decision (w/c 12 th December 2022)
	<p>Tailored Support Fund (William Grant Foundation Scotland) Up to £10k (average £7k) Support to give new purpose to a building valued locally for its architectural heritage</p>	
	<p>National Lottery Heritage Fund (The National Lottery Community Fund) Support up to £10k</p>	29 th September 2022 Meeting with funder to discuss project and fit with funds. Positive outcome. Application to be prepared for submission early 2023
	<p>Heritage and Place Programme (Historic Environment Scotland)</p>	
Pre-start / Building acquisition	<p>Investing In Enterprise (Foundation Scotland) / Support up to £125k grant / £100k Loan</p>	WDRG has contacted funder to initiate discussions
	<p>Social and Community Capital (Royal Bank of Scotland) / £30k - £750k</p>	As above.
	<p>FCC Scottish Action Fund Support for the maintenance, repair or restoration of a building, other structure or a site of archaeological / historic interest and is open to the public / Up to £40k</p>	WDRG has contacted the funder to initiate discussions

Phase	Details
Year 1 and 2 / Capital Costs	Community Empowerment Fund (Renfrewshire Council) Support - Type 1 up to £10k / Type 2 over £10k
	Social Enterprise Net Zero Transition Fund (Social Investment Scotland) Support up to £10k
	Social Investment Scotland / Support up to £1.5m
	Renfrewshire Community Benefit Programme (ad hoc small grants and non-financial support)
	Historic Environment Grant to launch late 2022 formerly Historic Environment Repair Grant (Historic Environment Scotland) Support up to £500k
Year 1 and 2 / Project Costs	Large grant programmes including: National Lottery Heritage Fund Heritage Grants up to £250k / Heritage Grants up to £5m The Garfield Weston Foundation / Support up to £100k The Robertson Trust / Support up to £25k - £100k Reach Programme (Bank of Scotland) / Up to £25k
	Other small grant programmes including: Awards for All Programme (The National Lottery Community Fund) Support up to £10k The Percy Bilton Charity / Support up to £3k The Baillie Gifford Community Awards / Support up to £2k Partnership Fund (to launch late 2022) (Historic Environment Scotland) Community Vehicle Grants (Robertson Trust) / Support up to £10k Scottish Landfill Communities Fund Restoration Grants (Association of Industrial Archaeology)
	Other Trusts and Foundations associated with supporting welfare of ex-service personnel e.g., Robert Clutterbuck Trust, James T Howard Charitable Trust, Veterans Foundation Grant
	Other Trusts and Foundations associated with supporting specific aspects of local heritage e.g. National Memorial Heritage Fund Charles Hayward Foundation (Heritage and Conservation Main Grant)
Other Sources of Funding	It is anticipated that many aspects relating to the repair / restoration of the Whitehaugh Barracks and activities of the Western Desert Recce Group will also attract crowdfunding and corporate sponsorship. These sources of other funding will be actively developed during Years 1 and 2 of the project.

Section 7 Other Supporting Documentation

To enable the Council to fully consider your application, the following supporting documentation must be submitted as part of your application:-

- A copy of your organisation's constitution;
- A business plan (that is proportionate to the nature of the asset transfer request);
- Audited accounts (or a financial projection where the applicant has been operating for less than one year);
- Annual reports (where these are available).

Applicants are advised to refer to the council's Community Asset Transfer Policy Guidance Note for Applicants for further details of what information should be included in these supporting documents.

Signature

Two office-bearers (board members, charity trustees or committee members) of the community transfer body must sign the form. They must provide their full names and home addresses for the purposes of prevention and detection of fraud.

This form and supporting documents will be made available online for any interested person to read and comment on. Personal information will be redacted before the form is made available.

We, the undersigned on behalf of the community transfer body as noted at section 1, make an asset transfer request as specified in this form.

We declare that the information provided in this form and any accompanying documents is accurate to the best of our knowledge.

Name Gary A Wallace

Address

Date 05 December 2022

Position Chair

Signature

Name Iain Dargie

Address

Date 05 December 2022

Position Committee Member

Signature

Checklist of accompanying documents

To check that nothing is missed, please list any documents which you are submitting to accompany this form.

Section 1 – you must attach your organisation’s constitution, articles of association or registered rules

Section 2 – any maps, drawings or description of the land requested

Section 3 – note of any terms and conditions that are to apply to the request

Section 4 – about your proposals, their benefits, any restrictions on the land or potential negative consequences, and your organisation’s capacity to deliver.

Section 5 – evidence of community support

Section 6 – funding

Section 7 – Supporting Documentation

Western Desert Recce Group SCIO Business Plan - February 2023



Western Desert Recce Group SCIO
c/o 20 Crawford Street
Glasgow
G11 6TT

Developed from a business plan originally prepared by kjg initiatives ltd.

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Executive Summary

WDRG Background and Activities – WDRG (formerly Western Desert Recce Group Troup B) was established in 2008 by a skilled and experienced group of serving Territorial Army and Reservist Soldiers. The organisation has been operating as a registered SCIO (Scottish Charitable Incorporated Organisation) since September 2014 (registration number SC041486). The governance structure is a two-tier SCIO. The Board is elected by and accountable to its members. The organisation’s Annual General Meeting is held every September with accounts submitted to OSCR by December,

The charitable objects of WDRG are for the advancement of education, citizenship, community development, arts, heritage, culture and the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage. In line with its objects, WDRG activities are for the benefit of: Children or young people; Older People; People with disabilities or health problems and other defined groups. In addition, the organisation seeks to offer more to other charitable organisations recognised by WDRG.



WDRG currently has a registered membership of 22 individuals and 10 affiliate groups/organisations. Members are involved in the delivery of the organisation’s charitable objects through the provision of the following:

- Living history displays and exhibitions
- Military vehicle restoration
- Educational outreach
- Support to veterans

WDRG is keen to secure appropriate premises from which to operate. Having a secure base for

the organisation will enable WDRG to:

- Develop its range of living history exhibitions, educational and outreach activities and membership services.
- Extend support to veterans and the wider community
- Offer new learning/training opportunities in the field of vehicle restoration.

To this end, WDRG has identified the former Whitehaugh Barracks in Paisley as a base for its activities.

WDRG and Whitehaugh Barracks

Whitehaugh Barracks is situated on Whitehaugh Avenue, Paisley and is owned by Renfrewshire Council. Appendix 6 details the marketing brochure for the property. The property consists of the main barrack building, a garage plus adjacent land and huts. In July 2022, WDRG applied to Renfrewshire Council for the community asset transfer of the whole site. If successful, WDRG plans for the site include collaborating with other local voluntary / community groups to make best use of the asset. WDRG is passionate about delivering this project for the local community.

WDRG as a community of interest has a direct link with the heritage of Whitehaugh Barracks. WDRG is keen to showcase the military heritage of the asset and its history within the local community of Whitehaugh, Paisley. To this end, Paisley-based veteran associations Argyll & Sutherland Highlanders Association and Royal Engineers Association have approached WDRG with a view to delivering outreach activities to local veterans from the renovated Barracks. The Argyll & Sutherland Highlanders have a particular connection with the asset as their units were stationed within the Barracks. For a time, Whitehaugh Barracks also operated as a Territorial Army (TA) Recruitment Centre and WDRG has also been contacted by former TA Cadets looking for opportunities to 'give back' in whatever way possible and support WDRG's plans to develop the asset.

Living History Museum / 'Rust and Restoration'

WDRG intends to develop the Whitehaugh Barracks and adjacent land and outbuildings into a living history museum for military history during both World Wars, to support all Armed Forces Veterans, related Military Associations and support networks and a Community Hub. The space will include an onsite cafe, meeting and office space as well as multi-purpose areas. The facility will provide a space in which the group can run all the afore-mentioned activities with a core theme of creating a vehicle repair and restoration workshop, display heritage vehicles and equipment, share their knowledge and deliver mentoring and education sessions to visiting groups and volunteers. It will also enable WDRG to build upon and fund this provision by delivering paid for events and experiences from the heritage activities and workshop base and as a base to enable outreach activities.



Project Objectives - To: (but not limited to)

- Run a viable military museum and vintage vehicle repair and restoration workshop
- Share group member's knowledge and experience widely
- Mentor young people in vehicle restoration, increasing engagement, skills and motivation
- Facilitate men's shed type activities, increasing social well-being (already doing this in other areas)
- Engage positively with the local community and provide opportunities to use asset.
- Deliver on site and outreach events for groups including older people's homes, youth groups, schools, veterans and mental health groups
- Deliver associated projects for schools and local groups – e.g. 'dig for Victory' project
- Deliver paid-for events and experiences to generate income and reach a wider audience

Consultation with the community has taken place in the form of a member survey and discussion with groups and organisations that may benefit from these types of opportunity being made available

locally. The results indicate a strong interest in the activities and facilities proposed by WDRG, with 18 people willing to volunteer within the project and others keen to renovate

vehicles and take part in other opportunities. There is also a high level of interest from groups and individuals stating that they would make use of the storage facilities and attend events. This is forecast to grow significantly.

Summary of WDRG Options Appraisal decisions

After considering the options presented, WDRG has decided to continue to pursue the purchase of the Whitehaugh Barracks Asset, and will now be pursuing their application to the next stage for the whole site in the first instance (Option 4). It intends to use the Garage to create workshop, storage, display, event and training space (Option 6) and also to add a Romney building to hire out as Member Storage (Option 7).

Renovation of Whitehaugh Barracks – Proposed Schedule

WDRG propose a phased programme of works as follows:

- **Pre-start** (2022-23) – Engagement with heritage building professionals to determine viability / feasibility of proposed refurbishment works. This phase is currently underway (commenced January 2023). An Architectural Feasibility Report is due for completion on May 2023 date. The report will provide a breakdown of capital work required with costings. This information will inform the submission of applications for grant funding (see section 10. Estimated Project Costs and Funding Strategy).
- **Phase 1** (2023) – Acquisition of the whole asset and adjacent space (proposed purchase value is £1.00). Carry out immediate works to the Garage to make space useable as a workshop / store, bringing all vehicles and equipment to one central space. This will enable early-stage use and consolidation of WDRG activities.
 - Income generation activities – With the garage space in operation, WDRG will be able to develop the following income streams: Membership fees, vehicle storage fees, pitches for auto-jumbles etc., events (onsite and external), education visits (external), corporate sponsorship, retail of army surplus and replica items.
 - Grant funding - Income generated will provide unrestricted reserves for use as ‘match’ funding to support further applications for grant funding / social investment. Applications to relevant funds (including Architectural Heritage Fund, Historic Environment Scotland) will be submitted during this phase.
 - Community Engagement – This activity will be ongoing. Data/evidence gathered will inform the development of community-based projects with fit with the heritage / culture of the asset and provide evidence of need required for further funding applications.
- **Phase 2** (2024) – Main building renovation works - On securing grant / social investment (as outlined above), WDRG will contract with professionals to carry out internal/external renovation works to the main building. This will include: accessible entrances and facilities, upgrade of toilets, creation of office space, meeting rooms and living history museum/exhibition space. In terms of income generation opportunities, the development of on-site facilities (e.g. meeting rooms for community use, educational suite/class-room, café space etc.) will increase delivery of positive social outcomes and provide additional income streams through meeting room hire and take up of educational programmes for children and young people. It is anticipated that the café space will be an informal meeting space operated by WDRG. Other work to be undertaken during Phase 2 will include:

- Development of volunteer opportunities and volunteer recruitment – to support the wider work of WDRG and delivery of activities e.g. vehicle restoration, museum guides and curation, community engagement, grounds maintenance/work-parties
- Development of community-based activities e.g. ‘build-nights’ / Men’s Shed style activities in workshop, delivery of on-site educational activities (living history displays), establishment of on-site dig-for-victory growing space.
- **Phase 3 (2024)** - Outreach events – Development of an events programme to support ongoing community engagement / delivery of positive social outcomes. In terms of income generation, opportunities related to the delivery of training / heritage workshops and corporate events will be taken forward.
- **Phase 4 (2024-25)**– Situate a Romney building on the adjacent land. (WDRG has quotes for this). Increase storage and rental space for member’s vehicles. Potential ‘care and maintenance’ package for old vehicles, generating further income streams.
- **Phase 5 (2024-25)** - Develop partnerships and outreach into wider areas in tandem with other phases and as an ongoing activity.

Conclusions

WDRG is committed to delivering its objectives, using Member’s experience and knowledge to provide support, training and mentoring for people in the Paisley area. This Business Plan summarises this aspiration and the work carried out towards the business plan to date. With hopeful progress and successful advancement to next stages the WDRG can progress with a planned partnerships and community involvement. It will commission a building condition survey and valuation for the asset as a separate piece of work. Alternatively, if unsuccessful, WDRG will continue to search for a suitable period building that can be made available for their work and once identified they will update the Business plan accordingly.



1. WDRG - Overview of Organisation

WDRG (Western Desert Recce Group) operates as a registered SCIO (SC041486). It was established in 2008 by a group of serving Territorial Army and Reservist Soldiers to deliver community regeneration activities in and around Paisley. The group currently has 22 members and is looking to grow its membership and develop its activities.

WDRG works to the following charitable objectives:

- The advancement of education, citizenship or community development
- The advancement of the arts, heritage, culture or science
- The relief of those in need by reason of age, ill health, disability, financial hardship or another disadvantage.

Activities - WDRG delivers its charitable objectives through its own activities, which are based around a large collection of World War 1 and 2 period vehicles and equipment, also a wide collection of historical artefacts, covering many periods, together with sharing their knowledge and expertise. This collection is focused upon 'lend lease' vehicles from the USA and Canada used by British troops before America entered the war. It specialises in the Long Range Desert Group (LRDG) and the early SAS and Popski's Private Army (PPA), the Special Services Brigade (1st SS Bde) of the Commandos, together with the WW1 Light Car Patrols and the famous Ford Model T. WDRG also has access to educational materials and artefacts from the Scottish Home Front Museum, many of which have never been seen in public display before.



Currently WDRG operates from leased premises (a single storey industrial unit) in Blantyre, Lanarkshire. The lease on the property runs until April 2025. These premises have provided WDRG with an opportunity to bring their collection of vintage military vehicles and artefacts 'under one roof' as well as provide a space for members to meet and share knowledge and skills re: vintage vehicle restoration and participate in living history events and displays.

The time remaining on the lease for the Blantyre site will enable WDRG to continue delivery of their core activities whilst managing the phased renovation of the Whitehaugh Barracks.

WDRG Vision: To use the Member's experience and knowledge to provide support, training and mentoring for people in the Paisley area, whilst also taking outreach events and experiences to a wider audience.

Governance - WDRG has a strong Board with commitment and enthusiasm for the Rust and Restoration Project. WDRG is set up as a SCIO with a 'Community of Interest'. It has 22 members currently and there is scope to increase the membership and numbers of volunteers working with the group through promotion of this project.

Skills and Experience: Volunteer Board - WDRG is led by a volunteer Board of five members. Their skill-set includes fundraising, vehicle maintenance and restoration, history/heritage interpretation, customer service, health and safety, event management and community engagement.

All five volunteer Board members have experience in management / supervisory roles:

- Chair – 12 years-experience of chairing organisations, former Sub-Unit Commander with management experience
- Secretary – Experienced administrator, former Senior NCO
- Treasurer – Former Senior NCO
- Board member - Experienced supervisory roles
- Board member – Experienced supervisory roles

(See Appendix 1 for further information re: WDRG Board roles and responsibilities).

Board Structure and Reporting – The volunteer Board meets monthly following an agreed agenda and note of the meeting is circulated to members. WDRG activities are



taken forward by volunteers from within the membership and report directly to the Board. WDRG Board is experienced in the delivery of projects to time and budget and has managed / coordinated the work of external agents/professionals (e.g. solicitors, surveyors etc.). WDRG anticipate additional sub-committees and a project steering group will be required to take forward the successful community asset transfer of Whitehaugh Barracks.

Membership: Skills and Experience - Within the membership, a number of individuals have knowledge and experience in financial management, people management, marketing, social media, experience of working with older, younger and vulnerable people and building operations. Currently, two Board Members hold PVG certificates. To ensure the successful delivery of the proposed community asset transfer, the number of members holding PVG certification will increase to 12.

WDRG Skills Audit – In 2020, a skills audit was carried out across the WDRG membership. The full report is attached (see Appendix 2) with key findings summarised below. The results of the skills audit indicated WDRG is a highly skilled and experienced organisation. The membership includes mechanics, auto electrical technicians, carpenters/ joinery trades, teachers, trainers, set production, Human Resource managers, metalwork fabricators, uniform manufacturers, painting and decorating, Information Technology, administration, food handling and general labourers.

Development and Training – The skills audit undertaken in 2020 also indicated members were interested in undertaking further training, specifically training related to developing Board/committee skills e.g. project planning, people management and liaising

with stakeholders. WDRG is a member of [Engage Renfrewshire](#) (Renfrewshire's Third Sector Interface / TSI) and regularly receives notification of training opportunities designed to support Renfrewshire's voluntary sector. These opportunities are shared with the membership.

WDRG Volunteers - WDRG volunteers deliver several community-based events and activities throughout the year. The Board provide strategic direction and governance for all activities and work closely with volunteers to make projects happen. Volunteers are actively recruited through WDRG events and displays, social media channels and word of mouth. Tasks and roles are clarified at the outset, so volunteers can see what is required and what skills they may need or can learn. Every effort is made to match volunteers with suitable roles and all necessary training is provided. The asset transfer of the Whitehaugh Barracks will also increase the number and type of volunteering opportunities available in Renfrewshire. WDRG will work with Engage Renfrewshire to develop a volunteer programme. A draft volunteer policy is attached (see Appendix 3).

Communications - WDRG shares information and communicates with other voluntary / community groups through its website (www.wdrg.org) and [Facebook](#) page. The website is easy to use and well maintained, providing clear, easy to digest information about WDRG and its activities. There is good communication between the Members and Board, with regular meetings allowing feedback and discussion. Further marketing of activities available through WDRG will be needed once the new building is operational to ensure that everyone is aware of the opportunities. It will also be important for WDRG to widen its range of customers and extend its appeal, likely to be achieved through an update to the website and improved social media coverage of activities.

Track Record to Date – WDRG has evidenced a track record in:

- Securing grant funding
- Delivering living-history events / displays
- Providing educational outreach activities to community groups, schools, corporate organisations and the wider public.

Securing Grant Funding - In 2014, WDRG secured Heritage Lottery Funding to purchase a 1919 Ford Model T engine and chassis. Restoration of the vehicle was completed in 2017. The restored vehicle now features in WDRG's living history exhibitions and displays. WDRG has also secured small grants to carry out various restoration projects (e.g. fully restoring a 1944 Coventry Climax 3KVa generator). Funders included: Asda Foundation and Howden Joinery Ltd.

Funding has enabled WRDG to:

- Deliver military history events such as experience days and treasure hunts,.
- Provided secure storage space for its growing fleet of military vehicles.
- Develop new income streams e.g. on-line retailing of military memorabilia
- Participate in vehicle rallies such as the Riverside Museum Rally involving 115 Classic cars and military vehicles



Since May 2020, WDRG has been actively progressing with their plans to create a living history museum in Paisley. To this end, WDRG has undertaken the following activities:

Events and Shows – This experience has informed WDRG’s financial projections / identified this activity as an income stream for the Whitehaugh Barracks. Activities

included:

- Delivery of tri-annual Military Collectors fairs and swap meets (with café provision)
-
- Delivery of a bi-annual Scale Model shows
- Organised an annual Drive-It day for members – This has enabled WDRG to pilot the delivery of tourism events such ‘experience days’ for corporates clients and private individuals.
- Supported organisers of other military events e.g. Territorial Army open days / family fun days.



Fundraising – This experience has informed WDRG business planning activities

- Retail of army surplus / military memorabilia at the above events
- Delivery of fund-raising events at major supermarkets and outdoor vehicle displays, history gallery and merchandise selling
- Provision of Minibus Driver Awareness (MIDAS) training and assessments for other community groups (WDRG is an accredited MIDAS training provider).

Membership events / Volunteer development – This experience has informed WDRG’s planned community engagement programme

- Provision of a twice weekly opening of our facility (Thurs evenings and all day Saturday) to allow members to regularly meet, work and socialise in our own peer group
- Completed training courses for First Aid and Mental Health First Aid.
- Organised volunteer recruiting events and open days.
- Organised vocational training for our members e.g. SQA accredited welding courses.

Educational Programmes

- Delivered educational outreach visits and talks as part of WW1 and WW2 current

curriculum studies.

- Facilitated a programme of site-visits for community groups, uniformed groups (Scouts / Cadets) and private tours for a veterans and guests
- Carried out talks and presentations to local groups (e.g. Round-Table and Men's Church groups)



Veteran Support

- Provided meeting space for various Regimental Associations (e.g. the RASC, RCT and RLC Association, Airborne Forces Association, The Scallywags History group etc)
- Carried out Poppy Scotland collections (WDRG acts as an Area Organiser for Poppy Scotland in three geographic areas).
 - Piloted the 'Old Sodjers and Codgers' project, based on the Men's Shed format to provide veterans and older people within the community with access to metal-working and wood-working.



Current Development Activities

Other planned WDRG activities include:

- [Historic Environment Scotland](#) (HES) – HES and WDRG are in discussion re: delivery of themed living history events based around WWII Home Front. These events will be delivered as part of HES open weekends at sites across Scotland. There are 3no. Open Weekends per year. Contract value is £3k.
- **Ibrox Pre-Match Collection** – Following discussion with the [Rangers Charity Foundation](#)'s Senior Operations Executive, WDRG has applied to the Foundation for support including an opportunity to be part of a pre-match fundraising event.
- [Bicester Heritage](#) – WDRG and Bicester Heritage reconnected in 2022 following the Covid pandemic to discuss piloting Scotland's first Historic Vehicle Restoration accredited training/apprenticeship programme.
- [Association of Independent Museums](#) (AIM) – WDRG has initiated contact with AIM to discuss plans to develop a full working and historical museum with independent museum status.
- [David Livingstone Centre](#) – WDRG has been contacted by the David Livingstone Centre in Hamilton to deliver a living history display as part of the Centre's events schedule for Summer 2023.

Memberships and Associations

WDRG is also actively engaged with other organisations involved in heritage restoration and conservation. The table below details WDRG's memberships and associations.

Organisation	Purpose	Details of membership
Scottish Military Vehicle Group (SMVG) https://www.scottishmvg.org	A collection of enthusiasts who own, restore and run military vehicles.	Individual membership WDRG member is also a volunteer SMVG Committee Member (Charity Coordinator)
Military Vehicle Trust (MVT) https://mvt.org.uk	National organisation of vehicle owners and restorers. World's largest Military Vehicle Club dedicated to restoration and conservation of all ex-military vehicles from pre WW1 up until present day	Individual and Club membership
Military Vehicle Preservation Association (MVPA) https://www.mvpa.org	World-wide but mainly USA Membership similar to MVT with many organisations and vendors for vehicle parts etc. The largest international historic military vehicle group, the Military Vehicle Preservation Association (MVPA) includes roughly 8000 members and nearly 100 affiliate groups in the United States and around the world.	Individual Membership
Federation of British Historic Vehicle Clubs (FBHVC) https://fbhvc.co.uk	FBHVC exists to uphold the freedom to use historic vehicles on the road. It does this by representing the interests of owners of such vehicles to politicians, government officials, and legislators both in the UK and (through the Federation Internationale des Vehicules Anciens) in Europe - There are over 540 subscriber organisations representing a total membership of over 250,000 in addition to individual and trade supporters.	Club membership

2. Project Overview

To progress its objectives, WDRG is now in discussion with Renfrewshire Council to progress an application for the Community Asset Transfer of the Whitehaugh Barracks. The Barracks is situated on Whitehaugh Avenue in the Whitehaugh area of Paisley,



located approximately 1.4 km south east of Paisley town centre. The Whitehaugh Barracks was originally built in 1822 and originally covered a much larger area than it currently is situated. It is currently listed as historic building (Historic Environment Scotland Category C).

This facility will provide a space in which the group can deliver:

- a working military museum, display heritage vehicles and equipment
- a vehicle repair and restoration workshop
- an education programme providing an opportunity to share knowledge and deliver mentoring and education sessions to visiting groups and volunteers.
- A space for open days and events and living heritage displays and experiences from the Barracks as part of WDRG community outreach activities.

The Asset and adjacent land which forms part of the former Whitehaugh Barracks in Paisley has been identified by WDRG as suitable for its purposes. KJG Initiatives Ltd. had been commissioned to carry out the options appraisal and business planning required to complete a community asset transfer application for Renfrewshire Council to progress this project.

The Proposed Site: Whitehaugh Barracks

The former Whitehaugh Barracks, which is currently owned by Renfrewshire Council, located in Paisley is composed of the Main building, which is a large grade 2 listed structure in need of significant remedial work to bring it back into use, a small amount of surrounding land suitable for carparking and outbuildings, and a sizeable garage in good wind and water-tight condition. A valuation of the building will be undertaken following discussion with Renfrewshire Council.

Brief history of the Barracks – Source https://en.wikipedia.org/wiki/Paisley_Barracks

The Barracks is of important historical and heritage importance to the local military history of Paisley and is one of only three known buildings that housed indoor WW1 trench building facilities, the other two are in England. The infantry barracks, which were built on the south side of the Glasgow Road in the Williamsburgh district of Paisley as part of the response to the Radical War, were completed in 1822. The Earl of Glasgow used the infantry barracks to raise a regiment of yeomanry and a volunteer rifle corps. Units subsequently based at the infantry barracks in the 1820s included the 10th

Hussars and the 13th Regiment of Foot. As part of the Cardwell Reforms of the 1870s, where single-battalion regiments were linked together to share a single depot and recruiting district in the United Kingdom, the 26th (Cameronian) Regiment of Foot was linked with the 74th (Highland) Regiment, and both were temporarily based at the barracks. These regiments moved out to Hamilton Barracks in Hamilton a few years later and the infantry barracks were disused and empty by 1882.



The militia barracks, which were built on the north side of the Glasgow Road in the Whitehaugh district of Paisley, were also completed in the 1820s. The 4th (Extra Reserve) Battalion, the 1/6th (Renfrewshire) Battalion and the 2/6th (Renfrewshire) Battalion of the Argyll and Sutherland Highlanders were all raised at the barracks at the start of the First World War. Part of the site formerly occupied by the militia barracks was redeveloped for the Kelburne Cinema in 1933. The main building on the eastern boundary of the site, still displays the "Ubique" crest of the Royal Engineers above the lintel, It's last use was by Renfrewshire Council to store museum exhibits.

Through Community Asset Transfer process, WDRG has submitted a request to Renfrewshire Council for the purchase of the Whitehaugh Barracks. The suggested purchase price is £1.00 which will include the main building, garages and adjacent land and 2no. huts located on-site. It is recognised that this is a huge under-taking but the membership of WDRG are confident they have the knowledge, experience and necessary expertise in place to carry out this task.

A visual inspection of the facility was undertaken in June 2022. Following the inspection a written report was provided to WDRG which indicated the following:

- **Main building / External façade and roof** - Extensive work will be required to the roof and guttering etc. to make it wind and water-tight, from ground level it can be seen that a few areas will need attention and replacement, this will be further determined once access to upper roof (outer) area can be carried out
- **Main building / Access** – This will be required to be brought up to current access regulations, fire regulations etc. Security system, fire warning and alarm systems will require installed as necessary.
- **Main building / Internal walls and ceilings** – Total survey to restore damaged areas, refurbish internal plasterwork and internal finishes as required to keep as much period features as possible and full internal finishing required. All WCs, washrooms, kitchen area, plumbing and drainage will need inspected, upgraded etc.
- **Floor areas** – Main drill hall seems fair but currently covered in protective boards and other floors will required sanding, upgrading and finished as necessary. There is a lot of storage racking that will be removed and repurposed.
- **Outdoor garage area** - The outdoor garage area appeared to be in relatively sound condition, wind and water-tight with evidence of new roofing having been completed.



Some internal works will be required to the garage area to accommodate WDRG activities e.g. including vehicle repair, storage and display together with volunteer training. WDRG intends to situate a 'Romney' building on the land adjacent to the garage, alongside the main building, for use as additional storage and rental storage for Member's vehicles.

- **Landscaping** - Outdoor areas to rear and between garage and main building will require landscaping, refurbished and weeded out etc. The rear fence between asset and neighbours will be refenced with more screened and secure fencing.
- **Site Access** - Main access door in to building will require extensive refurbishment, incl. weeding, painting, brought back to former design and pattern, and stonework cleaned and restored as necessary.
- **Yard Area** - Main ramp access to yard area will need to be refurbished and gates updated or strengthened for security.
- **Perimeter wall** - There is a large tree in yard which is seriously under-mining the perimeter wall and this will require attention.
- **Presence of Asbestos** – Records shared with WDRG indicate Renfrewshire Council commissioned ESG Asbestos Limited to carry out an asbestos survey in 2014. The survey indicated the presence of low-grade asbestos pipe lagging which will require to be removed by an Asbestos Removal Contractor (ARC).

The membership of WDRG has the necessary skills and experience to plan and oversee the proposed renovation / refurbishment of Whitehaugh Barracks. The required programme of works will be undertaken with appropriate professionals (i.e. architects, surveyors, contractors etc.). Details of the proposed delivery plan including timescales can be found in Section 8 of the Business Plan.

Proposed use of the site / The 'Rust and Restoration' Project

Following the acquisition of the asset, WDRG will develop the existing garage building to create a vintage vehicle restoration workshop and storage facility. Vintage military vehicles owned by WDRG and its members will be worked upon / restored by volunteers and stored / displayed together with interpretation signage/material for visiting groups.

Regular drop-in sessions will be advertised and tours will be arranged for visitors and local groups. These activities will be delivered by WDRG volunteers. There will also be opportunities for people to volunteer to work on vehicle restoration activities as well as receive informal training in vintage vehicle maintenance.

Project Objectives - To:

- Run a viable vintage vehicle repair and restoration workshop
- Share group member's knowledge and experience widely
- Mentor young people in vehicle restoration, increasing engagement, skills and motivation

- Facilitate men’s shed type activities, increasing social well-being
- Engage positively with the local community
- Deliver on site and outreach events for groups including older people’s homes, youth groups, schools, veterans and mental health groups
- Deliver associated projects for schools and local groups – e.g. *Dig for Victory* project
- Deliver paid for events and experiences to generate an income stream and reach a wider audience

Environmental Impact

The environmental impact of the developing the Whitehaugh Barracks is a key consideration and will inform the detailed programme of works to be undertaken. Initial discussions with heritage funders / investors as well as Renfrewshire Council’s Green Economy Officer has highlighted the importance of ensuring capital works meet/exceed environmental standards such as EnerPHit standard for refurbishment projects. As a community-based heritage and tourism asset, WDRG will also pursue [Green Certification](#) through Visit Scotland. Considerations re: developing a carbon neutral asset include:

- Building Refurbishment – Ensuring phases of the project delivery reflect current environmental regulations and practice.
- Renewable Technologies – Ensuring use of renewable technologies are maximised
- Energy Audits – Identifying opportunities for carbon reduction to ensure savings on water and utilities
- Energy Saving Measures – Adoption of necessary measures required to meet [Renfrewshire’s net zero target](#) by 2030.
- Sustainable Travel – Supporting sustainable travel through inclusion of electric vehicle charging points on-site.

WDRG plans include provision of an accessible electric minibus to support delivery of community-based activities. Activities will also support Renfrewshire’s pilot community transport initiative with Glasgow Community Transport. WDRG will utilise the skill-set of the membership which includes individuals with management experience of delivering Energy Saving Trust services for commercial and domestic clients across South and Central Scotland.

Capacity to Deliver

As a volunteer-led organisation, WDRG recognise the successful delivery of the project will require additional support. To ensure WDRG has the capacity to deliver the project, the organisation will:

- Professional Advisers – Engage with specialist advisors as appropriate i.e. heritage and conservation specialists, Council advisors, legal advisors, building surveyors, civil engineering and architectural specialists
- Employment Opportunities – Offer employment opportunities for local residents through full-time and part-time posts, apprenticeships, work-placements and internships across a range of



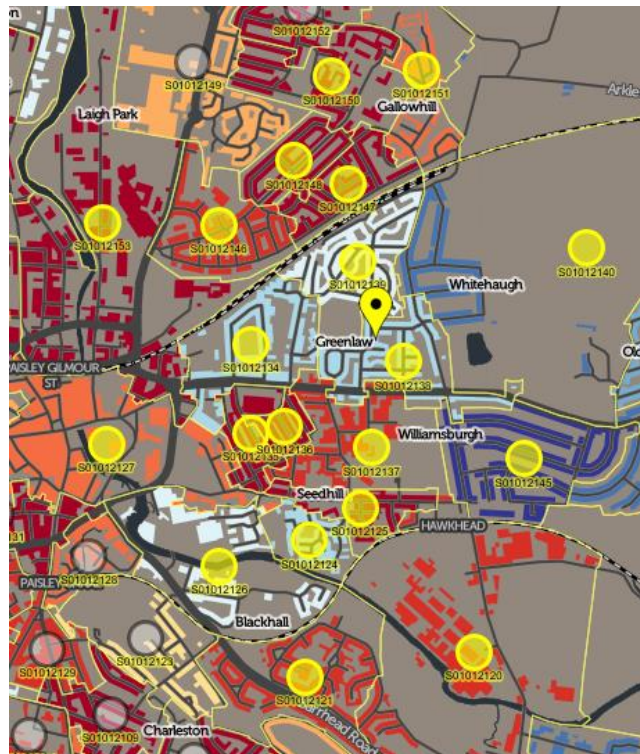
activities including heritage curation, community development, facilities management and fundraising.

- Training, work-placements, internships – Create a diverse programme of training and work-placement/internship opportunities related to heritage and tourism as well as trades and crafts (e.g. hand-tools, fabrication, machinery).

WDRG plans to deliver further activities and heritage projects as refurbishment phases are completed on the main building (the barracks). The venue will be open for community-use and project partners, clients, associate organisations etc. It is envisaged this will be a rolling programme determined by the restoration and repair of the main building as it gradually becomes more habitable and open for use.

3. Community Needs Analysis

The Scottish Index of Multiple Deprivation (SIMD) shows that the Whitehaugh area of Paisley is surrounded by areas of significant deprivation. Of the 20 datazones that surround the Whitehaugh Barracks site, where WDRG aims to set up its workshop, **seven sit in decile 1**, the most deprived 10% of datazones in Scotland, **six sit in deciles 2 or 3**, the most deprived 30% of datazones in Scotland, and only two sit in deciles 9 or 10, the least deprived 20% datazones in Scotland. This illustrates extreme inequality across the area, with some of the most deprived people living adjacent to some of the least deprived. As can be seen on the map below:

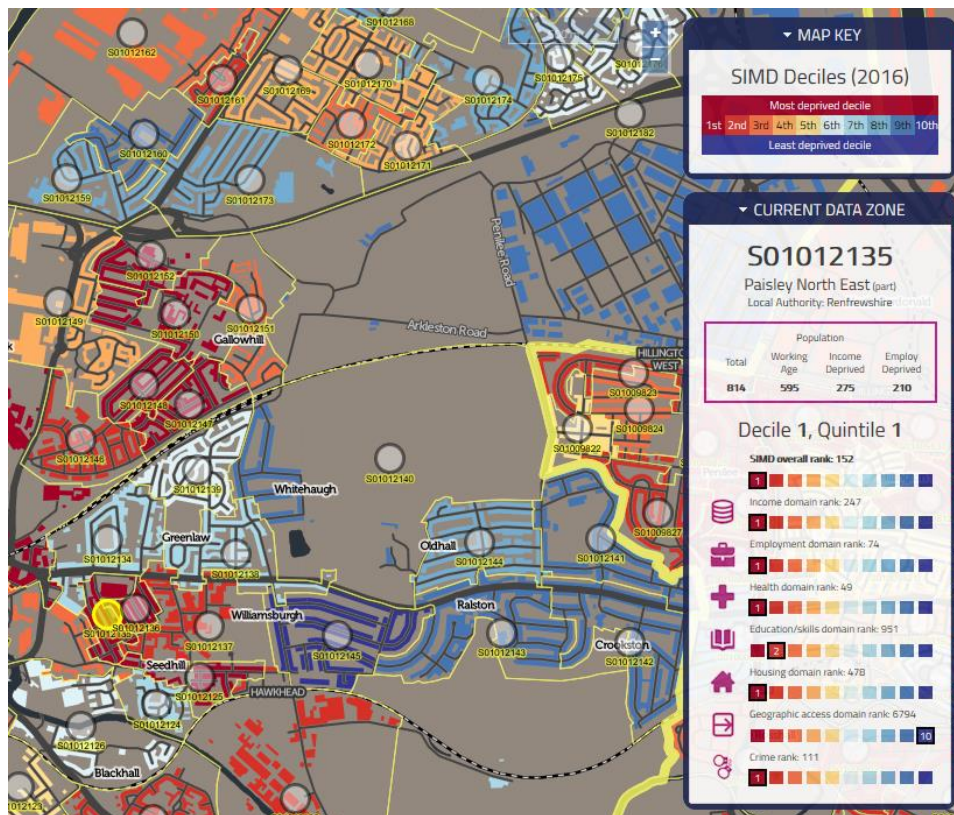


Renfrewshire Council **Paisley East and Ralston Ward Profile** highlights that the ward has a similar level of economic activity (68.9%) as the whole of Renfrewshire, with a higher proportion of 20-44year olds and people aged 75 and over.

The general health levels of the people of Paisley East and Ralston are similar to those across the rest of Renfrewshire. Almost 81% of people in Paisley East and Ralston have very good or good health, compared with 80.69% of people in Renfrewshire. However, there are slightly more people in Paisley East and Ralston with bad or very bad health (6.37%) than there are across Renfrewshire (6.28%).

The ward profile also shows that there is a slightly higher percentage of people in this ward suffering from mental health issues, and more people providing over 50 hrs of free care per week.

Specific pockets of deprivation around Whitehaugh indicate significant issues with health, employment, crime and education. For example in the Seedhill area:



To go some way to tackle these pockets of deprivation and poor mental health, WDRG is working towards bringing people together regularly for activities and experiences, encouraging engagement, providing volunteering opportunities and developing intergenerational projects. Taking a proactive and organic approach to development, WDRG intends to open up museum and workshop access, increasing the number of groups and sessions it runs to meet demand. It will grow uptake through partnerships and project development in order to increase the social impact it can achieve.

This project will provide activities and services for a wide range of groups and individuals including:

- An informal vehicle repair and restoration drop-in workshop,
- Training and volunteering opportunities
- Education around heritage vehicles and equipment
- Mentoring and education sessions
- One off and regular events and experiences available for the local and wider community

4. Community Engagement and Consultation

In November 2022, WDRG delivered a Community Information & Consultation Event on the site of the Whitehaugh Barrack. The purpose of the event was to present to the local community, WDRG's proposal to develop the Whitehaugh Barracks. Findings from the consultation indicated:



- 88% of respondents were supportive of WDRG's request for the acquisition of Whitehaugh Barracks through the Community Asset Transfer process
- 84% of respondents wanted to see the Whitehaugh Barracks brought back into use
- When asked *what would you like to see delivered in the Whitehaugh Barracks?* the top three activities were:
 - WWI / WWII educational outreach programme
 - Living History Museum
 - Activities for families.
- The majority of responses indicated they would use the community café space.
- Most respondents anticipated using the facility during the daytime and at weekends
- When asked *Would you participate in events/activities at the Whitehaugh Barracks?* The most popular activities identified were:
 - In-door events (1940's theme nights, swing band dances)
 - Veteran support
 - Living history displays
 - Talks and exhibitions on local history and heritage
 - Community drop-in
 - Mental health and wellbeing activities
- When asked about what was needed within the local community, the majority of respondents indicated a space for in-door community events. Other popular responses were: community café and weekend activities.

The full findings of the community consultation survey are detailed in Appendix 3.

The table below details the community consultation / engagement activities undertaken by WDRG as part of preparing a Community Asset Transfer request to Renfrewshire Council for the purchase of the Whitehaugh Barracks:

Date / Activity Undertaken	Details
February 2023	15 th February – Presentation to Paisley East Local Partnership re: WDRG’s proposal for the redevelopment of the Whitehaugh Barracks
January 2023	20 th January - Article in The Gazette regarding WDRG plans for Whitehaugh Barracks following approval of Community Empowerment Fund grant
	13 th January - Email contact with Provost Lorraine Cameron to provide update on activities relating to WDRG’s proposed plans for Whitehaugh Barracks
December 2022	Monday 19 th - Community Representation period commenced
November 2022 <ul style="list-style-type: none"> • Renfrewshire Networking Event • Community Information & Consultation Event • Door to Door Leafletting • Williamsburgh Primary School • Meeting with Community Council 	Renfrewshire Social Enterprise Network (29 th November) participation in third sector networking event to raise awareness of WDRG’s CAT proposal, identify potential for partnership working to support business case.
	Sunday 20 th November (12:00noon – 4:00pm) - Community Information and Consultation Event attended by local residents and community group representatives. See Appendix 3 for findings from consultation survey carried out during event. Promotional channels included: <ul style="list-style-type: none"> • Paisley East & Whitehaugh Community Council (social media) • Quality Radio (formerly Paisley FM) • Jambo Radio • Paisley Daily Express • Williamsburgh Housing Association • Anchor Bowling Club
	17 th November – Presentation to P7 pupils from Williamsburgh Primary School, Paisley.
	12 th November - Door-to-door leafletting of invitation to attend Community Information & Consultation Event on 20 th November.
	9 th November - Presentation of WDRG’s CAT proposal to members of Paisley East & Whitehaugh Community Council and promotion of community information event.
October 2022 <ul style="list-style-type: none"> • Site Tour with Elected Officials 	28 th October - Tour of full site with Councillor Neill Graham and Russell Findlay MSP to highlight aspects of WDRG’s CAT proposal. Note: Site tour originally scheduled for 12 th September was cancelled due to announcement of National Mourning following death of Queen Elizabeth II.

<p>September 2022</p> <ul style="list-style-type: none"> • Door-to-door survey and leafleting of local residents and businesses • Meeting with Provost Lorraine Cameron 	<p>16th September - Meeting with Provost Lorraine Cameron to discuss WDRG's proposal to develop the Whitehaugh Barracks.</p> <p>WDRG members carried out an initial door-to-door survey to engage with local residents/businesses adjacent to the site / raise awareness of WDRG's CAT proposal.</p>
<p>August 2022</p> <ul style="list-style-type: none"> • Contact with Elected Officials 	<p>WDRG contacted the following Renfrewshire Council elected officials to advise of WDRG's CAT proposal to bring the Whitehaugh Barracks back into use:</p> <ul style="list-style-type: none"> • Provost Lorraine Cameron • Councillor Jennifer Adam-McGregor • Councillor Graeme Clark • Councillor Neill Graham <p>Councillors Adam-McGregor, Clark and Graham represent Paisley North East and Ralston Ward 3 within which the Whitehaugh Barracks is situated.</p>
<p>August 2022</p> <ul style="list-style-type: none"> • Contact with Paisley East and Whitehaugh Community Council 	<p>WDRG contacted the Paisley East and Whitehaugh Community Council within which the Whitehaugh Barracks is situated. WDRG provided a copy of the Executive Summary of their business plan for the development of the Barracks as a living history museum. Consultation with the Community Council is ongoing.</p>
<p>July 2022</p> <ul style="list-style-type: none"> • Visitors & Vendors Survey 	<p>A survey of visitors to WDRG displays and vendors at these events was undertaken in July 2022. The survey was distributed to 102 visitors and vendors which had attended/participated in a WDRG event over the previous 6-months. The response rate was 59%. Findings from the survey are detailed in Appendix 7.</p>
<p>Spring 2022</p> <ul style="list-style-type: none"> • Contact with Eat-Up (Charity) • Engagement with Renfrewshire Council / Engage Renfrewshire 	<p>Eat-up, a registered Charity (SC048548) which operates a food bank within the locality of the Whitehaugh Barracks contacted WDRG to discuss the potential for partnership working.</p> <p>Engage Renfrewshire (TSI)</p> <ul style="list-style-type: none"> • Iain Cunningham, Third Sector Development Officer • Sandra Brown, Funding & Development Officer <p>Renfrewshire Council</p> <ul style="list-style-type: none"> • Sandra Inrig – Programme Manager: Community Asset Transfer & Regeneration • Aileen Johnston – Principal Estates Surveyor • Kellie Miller – Senior Policy and Development Planning Officer / Community Empowerment Fund • Andrew McKean – Tourism Officer, Invest in Renfrewshire

	<ul style="list-style-type: none"> • Mhairi Gardiner – Green Economy Officer, Invest in Renfrewshire • Kam Kaur – Funding & Development Officer, Invest in Renfrewshire • Tania Morlan – Social Enterprise Officer, Invest in Renfrewshire
<p>Spring 2020</p> <ul style="list-style-type: none"> • Garrison Artillery Volunteers 	Garrison Artillery Volunteers operates as a national / international membership body based in Wiltshire. The organisation has 80+ members based in Scotland. The group's international membership includes Malta, Belgium and the Czech Republic. The aim of the Garrison Artillery Volunteers group is the restoration of armaments from WWI and WWII. They attend commemorative events across Europe.
<p>Winter 2019</p> <ul style="list-style-type: none"> • Paisley Men's Shed, 75 Greenhill Road Paisley PA3 1RU 	Over 35+ members attend Paisley Men's Shed on a weekly basis. Consultation with Paisley Men's Shed has led to WDRG piloting its recent project 'Old Sodgers and Codgers'.
<p>Winter 2019</p> <ul style="list-style-type: none"> • Combined Forces Living History group (Location Glasgow and North of England) 	A significant proportion of members live in the Glasgow area. Group is extremely supportive of WDRG's proposal for the Whitehaugh Barracks and envisage working together on activities, such as attending military shows and displays
<p>Early 2020</p> <ul style="list-style-type: none"> • Erskine Veterans Village, Erskine. 	This organisation would be interested in possible satellite activities, joint events and welfare support agency assistance to the community and veterans hub.
<p>2019 and June 2022 / The Glasgow Vintage Vehicle Trust (GVVT) (Bridgeton, Glasgow)</p>	Contact with the GVVT identified potential for a partnership to develop between the organisations, sharing resources and skills.

Reflecting on Feedback from the Community - The following feedback received by WDRG from members of the local community highlights the level of engagement generated by WDRG's proposal to develop the Whitehaugh Barracks:



- September 2022 - A local resident contacted WDRG following a door-to-door engagement exercise to introduce the activities of WDRG and promote the organisation's plans to develop the Whitehaugh Barracks. Following further contact, the resident indicated he would be very interested in participating in activities relating to vehicle restoration. The resident indicated there were no military museums in the West of Scotland *'which is a shame considering its military past (HMS Sanderling / Glasgow Airport / Abbotsinch / Beards of Dalmeir which made aircraft during WW1). None of this is documented which in my opinion is wrong.'*
- November 2022 – *'I think too much focus on wartime history/military would not be representative of the community interests. There would need to be a more diverse use of the site'*.

Reflecting on feedback received, WDRG's proposal to renovate the Whitehaugh Barracks will seek to retain the historic value and military past of the Barracks as well as bring the building back into community use. The proposal will therefore achieve a balance between raising awareness of the local community's military past and delivering a diverse range of community-based learning, training and social activities from a community-owned venue.

Survey of WDRG Members

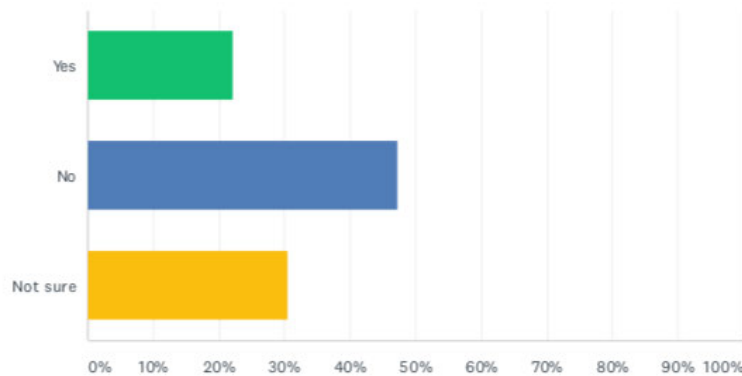
A survey was carried out for WDRG by KJG Initiatives in Dec 2019 / Jan 2020 (the most recent due to Covid) to obtain opinions and feedback on whether there is interest from individuals in becoming involved with WDRG, either as volunteers or to use the potential workshop and facilities. It was explained to respondents that the results of this survey would help WDRG make future decisions and develop the project.



The survey was distributed by WDRG to their database and other parties. Hard copies were also made available. The survey had 36 on-line responses. The key findings from the survey are detailed below:

Question 1 Would you be interested in maintaining and/or renovating old war vehicles and equipment in a workshop in Paisley? (Graph below) - 75% of respondents said they would, with the majority (53%) showing interest in taking part in volunteering opportunities. This equates to approximately 18 people being willing to volunteer. There was also considerable interest in being involved by participating in training opportunities and drop-in sessions. Those that answered 'yes' to this question were then asked if weekdays, weekends or evenings would suit you best for these activities. The answers varied, but weekends and evenings appear to be more popular.

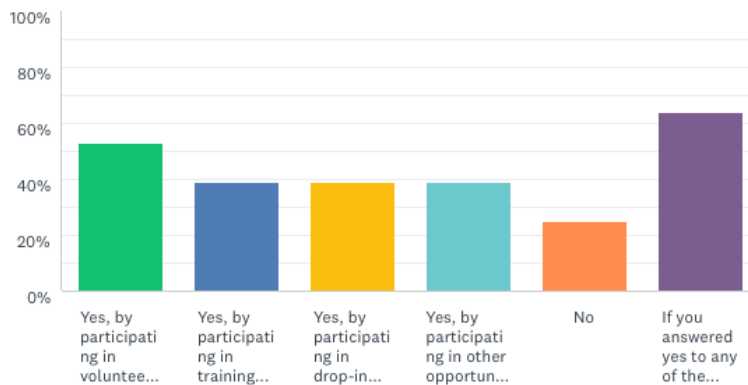
Question 2 Would rentable storage for old vehicles, with an optional maintenance package, be of interest to you? (Graph below) - Respondents who answered yes to this question (approximately 7) said they would pay between £25 and £80 per month for storage, and between £10 and £100 for a maintenance package



Question 3 - Would you be interested in hiring workshop space with skilled and knowledgeable help on hand? - Respondents who answered yes to this question (approximately 14) said they would pay between £20 and £100 per month for this

workshop space.

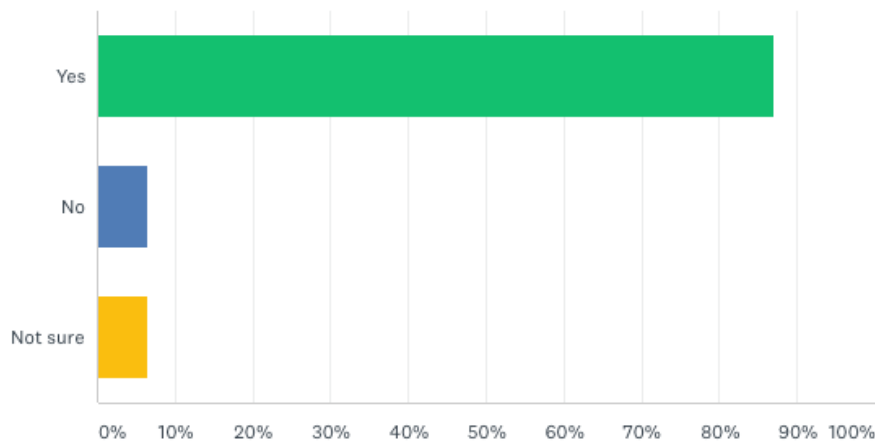
Question 4 - WDRG holds one off events, such as 1940's themed nights, swing band dances, vehicle displays and exhibitions - 96% of respondents said they would be interested in attending an event, and when then asked the sort of event suggestions varied from vehicle displays and exhibitions to 1940's themed night, swing band dances,



live displays and car meets. 86% said they'd be interested in organising an event like this (with other suggestions including school visits, military collectors fair and commemorations).

Question 5 - Would you be interested in 'driving experiences' e.g. an opportunity to drive a variety of WW1 and WW2 vehicles? - 74% said they would be, with 13% not sure.

Question 6 - Would you be interested in attending or exhibiting at WW1 and WW2 memorabilia and equipment car boot sales in Paisley? (Graph below)



Question 7 - Do you have any other ideas for activities that you would like WDRG to consider? - There were some interesting responses to this question, including:

- *Recording/ filming veterans of WW2 of their experiences and particularly their memories of the vehicles and kit. These recordings could then be used in a display or as a background to a museum diorama or when visiting events.*
- *LRDG experience, allowing public dress up in uniforms, and given tasks to do*
- *Yes, workshops on restoring vehicles for veterans with mental health issues, also for the veterans our charity helps in terms of housing to be able to volunteer and drive these vehicles.*
- *Community film nights. Workshops.*
- *Camping weekends for military vehicles.*
- *Contacting schools and offering to take the vehicles along for pupils to learn.*
- *Static and permanent museum type exhibition hall which includes small items as well as large items*
- *Yes, the Renfrew and Paisley area is full of aviation history yet there is no museum or centre to show this. Only the Sandringham cafe in Glasgow Airport.*
- *Possible displays at schools to ensure the history is protected especially around Remembrance Day.*
- *Raising money for other charities. Working with the Scottish Men's Shed Association.*

Question 8 - Are there any other comments you would like to add about this initiative? –

- *Would like the get more info on etc.*
- *I hope your dogged determination initiative lasts forever a living memorial that entered that last shell*
- *Excellent idea to keep*



Responses included: *opportunity to chat and vehicles and history of*

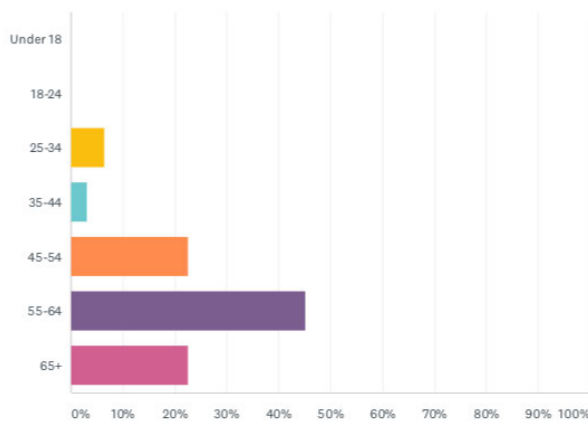
unbounding enthusiasm, and clear passion for this and that you have created will continue after you've scrape. the memory of these

heroes alive

- *Fantastic opportunity for military charities to fundraise and a potential project for veterans with mental health issues to get involved in*
- *Good idea*
- *Best of luck in getting this off the ground!*
- *I think it is a worthwhile initiative and hope it is a great success.*
- *A wonderful initiative, that I feel needs far more publicity.*
- *I do not live within practical commuting distance, so for me personally I could not regularly use the facilities but yes it is a great idea and gets my vote*
- *There is no military museum of any sort in the west of Scotland apart from the 602 RAF museum in the city centre. This isn't right and a museum in this area is long overdue*
- *I think it's essential we remember and protect these historical vehicles*
- *It sounds like something I would support as it sounds like there is nothing similar in the area*

Question 9 - What age

are you? (Graph below) - 90% of respondents were male, with most living in the Glasgow / Ayrshire area.



Other Survey Findings – The survey findings also highlighted the following:

- **Demand for Volunteering Opportunities** - 21 respondents provided their contact details for further information regarding WDRG volunteering opportunities. 9 contact details were given when asked if they are working with a relevant group or museum that might be interested in working with WDRG. These results indicate a strong interest in the activities and facilities proposed by WDRG. A high proportion

of respondents indicated they would attend future WDRG events.

- **Potential Income Streams** - In addition, the feedback gives an indication that an income stream of approximately £1,400 per month could be generated through Members renting storage, paying for maintenance packages and hiring workshop space. This is based upon 7 x approx. £50 per month for storage, 7 x approx. £50 per month for maintenance package and 14 x approx. £50 per month for hiring workshop space and would be highly dependent upon space and services available, so is indicative only.



5. Comparators

The following organisations have been identified as providing a similar offer as that proposed by WDRG.

The Norfolk Tank Museum

(norfolktankmuseum.co.uk) is open over spring and summer and is based two mile from Long Stratton in Norfolk. They are a not-for-profit, independent museum housing a collection of military vehicles, weapons and militaria.

On its website it says: *"The Norfolk Tank Museum is closed for the Winter, reopening Easter 2020. Restoration projects continue through the closed season. If you are interested in volunteering in restoration projects at 'Tank Club', we meet on a Monday and Thursday evening, 7-10pm and all day Wednesdays where we restore and maintain the vehicles. So, if you have a penchant for mechanics and love a large engine, it might be just what you are looking for!"*



"The Norfolk Tank Museum is closed for the Winter, reopening Easter 2020. Restoration projects continue through the closed season. If you are interested in volunteering in restoration projects at 'Tank Club', we meet on a Monday and Thursday evening, 7-10pm and all day Wednesdays where we restore and maintain the vehicles. So, if you have a penchant for mechanics and love a large engine, it might be just what you are looking for!"

The museum charges £8 for adult entry and various concession rates.

The website states that their main aim is educational, and they hold events, including "Armourfest" which is a 2 day festival and includes live displays and living history groups, and a "Hangar Dance" with a Big Band and 1940's dancing and costumes.

The Military Museum Scotland

(militarymuseumsotland.com) is based in Kirknewton, West Lothian, opened in 2017 and is open to the public six days a week. It has a museum with indoor and outdoor displays with artefacts that can be handled.

On its website it says: *"The Primary aim of Military Museum Scotland is education and reminiscence, from Primary school to Old aged pensioners, we cater for everyone. We operate a veterans' drop-in centre every Wednesday, and plan a breakfast club the on Last Sunday of the month. The reminiscence factor for veterans is second to none. We charge a small entry fee (£7.50 at 2022 prices), this helps to cover our costs of staying open."*



6. Fit with Local and National Strategies

The proposal to develop the Whitehaugh Barracks into a community owned facility for use by those from both within the local community and the wider community of interest, fits with the following local and national strategies.

Local Strategies / [Renfrewshire Economic Strategy 2020-2030](#)

The [Renfrewshire Economic Strategy](#) (2020-2030) sets out eight challenges to be addressed. The renovation and re-purposing of the Whitehaugh Barracks into a living history museum has direct fit with the addressing Challenge 4 - To raise Renfrewshire's profile nationally and internationally as a natural location for inward and established business investment, for attracting talent *and as a place to visit*.

The transfer of the Whitehaugh Barracks to community ownership will contribute to the successful outcome of the following 'Interventions' identified within the Renfrewshire Economic Strategy:

- **Sustain visitor growth** in the long term (a new visitor attraction) - In response to the pandemic, [Visit Scotland](#) reports local tourism has benefited from the trend towards 'Discovering what's on your doorstep'. The development of the Whitehaugh Barracks will establish a present-day link with Paisley's as yet un-told military past.
- **Build capacity** for tourism growth - WDRG's asset transfer proposal will ensure public access to a building of local historic interest. Of the estimated 350 drill halls built in Scotland (according to Historic Environment Scotland), Whitehaugh Barracks is one of 180 which still survive. Based on features of the building, Historic Environment Scotland lists the Whitehaugh Barracks under 'Type 2. Architecturally ambitious drill halls' in their publication: [Scotland's Drill Halls A Preliminary Report](#). The re-opening of the barracks and the delivery of WDRG's proposals for the asset will help to build capacity for growth in Renfrewshire's tourism sector.



Local Strategies / [Renfrewshire Community Plan \(2017-27\)](#)

The Renfrewshire Community Plan has four priorities that work towards Renfrewshire as:

- **Thriving** - Maximising economic growth that is inclusive and sustainable
- **Well** - Supporting the wellness and resilience of our citizens and communities
- **Fair** - Addressing the inequalities that limit life chances
- **Safe** - Protecting vulnerable people, and working together to manage the risk of harm

Young People - The Renfrewshire Community Plan highlights that supporting those young people who are more likely to achieve poorer outcomes, such as young carers,

young parents, and disabled, LGBT, black and minority ethnic young people, is vitally important.

Mental Health - The Community Plan also states that poor mental health is both a major cause and effect of inequality and is a rising priority. Mental health was voted a top priority by Renfrewshire's young people at the Youth Assembly, with stress, relationships and social media all identified by young people as areas that can affect mental health. Renfrewshire Council is committed to health improvement, early intervention and prevention, and promoting behaviours that can make a difference to people's wellbeing.

Physical Wellbeing – The Community Plan also seeks to encourage people to stay active and connected to others as they get older, especially as it is predicted that many older people will be living in single person households. The Plan highlights the importance of supporting connections within communities, as social connections and feeling belonging are central to the wellbeing and resilience of our communities.



WDRG's request to transfer the asset of the Whitehaugh Barracks into community ownership will contribute towards objectives of the Renfrewshire Community Plan in the following ways:

- **Thriving** – (inclusive and sustainable) – An iconic building within the local community of Whitehaugh will be refurbished into a living history museum offering a range of accessible community-based activities and events
- **Well** – (wellness and resilience of our citizens and communities) – Activities which engage, educate and inform will be delivered within the new community asset, with the focus on supporting mental health and physical wellbeing, particularly older people, veterans, young people, people with disabilities
- **Fair** – (inequalities that limit life chances) – The current offer of training and volunteering available to disadvantaged young people will increase as a result of the transfer of the asset into community ownership. The facility will provide onsite training to develop skills required for restoration of vintage military vehicles and equipment.
- **Safe** - Protecting vulnerable people, and working together to manage the risk of harm – The transfer of ownership of the asset to WDRG ownership will result in the refurbishment of the Whitehaugh Barracks to create a safe space for the local community to use and for visitors to Renfrewshire to explore. The asset will provide WDRG with premises to continue to deliver their intergenerational activities / health and wellbeing support to veterans and others at risk of social isolation within the community.

National Strategies

- **Scotland's Economic Strategy** (March 2015) - The WDRG asset acquisition is a community facilities project that directly adheres to the aims of the Inclusive Growth priority and tackles inequality by delivering services and activities for the community locally.
- **National Tourism Trends** – The development of the Whitehaugh Barracks as a living history / heritage destination fit with key trends identified by [Tourism Scotland](#) e.g. 'Localism'. General tourism trends include *Community Involvement in Tourism Development*, and *Responsible tourism as part of community wealth building*:
 - 'Localism' / Community Involvement in Tourism – WDRG's proposal will facilitate community ownership of the Whitehaugh Barracks as a heritage asset, attracting volunteers from the local community through a range of learning and training opportunities.
 - Responsible Tourism and Community Wealth Building – WDRG's proposal will attract visitors, create jobs and support the local supply chain.
- **The Scottish Government Health Policy (2017)** - Recognises that encouraging people to be more active could help prevent and treat more than 20 chronic diseases, improve mental health, increase life expectancy and reduce pressure on the NHS. This can be partially delivered through a sustainable activities programme, particularly for younger and older people, made available in the local community.
- **Community Land Scotland** - Clearly articulates the rationale for communities purchasing assets on its website, as do several pre-purchase communities that are striving for similar outcomes to WDRG.
- **Scotland's Social Enterprise Strategy 2016-2026** – WDRG is a social enterprise that is moving towards a more independent financial situation through earned income, increasing sustainability and the potential for long term resilience. This adheres directly to the Social Enterprise Strategy, which promotes organisations working towards income generation and sustainability.



8. Delivery Plan and Timescales

Current Activities (Pre-Start) – The table below identifies the pre-start activities undertaken to date by WDRG as part of developing the proposal for the Community Asset Transfer of Whitehaugh Barracks from Renfrewshire Council to community ownership by Western Desert Recce Group.

Pre-Start Activities	Commenced	End Date	Who is responsible for delivering the activity?
Meetings with Community Asset Transfer Programme Manager, Renfrewshire Council	July 2022	ongoing	WDRG Chair
Complete outline business plan with indicative income and expenditure	August 2022	December 2022 Updates ongoing	WDRG Board - supported by Invest in Renfrewshire Communities Team
Submission of 2no. grant applications to contribute to cost of undertaking an Architectural Feasibility Report re: Renovation/refurbishment of heritage asset Whitehaugh Barracks, Paisley	October 2022	November 2022	WDRG Board - supported by Invest in Renfrewshire Communities Team
Community Information Event held on-site at the Whitehaugh Barracks	18 th November 2022		WDRG Board and membership
£20,000 grant funding secured	December 2022	January 2023	Grant awards received from: Architectural Heritage Fund (£10k) Renfrewshire Council (Community Empowerment Fund / £10k)
Submission of Community Asset Transfer application and supporting documents	August 2022	December 2022	WDRG Board
Completed Community Asset Transfer Validation process	December 2022		WDRG Board - supported by Renfrewshire Council
CAT Community Representation response period completed	December 2022	30 th January 2023	WDRG Board - supported by Renfrewshire Council
Non-obligatory site-visit/meeting with LDN Architects.	6 th January 2022		WDRG Board and members
Commissioned LDN Architects Ltd to produce an Architectural Feasibility Report re: the renovation / refurbishment of Whitehaugh Barracks	February 2023	May 2023	WDRG Board - supported by LDN Architects Limited

Moving forward, a project plan (with indicative timescales) has developed as part of progressing the Community Asset Transfer with Renfrewshire Council. The key phases of the project are summarized below. Timescales reflect current activity and Renfrewshire Council's Community

Asset Transfer decision making process:

Pre-start / Architectural Feasibility Report (2022-23)

Engagement with heritage building professionals to determine viability / feasibility of proposed renovation works to Whitehaugh Barracks - This activity commenced in February 2023 with the commissioning of LDN Architects Limited to produce an Architectural Feasibility Report. The report is due for completion by May 2023. The purpose of undertaking this activity is to identify the capital work required (and associated cost) to renovate / refurbish the Whitehaugh Barracks. Findings from the report will also inform the submission of grant funding applications to cover the cost of the renovation / refurbishment work (see Section 10. of the Business Plan for further details). LDN Architects Ltd will coordinate the completion of the following activity:

- Structural Engineers Report (Narro Associates)
- Service Engineers Report (Irons Foulner Mechanical and Electrical Consulting Engineers)
- Quantity Surveyors (Gardiner & Theobald)
- Measured Survey (M3D Surveys)

LDN Architects Ltd is appropriately qualified and experienced to undertake heritage / conservation work. The firm was identified through the Heritage Trust Network and has a track record of undertaking renovation work to a high standard.¹ Details regarding the content of the Architectural Feasibility Report and credentials of the professional team undertaking this work can be found in Appendix 5.

Phase 1 (2023) – Subject to the successful conclusion of WDRG’s community asset transfer request, WDRG intends to purchase the site of the Whitehaugh Barracks including adjacent space from Renfrewshire Council for £1.00). Works to be undertaken in this phase include:

- Carry out immediate works to the Garage to make space useable as a workshop / store, bringing all vehicles and equipment to one central space. This will enable early-stage use, consolidation of WDRG activities and income generation activities to commence
- Traffic Impact Assessment / Energy Audit / Bat Survey – additional surveys will be undertaken as required. Costs have been reflected in Section 10 of the Business Plan.



¹ The [Talent Bank](#) is an online resource developed by the Heritage Trust Network (HTN) and is referenced by fund managers within the heritage sector. The Talent Bank provides details of consultants and suppliers recommended by HTN members.

Phase 1 Activities (2023)	Delivery timescales	Who is responsible for delivering the activity?
First Stage / Historic Environment Scotland Submission of Expression of Interest to Historic Environment Scotland's <i>Historic Environment Grant</i> programme Programme opens 15 th March 2023 EOI - decisions within 10 working days of submission	EOI submitted by 22 nd March 2023 Decision by 5 th April 2023	WDRG Board - supported by Invest in Renfrewshire Communities Team
Submission of Project Development Grant application (Architectural Heritage Fund / Rolling programme)	April - June 2023	WDRG Board – supported by Invest in Renfrewshire Communities Team
Grant monitoring and feedback to Architectural Heritage Fund /	May 2023	WDRG Board
Outcome of Community Asset Transfer Request anticipated / Acquisition of Whitehaugh Barracks agreed	May 2023	Renfrewshire Council Infrastructure, Land & Environment (ILE) Policy Board
Purchase of asset from Renfrewshire Council (purchase price £1.00)	Summer 2023	WDRG / Renfrewshire Council
Relevant consents and permissions obtained / NB: Planning consent to be secured before application for HES grant funding / Planning application to include siting of Romney Building.	Summer 2023	WDRG Board / Renfrewshire Council
WDRG carry out review of policies and procedures and ensure appropriate policies and procedures are place	May 2023	WDRG Board
Ongoing community engagement to inform funding applications	May 2023	WDRG Board and membership
Carry out remedial intervention works to main building as required to save further damage / deterioration	Summer 2023	WDRG Board
Removal of existing storage racking from main building	Summer 2023	WDRG Board and membership
WDRG commence delivery of activities on site (Garages)	Summer 2023	WDRG Board and membership
Undertake Traffic Impact Assessment, Energy Audit, Bat Survey (as appropriate)	Summer 2023	WDRG Board
Promote storage, maintenance and workshop hire availability	Summer 2023	WDRG Board
Submission of grant applications to funders identified in funding profile	May - December 2023	WDRG Board - with support from Invest in Renfrewshire Communities Team
Community Empowerment Fund Submission of Type 2 CEF Grant Funding application	Submission Deadlines 10 th April 2023 10 th July 2023	WDRG Board
Plan and deliver Member and Community Activity Programme	April - June 2023	WDRG Board

Preparation of EOI to Heritage Lottery Fund (HLF) Note: Full application to be submitted within 12 months of approved EOI i.e. by 29 th May 2024.	28 th April 2023 - deadline for submission of Expression of Interest 29 th May 2023 - Outcome of EOI Assessment (within 20 working days)	
Preparation of EOI to Historic Environment Scotland (Fund opens 15 th March 2023)	March 2023	
Historic Environment Scotland Submission of Grant Funding application to Historic Environment Scotland's <i>Historic Environment Grant</i> programme Submission Deadline for HEG Large Grants is 30 th June 2023	Submission deadline 30 th June 2023 Grant Application submitted By Friday 20 th October 2023 (16-week decision-making process)	WDRG Board – supported by Invest in Renfrewshire Communities Team
Historic Environment Scotland Funding Award / Decision Date	Week beginning 16 th October 2023	

Phase 2 (2024) – Renovation works to main building commence – In order to ensure the Whitehaugh Barracks are fit for purpose as a community asset, renovation work to the main building will include accessible entrances and facilities, upgrade of toilets, creation of office space, meeting rooms and living history museum/exhibition space. The delivery timescales for Phase 2 reflect funding timescales of Historic Environment Scotland (HES) and Heritage Lottery Fund (HLF). Anticipating HES will be the main funder for this project, WDRG anticipate a funding decision by October 2023 and completing grant management requirements by end of November 2023. The tendering process for qualified professionals to carry out the renovation works to the main building will therefore commence by December 2023 with the appointment of successful firm by end of January 2024.

Opportunities for income generation during this phase will be realised as on-site facilities are developed e.g. meeting rooms for community use, educational suite/class-room, café space etc. This is reflected in the financial forecast e.g. meeting room hire and delivery of on-site educational activities for children and young people. It is anticipated that the café space will be an informal meeting space operated by WDRG.

Phase 2 Activities (2023-24)	Delivery Timescales	Who is responsible for delivering the activity?
Notification of HES decision re: Grant Funding Request	16 th - 20 th October 2023	Historic Environment Scotland
Recruit and train additional volunteers	October 2022	WDRG Board
Completion of Grant Offer Letter paperwork	17 th November 2023	WDRG Board / Historic Environment Scotland
Procurement - Tendering brief prepared / in accordance with HES requirements	August 2023 24 th November 2023	WDRG Board / Historic Environment Scotland
Tendering process commences (6 weeks to reflect break for Christmas / New Year) in accordance with HES requirements	Monday 27 th November 2023 Friday 26 th January 2024	WDRG Board and membership
Appointment of qualified firm to lead on programme of renovation works re: Whitehaugh Barracks	Monday 5 th February 2024	WDRG Board
Capital works phase	March - November 2024	WDRG Board / Appointed professionals
Develop new activities and sessions in conjunction with community and partners	Spring 2024	WDRG Board
Develop current and new Partnerships	Spring 2024	WDRG Board
Market one off events	Summer 2024	WDRG Board

- **Phase 3 (2023-24)** - Develop outreach events delivery arm to generate income streams and positive social outcomes. In terms of income generation, opportunities related to the delivery of training / heritage workshops and corporate events will be taken forward. These activities will be ongoing throughout 2023-24.
- **Phase 4 (late 2024)** – Subject to funding and planning permission, WDRG propose to situate a Romney building on site (within yard area adjacent to main building). WDRG has secured quotes for this purchase and erection of the Romney Building. This additional building will increase storage and rental space for member’s vehicles. Potential ‘care and maintenance’ package for old vehicles, generating further income streams.
- **Phase 5 (2024)** - Develop partnerships and outreach into wider areas in tandem with other phases and as an ongoing activity. Also ongoing and gradual opening up of main building as restoration progresses until all fully opened for use.

Early-Stage Risk Analysis - Key risks identified and mitigation include:

- Failure to purchase the Whitehaugh Barracks – WDRG will continue to work closely with Renfrewshire Council regarding the organisation’s asset transfer request. WDRG propose to purchase the building for a nominal sum (e.g. £1.00).
- Board capacity and succession – mitigation measures include ongoing Board recruitment via local networks e.g. Engage Renfrewshire (e-bulletin / *TeamKinetic* platform), Renfrewshire

Social Enterprise Network (RenSEN), Veterans' groups (e.g. Paisley-based Argyll & Sutherland Highlanders and Royal Engineers Associations) and military history associations

- Board require skills and experience Board roles, OSCR requirements, strategic project planning, people management and liaising with stakeholders – access learning webinar with support from Engage Renfrewshire. Existing Board Members plan and undertake training. Recruit Board Members with required skills.
- Reduced funding opportunities – ongoing liaison with potential funders and use of own funds as appropriate. Engage with local funding officers (Engage Renfrewshire / Invest in Renfrewshire Communities Team)
- Failure to recruit volunteers – develop strong links with Members, attend events and promote the project widely once a building is secured. Access support available via Engage Renfrewshire (promote opportunities via *Teamkinetic* platform / liaise with Engage Renfrewshire Volunteer Development Officer).

9. Outputs and Outcomes

In delivering this project, WDRG will achieve the following outputs and outcomes once fully operational:

Activity	Expected Outputs	Expected Outcomes
Transfer of a derelict facility into community ownership	Community ownership/ management of an asset Securing the long-term future of WDRG (SCIO) and delivery of its activities through the provision of a permanent base.	This will address Economic Development Outcomes related to inclusive growth and the delivery of economic and cultural benefits, employment and lifelong learning.
Extended / expanded delivery of community-based activities to address social and mental wellbeing	30 people attending weekly 120 people benefitting annually	This will address Public Health Outcomes through: <ul style="list-style-type: none"> • Increased social opportunities • Reduced social isolation. • Improved health & well-being.
Delivery of training and workshops for young people	20 people weekly 100 people annually	This will reduce Socio-Economic Inequalities through the delivery of learning and development opportunities designed to increase confidence, communication skills, team work
Development of Board and staff skills	Training in place for volunteers Skills gaps identified for Board and addressed	This will contribute towards the long-term Sustainability of the project. WDRG will have access to a well-resourced and skilled Board Skills and knowledge shared widely
Increased partnership working for WDRG	Up to 5 partnerships developed and delivering activities with WDRG Increased events and activities	This will contribute towards effective Partnership and Local Community Support . Increased activities being run for the community by WDRG. Increased social outcomes achieved by WDRG
Development of Heritage Activities	Developing the narrative of WWII to highlight the contribution of allied armed forces through display of memorabilia and vintage vehicles	This will add to Renfrewshire's tourism offer and impact positively on the profile of the local community, promote diversity .



	relating to the Indian Long Range Service (ILRS)	
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10. Estimated Project Costs and Funding Strategy

Estimated Project Costs - Detailed costings associated with the repurposing of Whitehaugh Barracks as a tourist attraction and living history museum will be determined following the completion of a full building survey on the property. A marketing brochure for the property which provides a current description of the building is attached. (see Appendix 4).



In order to provide a detailed project costing, WDRG has commissioned LDN Architects Ltd to undertake an Architectural Feasibility Report. The report is due for completion by May 2023 and will provide a breakdown of capital work required (including costings) to renovate / refurbish the Whitehaugh Barracks. Findings from the report will also inform the submission of grant funding applications (see Section 10. of the Business Plan for further details). LDN

Architects will coordinate the completion of the following activity:

- Structural Engineers Report (Narro Associates)
- Service Engineers Report (Irons Foulner Mechanical and Electrical Consulting Engineers)
- Quantity Surveyors (Gardiner & Theobald)
- Measured Survey (M3D Surveys)

Funding Strategy – WDRG anticipated a mix of grant funding, loan investment, fundraising, corporate sponsorship will be required to cover the costs of renovating / refurbishing the Whitehaugh Barracks building as a community asset. WDRG has engaged with officers from Engage Renfrewshire and Renfrewshire Council’s Invest in Renfrewshire Communities Team to identify appropriate sources of funding as part of developing a detailed funding strategy. The funding strategy (detailed below) also follows the phased delivery plan identified in Section 8 of the Business Plan.

Funding secured to date – The table below shows current funding secured. This will be updated as applications for funding support are submitted / approved:

Phase / Date	Funding Secured	Details
Pre-Start / November 2022 to January 2023	£20,000	£10,000 Viability Grant received from Architectural Heritage Fund £10,000 Community Empowerment Fund Grant received from Renfrewshire Council’s Community Empowerment Fund / To contribute towards the cost of carrying out an Architectural Feasibility Report Total Project Costs £20,784 / WDRG contribute balance (£784)

Phased Delivery / Funding Sources Identified – WDRG propose a phased approach to the renovation/refurbishment of the Whitehaugh Barracks. Funding will be sought for each phase as appropriate. An outline funding strategy is detailed below.

Phase 1 Activities	Request (£)	Funding Source / Details
Purchase of Whitehaugh Barracks agreed	N/A	WDRG Reserves - Purchase of asset for £1.00 funded through WDRG Reserves
Relevant consents and permissions obtained	Up to £100,000	<p>Community Empowerment Fund (Renfrewshire Council) Submission of application by published deadline of 10th April 2023 with option to approve subject to successful conclusion of Community Asset Transfer request in May 2023.</p> <p>Rationale for submitting by 10th April</p> <ul style="list-style-type: none"> • Planning permission - It is anticipated Historic Environment Scotland (HES) will require evidence planning permission is in place for the proposed development • Energy Audit / Traffic Impact Assessment - Findings will inform HES application <p>Costs identified below based on quotes provided October 2022</p> <p>£2,280 - Energy Audit (£1,900 + VAT) £4,680 - Traffic Impact Assessment (£3,900 + VAT) £1,020 - BAT Survey (£850 + VAT)</p> <p>NB - HES grant application submission deadline is June 2023 Next deadline for Community Empowerment Fund is 10th July 2023</p>
Undertake Traffic Impact Assessment (TIA), Energy Audit, Bat Survey (as appropriate)		
Carry out remedial intervention works to secure building / prevent further deterioration of building fabric as required / To be informed by findings from Architectural Feasibility Report		
Undertake checks prior to entry e.g. Water testing, Electrical Systems, Gas safety testing / Alarm Systems, CCTV, Fire Detection Systems		
Site clearance / skip hire and removal		
Alarm / CCTV System - installation		
Fire detection system - installation		
Garages - Making good prior to entry	N/A	WDRG fundraising / Reserves - will be used to 'make good' Garage/workshop space. Community Benefits - During this phase WDRG will also apply for Community Benefits (small grants and in-kind services) through Engage Renfrewshire. Likely activities to be covered by Community Benefits include:
Ongoing community engagement activities to inform funding applications	N/A	WDRG fundraising - Site open days will provide local community with opportunities to inform project development / view progress / participate in volunteer activities where appropriate
Post to support WDRG with coordination of Phase 2 activities / funding support	Up to £40,000	Project Development Grant (Architectural Heritage Fund/AHF) To contract a Project Co-ordinator post to support preparation of grant funding applications / coordinate capital works. NB: Submission date of Project Development Grant request subject to conclusion of AHF Viability Grant Contact: Gordon Barr, Development Manager (Scotland), Architectural Heritage Fund

Development of community-based heritage activities on site	£10,000 (Equipment / Revenue costs)	National Lottery Heritage Fund (The National Lottery Community Fund) - Support up to £10k 29 th September 2022 - Meeting with funder to discuss project and fit with funds. Positive outcome. Application to be prepared for submission Summer 2023
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Phase 2 Activities	Request (£)	Funding Source / Details
Capital Works / Renovation of main building. NB Total Project Costs to be informed by outcome of Architectural Feasibility Report due XXXX 2023.	£500,000	Historic Environment Grant (Historic Environment Scotland - <ul style="list-style-type: none"> • 22nd March - Submission of Expression of Interest (EOI) • 5th April 2023 - Outcome of EOI Assessment • 30th June 2023 - Submission of Historic Environment Grant Application • 20th October 2023 - Funding Decision / Grant Award • 17th November 2023 - Acceptance of Grant Offer Letter / Payment schedule • 20th November 2023 - Grant funded activity commences Above timescales based on information provided by Historic Environment Scotland Contacts - Steven Scott, Grants Manager / Fiona Ritchie, Grants Officer
	£250,000 to £5m	Heritage Lottery Fund (HLF) <ul style="list-style-type: none"> • 28th April 2023 - Submission of Expression of Interest • 29th May 2023 - Outcome of EOI Assessment (20 working days) • Within 12 months of EOI (by 29th May 2024) - Submission of HLF Grant Application must be within 12 months of successful EOI Above timescales are based on information provided by HLF. Submission of the HLF EOI in April 2023 will allow for feedback from HES EOI to be included. NB - A HLF EOI cannot be resubmitted within 3 months of an unsuccessful EOI. Therefore, important EOI reflects findings from Architectural Feasibility Report and HES EOI).
	Up to £40k	FCC Scottish Action Fund / Scottish Landfill Communities Fund Support for the maintenance, repair or restoration of a building, other structure or a site of archaeological / historic interest and is open to the public / Up to £40k <ul style="list-style-type: none"> • 2023-2 Round opens 22 March 2023 and closes on 7 June 2023. Decisions will be made by the Board in September 2023 • 2023-4 Round opens 20 September 2023 and closes on 6 December 2023. Decisions will be made by the Board in March 2024.
	up to £10k	<u>Social Enterprise Net Zero Transition Fund</u> (Social Investment Scotland) Support

Other Funding Sources Identified

Phase	Request (£)	Funding Source / Details
Phase 2	up to £1.5m – Capital and Revenue	Social Investment Scotland
Phase 2	£30k - £750k – Capital and Revenue	Social and Community Capital (Royal Bank of Scotland)
Phase 2	up to £100k - Revenue	The Garfield Weston Foundation
Phase 3	up to £25k - £100k – Revenue costs	The Robertson Trust
Phase 3	Up to £25k – Revenue costs	Reach Programme (Bank of Scotland) /
Phases 1-3	Small grants from £2,000 to £10,000 – Capital equipment / Revenue costs	<ul style="list-style-type: none"> • Awards for All Programme (The National Lottery Community Fund) • Support up to £10k • The Percy Bilton Charity / Support up to £3k • The Baillie Gifford Community Awards / Support up to £2k • Partnership Fund (to launch late 2022) • (Historic Environment Scotland) • Community Vehicle Grants (Robertson Trust) / Support up to £10k • Restoration Grants (Association of Industrial Archaeology)
	Small grants / Capital equipment Revenue Costs	<p>Other Trusts and Foundations associated with supporting:</p> <ul style="list-style-type: none"> • welfare of ex-service personnel e.g. Robert Clutterbuck Trust, James T Howard Charitable Trust, Veterans Foundation Grant • local heritage e.g. National Memorial Heritage Fund, Charles Hayward Foundation (Heritage and Conservation Main Grant)

Sources of Funding not included

- **Scottish Land Fund** - Following a meeting with Scottish Land Fund (The National Lottery Community Fund) on 14th September 2022, it was identified that WDRG as a community of interest would not fit with the eligibility of this fund.
- **Investing In Enterprise** (Foundation Scotland) – This fund offers a blend of grant and loan investment (up to £62,500 grant / £100,000 Loan). Based on information provided by the funder, current delivery timescales for Phase 2 would not fit with the submission deadlines for this fund. The Fund has two funding rounds scheduled for 2023. The second funding round has a submission date of 7th April 2023 with a funding decision/award due by 6th July 2023. Fund guidance indicates applicants are required to have carried out an independent energy opportunities assessment prior to submission of their application. At the time of writing, this activity is outstanding and may be the subject of a follow-up application to Renfrewshire Council’s Community Empowerment Fund (CEF application submission date is 10th April).
- **Crowdfunding / Corporate Sponsorship** - It is anticipated that many aspects relating to the repair / restoration of the Whitehaugh Barracks and activities of the Western Desert Recce Group will also attract crowdfunding and corporate sponsorship. These sources of other funding will be actively developed during Years 1 and 2 of the project.
- **In-kind Support** - WDRG anticipates some discrete elements of Phase 2 activities e.g. alarm installation / fire detection will also attract an element of in-kind support. For example, a sole trader working as alarm engineer has offered support. This individual is a former TA Cadet with links to Whitehaugh Barracks. WDRG will use their existing networks to identify other sources of support as appropriate. In all instances, WDRG will ensure work carried out is undertaken by qualified/certified professionals to maintain insurances / warranties.

Confidence in Approach

Confidence in the funding approach is demonstrated by the following:

- **Discussions with funders** – WDRG has actively sought to engage with key funders. Architectural Heritage Fund (AHF) has been instrumental in this process. AHF grants are viewed as being the precursor to engagement with Historic Environment Scotland. The successful outcome of the AHF Viability Grant is likely to be viewed positively by Historic Environment Scotland.
- **Securing Funding** – Securing grant funding from Architectural Heritage Fund and Renfrewshire Council’s Community Empowerment Fund has enabled WDRG to commission LDN Architects to undertake an architectural feasibility study regarding the proposed project. LDN is an architect firm with extensive experience/track record of successfully undertaking HES funded heritage / conservation work. Their engagement in this project is also likely to be viewed positively by heritage funders.
- **Architectural Feasibility Report** – This activity will inform the development of funding applications to Historic Environment Scotland and Heritage Lottery Fund. The Report will provide robust costings and survey findings from qualified professionals. Basing grant request on evidence provided by trusted third parties is also likely to be viewed positively by funders.
- **Ownership of asset** – Acquisition of the asset by WDRG will also provide funders with evidence of ownership. Demonstration of ownership (or long term lease) is an eligibility requirement for large grant programmes.

- **Capacity to Deliver** – On completion of the AHF Viability grant funded activity, WDRG intends to apply for an AHF Development Grant. The purpose of this grant will provide additional capacity / resource to lead on the delivery of Phase 2 activity. The Development Grant will cover the cost of a paid post to complete funding applications and oversee the development of a programme of works.
- **Addressing Risks / Funding gap** – WDRG will continue to work with officers from Engage Renfrewshire / Invest in Renfrewshire to develop funding applications. WDRG anticipate social investment may help to address any gap in funding. Therefore, income generation activities through use of the garage space will continue throughout Phase 2.



11. Financial Forecast

The table below provides an overview of the Income and Expenditure associated with the operation of the Whitehaugh Barracks as a living heritage museum and operational base for the Western Desert Recce Group. This table is intended to provide summary of the potential income generation opportunities arising from the successful asset transfer of the Whitehaugh Barracks to the Western Desert Recce Group.

Income Growth Year 1 and Year 2

It is noted that the financials projections indicate a 66% growth in income from Year 1 to Year 2. Points of clarification are noted below:

- **Membership Fees / Vehicle Storage Fees** - Some aspects of the income generation (e.g. membership and vehicle storage fees) were the subject of consultation with WDRG membership and other interested parties in 2019. Fees cited at the time have subsequently been adjusted to reflect anticipated rise in cost of living. This is detailed in the financial assumptions provided in Appendix 4.
- **Comparing Year 1 / Year 2 Total Income** - Income projected in Year 1 reflects a phased opening of the facility. Some planned activities (e.g. museum shop, meeting room hire, school visits and outreach etc.) will not generate income until the latter part of Year 1. This explains why Year 2 Total Income shows a marked increase when compared with Year 1.
- **Café / Catering** – In relation to the above, the phased opening of the facility has will also impact on associated income streams e.g. provision of catering for meeting room hire.
- **Income from Grants and Loans** – It is anticipated that the final financial forecast will include income from grants and loans. However, at this stage of the business planning process it is difficult to confidently estimate income from these sources. Therefore, income projections from these sources have not been recorded.
- **Financial Forecast** – An indicative financial forecast for Year 1 and 2 (and financial assumptions) is detailed in Appendix 4.



Expenditure Year 1 and 2

- **Utilities** – Expenditure in Year 1 and 2 reflect current increases in utilities prices. However, it is anticipated that refurbishment of the building will incorporate required energy saving measures as part of meeting current building standards. The intention is that this will mitigate the impact of price volatility on running costs.

Income	Year 1	Year 2
Membership Fees @£120 per member (Introductory Fees applied during Year 1)	£1,320	£2,490
Vehicle Storage @£120pm	£3,600	£8,640
Armoury Storage @£20 - £40 per month	£1,920	£4,200
Workshop hire @£50phr (4-6 hours per month)	£2,200	£4,400
Museum Entrance Fee (Suggested donation of £3 per visitor)	£1,695	£1,695
Museum Shop - Retail of WRDG merchandise	£1,225	£1,600
Room-hire (meeting rooms and classroom) @£10-£20per hour	£320	£1,320
Sub-let - Foodbank (donation)	£ -	£ -
Sub-let - Project Accommodation @ £100per month	£900	£1,200
Café provision (Room-hire) @£1.50pp	£300	£1,296
Café provision (Onsite events) @£1.50pp	£1,050	£1,170
Events - Onsite. Entry Fee @£5	£3,000	£3,500
Events (Other) Trader Pitches @£10per stall (Maximum capacity for 35 stalls).	£200	£780
Events (External) Payment of travel expenses @£75 - £100 per external event	£750	£ 750
Education Programme - School visits onsite / outreach @£200 per visit	£400	£1,600
Other Income - Sale of army surplus / military memorabilia (Onsite and external events, E-bay and Facebook)	£2,300	£2,300
Other Income - Manufacture of replica items (vehicle restoration and armoury)	£5,200	£11,800
Other Income - Corporate Sponsorship packages (2no.)	£200	£700
Other Income - Corporate Days (half and full day events)	£3,000	£3,000
Income from grants	£ -	£ -
Income from donations (average £25pm)	£300	£300
Income from fundraising	£3,900	£4,440
Income from Gift Aid	£ -	£ -
Loan investment	£ -	£ -
MIDAS – Deliver of MIDAS training for minibus- hire @£80 per person	£1,280	£1,280
Total Income	£ 35,060	£ 58,461

Expenditure	Year 1	Year 2
Salaries (inc. PAYE & NI and pension contribution)	£ -	£ -
Premises costs – Rent/Rates	£ -	£ -
Premises costs - Utilities	£12,000	£12,156
Premises costs - Maintenance	£2,250	£3,590
Premises costs - Water (annual system tests)	£400	£410
Premises costs - PAT testing	£ -	£ -
Premises costs - Fire Extinguisher Checks	£ -	£ -
Premises costs - CCTV and Alarm Maintenance	£1,200	£1,200
Exhibits / Restoration (Vehicles and Equipment) Restoration	£7,200	£7,387
Exhibits / Restoration (Vehicles and Equipment) Fuel and Transportation	£1,050	£1,077
Telephone & Broadband	£1,080	£1,108
Licences & Permissions	£350	£359
Postage & Carriage (items sold via online retail platforms)	£300	£308
Printing & Stationery	£300	£308
Advertising, Marketing & Promotion	£1,000	£1,009
Bank Charges	£40	£41
Accountancy Fees	£200	£205
Insurances - Club	£504	£517
Insurances - Building	£1,008	£1,034
Equipment Hire (e.g. Boom lift cherry pickers)	£400	£410
Event Costs - Open Days	£1,200	£1,230
Event Costs - Corporate Events / Team Building Days	£800	£821
Cleaning / Janitorial	£480	£498
Loan Repayments	£ -	£ -
Stock	£500	£513
Consumables	£450	£462
Other - Volunteer Expenses @£6.50 per volunteer per event	£210	£195
Other - Volunteer Out of Pocket Expenses (representing WDRG at external events)	£500	£500
Other - Volunteer Training / Accreditation	£560	£574
Total Expenditure	£ 33,982.00	£ 35,912

12. Appendices

Appendix 1 - WDRG Board Roles and Responsibilities

Overall Purpose

The Board Members are jointly and severally responsible for the overall governance and strategic direction of the Organisation, and financial health, probity of its activities, developing WDRG aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.

All Board Members should be aware of, and understand, their individual and collective responsibilities, and should not be overly reliant on one or more individual Board Members in any particular aspect of the governance of the charity. For example, all Board Members should be able to read the financial accounts to a level that they can ask questions and comprehend answers of a general nature.

Main Responsibilities

- To ensure that WDRG, and its representatives, function within all legal and regulatory requirements applicable, and in line with the organisation's governing document, continually striving for best practice in governance.
- To maintain the legal and ethical duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in WDRG.
- To take appropriate professional advice in all matters where there may be a material risk to WDRG, or where the Board Members may be in breach of their duties.
- To determine the overall direction and development of WDRG through good governance and clear strategic planning.
- To avoid any personal conflict of interest.
- To manage and use the resources of the charity to optimise its potential.
- To ensure that robust systems are in place for internal financial control and the protection of WDRG's funds and assets.
- To undergo a thorough induction upon appointment and ongoing training to remain alert to, and aware of, their duties and responsibilities, and of the environment in which they operate.
- To achieve the purpose of WDRG and to pursue the charitable objects and provide public benefit.

Main Duties

- Ensuring WDRG complies with legislative and regulatory requirements and acts within the confines of its governing document and in furtherance to the charitable objects.
- Acting in the best interest of WDRG, beneficiaries and future beneficiaries at all times.
- Promoting and developing WDRG for it to grow and maintain its public benefit and recognising the situation when it may be more appropriate to wind the charity up where there is no longer a need for the charity to provide the services it does or because the charitable objects are no longer relevant to contemporary social situations.
- Maintaining sound fiscal management and control of the charity's resources. Ensuring a fully effective and appropriate system for the recruitment, appointment and monitoring of the work

and activities of the chief executive officer and, where applicable, other members of the senior management team.

- Ensuring the effective and efficient administration of the charity and its resources, striving for best practice in good governance.
- Acting as a counter-signatory on WDRG cheques (including any electronic transactions) and any applications for funds.
- To maintain absolute confidentiality about all aspects of the Board Members' business, bearing in mind the over-riding legal obligations placed upon Board Members.

Statutory Duties

The following is a précis of the legal duties Board Members must fulfil:

- Duty of trust;
- Duty to comply with the charity's governing document;
- Duty to act in the best interests of the charity, present and future beneficiaries;
- Duty to avoid conflicts of interest;
- Duty to safeguard assets;
- Duty not to benefit from their position;
- Duty of care;
- Duty to act personally;
- Duty to act collectively; and
- Duty to keep accounts.

As the board are responsible and liable for the governance and functioning of WDRG, they are accountable in varying degrees to a variety of stakeholders, including: members, beneficiaries, funders, OSCR, and other regulators (e.g. Companies House).

Appendix 2 - WDRG Summary Skills Audit - Feb 2020

Summary of all responses form WDRG Members / Volunteers	Experience at Senior level	Some knowledge / experience	Little or no knowledge	Willing to undertake training.	Comment
Governance:					
Requirements of OSCR.	x	xxx	xxxxxxxx	xxx	
Roles and responsibilities of the WDRG Board.	x	xxxxxxxx	xxxxxx	x	Will need to read up via OSCR info on their website
Strategic Project Planning and delivery	xx	xxx	xx	xxxxxxxx	
Finance:					
Financial management and budget control	xx	xxxxxxxx	xxx	xx	
Grant applications – submission and monitoring	x	xxxx	xxxxxx	xxx	
Community fundraising	xxxxx	xxxxxxxx	x	x	
People management:					
Volunteer recruitment and management	x	xxxxxxxx		xxxxxxxx	
Modern Apprenticeships	xx	xxxxxx		xxxxxxxx	
Work planning for volunteers and trainees	xxx		x	xxxxxx	Pending further training
Volunteer / trainee training planning and delivery	x	xxx	x	xxxxxxxxxx	
Marketing and promotion:					
Communications with media or newspapers		xxx	xxxxx	xxxx	xx
Social media experience		xxxxxxxxxxxx	x	xxx	

Liaising with stakeholders		xxxxx	xx	xxxxxx	
Event planning and management:					
Running regular events or activities for groups.	xxxxx	xxxxxxx	x		
Experience of working with:					
Young people under 16	xxx	xxxx	xxxxxx	x	
Older people	xx	xxxxxxxxxxxx		x	
Disabled people	x	xxxxxxx	xxxxxx	x	
People with mental health problems	x	xxxxx	xxxxxxx	x	Veterans with PTSD etc
Vulnerable / socially isolated people			xxxxxxxxxxxx	xx	
Disclosure Certification?	xx			Pending x 12	Application to be made once we open as garage/training
Relevant practical skills:					
Vehicle maintenance and restoration	xxxxxxxxxxxx	x	xx		
History / heritage interpretation	xxxxxx	xxxxxxx			
Customer service care experience	xxxxxxxxxx	xxxx	x	x	
Building operational experience:					
Property management and operation	x	xxxxxxxxxxxx	x	x	
Building maintenance	x	xxxxxxxxxxxx	xx		
Health and safety	xxxxxxxxxxxx	x	x		
Building contract management		xxxxxxxxxxxx	xx	xx	

Community Engagement & Partnerships:					
Community involvement / engagement.	xxxxxxxxxxxxx	xx			
Partnership development and management		xxxxxx	xxxxxx	xx	
Understanding and knowledge of the needs of the local community.	xxxx	xxxxxxxxxxxx			
Strong links with other local organisations.	xxxx	xxxxxxxxxxxx		x	

Appendix 3 - Community Consultation / Questionnaire (November 2022)

WDRG delivered a Community Information & Consultation Event on 20th November 2022 on the site of the Whitehaugh Barracks. The purpose of the event was to:

- Share the WDRG's proposal for the acquisition of the Whitehaugh Barracks through the Community Asset Transfer process
- Encourage community feedback re: the WDRG's proposed use of the Barracks
- Identify need within the community for delivery of services / activities
- Evidence community support for WDRG's Community Asset Transfer Request to Renfrewshire Council.

A questionnaire was developed by WDRG to capture views of the local community. 28 questionnaires were completed on the day of the event. Findings are presented below.

Question 1 - What is your age?

Option	No. of responses
<i>Under 18</i>	0
<i>18-24</i>	0
<i>25-34</i>	6
<i>35-44</i>	1
<i>45-54</i>	4
<i>Above 54</i>	17

Question 2 - Do you live locally (in the Whitehaugh area)?

Yes - **24**

No - **4**

Question 3 - Are you a member of a local community group?

Yes - **12**

No - **16**

If Yes, which one/s

- *Friends of Barshaw Park - 4*
- *Kelburne Cricket Club - 3*
- *Paisley East and Whitehaugh Community Council - 2*
- *Ralston Community Council - 1*
- *Not known - 2*

Question 4 - What do you think should happen to the current site?

Option	No. of responses
<i>Renovate the Barracks as a community space</i>	27
<i>Renovate the Barracks for commercial use</i>	9
<i>Create a community garden / growing space</i>	8
<i>Build business units</i>	1
<i>Create a community centre</i>	2
<i>Build residential accommodation</i>	0
<i>Other – Comments below:</i> <ul style="list-style-type: none"> • <i>Not for residential use???</i> • <i>Community Garden</i> • <i>Farmers’ market</i> • <i>Community events</i> • <i>Meeting space</i> • <i>Mental Health Awareness events/centre</i> 	

The Whitehaugh Barracks is a site of historical importance and heritage value re: the military history of Paisley. In keeping with the heritage of the Barracks, Western Desert Recce Group would like to develop the site as a working and living history museum.

Question 5 - What would you like to see delivered in the Whitehaugh Barracks?

Option	No. of responses
<i>A WWI / WWII educational outreach programme</i>	25
<i>Living history museum</i>	22
<i>Activities for families</i>	21
<i>Vintage vehicle restoration workshops</i>	20
<i>Activities for children and young people</i>	19
<i>Volunteering opportunities</i>	19
<i>A Community café</i>	19
<i>Activities for older people</i>	18
<i>Exhibition space</i>	18
<i>Research and archive library related to the heritage/history of the barracks from early 1800s</i>	17
<i>Place for out-door community events</i>	17
<i>Activities which support for mental health and well-being</i>	17
<i>Heritage projects e.g. Raised on Rations / Life on the Homefront</i>	17
<i>Woodworking / Metalworking / Hand-tools Workshops</i>	16
<i>Meeting rooms for hire</i>	16
<i>Community drop-in space</i>	16
<i>Accredited training for young people</i>	15
<i>Place for community groups to meet</i>	15

<i>Health and fitness activities</i>	15
<i>A Community Men's Shed</i>	14
<i>Community growing space</i>	14
<i>Community garden</i>	13
<i>Other</i>	0

Question 6 - Which of the following *facilities* within the Whitehaugh Barracks would you use?

Option	No. of responses
<i>Community café</i>	25
<i>Community Drop-in</i>	18
<i>Research / Archive Library</i>	18
<i>Meeting rooms for hire</i>	13
<i>Community Men's Shed</i>	12
<i>Outdoor growing space</i>	12
<i>Workshop space for hire</i>	10
<i>Other – please provide further comments below</i>	
<ul style="list-style-type: none"> <i>Exhibition space</i> 	

Question 7 - When would you use these *facilities* within the Whitehaugh Barracks?

- Day time activities* - **20**
- Evening activities* - **18**
- Weekend activities* - **20**
- Other* - **0**

Question 8 - Would you *participate* in any of the following events/activities at the Whitehaugh Barracks?

Option	No. of responses
<i>In-door events e.g. 1940's themed nights, Swing band dances</i>	17
<i>Living history displays</i>	16
<i>Educational programmes</i>	16
<i>Veteran support activities</i>	16
<i>Activities which support for mental health and well-being</i>	15
<i>Talks / Exhibitions on local history / heritage</i>	15
<i>Community Drop-in sessions</i>	15
<i>Out-door events e.g. vintage vehicle displays</i>	14
<i>Vintage vehicle restoration workshops</i>	13
<i>Community Men's Shed</i>	13

<i>Health and fitness activities</i>	12
<i>Vintage vehicle rallies</i>	12
<i>Woodworking / Metalworking workshops</i>	11
<i>Community gardening / growing demonstrations</i>	11
<i>Auto-jumbles</i>	9
<i>Other</i>	0

Question 9 - Which of the following are needed by the local community?

Option	No. of responses
<i>Space for in-door community events</i>	20
<i>Community Cafe</i>	18
<i>Weekend activities</i>	18
<i>Day time activities</i>	17
<i>Space for out-door community events</i>	16
<i>Accredited training courses for young people</i>	16
<i>Community Shed Workshops and Demonstrations</i>	16
<i>Community drop-in space</i>	14
<i>Volunteering opportunities</i>	14
<i>Evening activities</i>	14
<i>Community garden / growing space</i>	14
<i>Woodworking / Metalworking Workshops</i>	14
<i>Space for delivery of community support / outreach activities</i>	14
<i>Place for community groups to meet</i>	13
<i>Other – please provide further comments below</i>	
<ul style="list-style-type: none"> • Accredited training courses linked to schools would be beneficial 	

Question 10 - Western Desert Recce Group has submitted a Community Asset Transfer Request to Renfrewshire Council for the acquisition of The Whitehaugh Barracks. Having heard more about our proposed plans for the development of the Whitehaugh Barracks are you...

- *Supportive of our request for Community Asset Transfer - 22*
- *Undecided*
- *Not supportive of our request for Community Asset Transfer*
- *Need more information – please provide more detail in the box below*
- *Blank (no response provided) - 3*

Question 11 - Do you think bringing the Whitehaugh Barracks back into use would be good for the local area?

Yes - 21

No – Nil

Blank (no response provided) - 4

If no, please provide further comments below

1 comment received:

- I think too much focus on wartime history/military would not be representative of the community interests. There would need to be a more diverse use of the site*

Question 12 - How did you learn about today's event?

Option	No. of responses
<i>Leaflet through door</i>	10
<i>Email</i>	5
<i>Friend / Colleague</i>	4
<i>Other - Community Council</i>	3
<i>I was contacted by a volunteer</i>	1
<i>Via Paisley FM / Jambo Radio</i>	0
<i>Newspaper</i>	0
<i>Engage Renfrewshire e-bulletin</i>	0
<i>Facebook / Social Media</i>	0

Question 13 - Would you like to be kept informed about this project?

Yes – **20**

No – **1**

Blank (no response provided) - **3**

If Yes, how would you like to be kept informed?

- 19 respondents they would like to be kept informed via email*

Question 14 - Do you have any other comments or suggestions? Please use the space below.

4 comments received:

- I like the idea of having a Community Owned Asset, but the site should support a diverse range of community interests and not too much about military history.*

- *Great Project, Good Luck!*
- *Community Spaces – the possibility for various groups & gatherings to take place.
Community Garden + Outdoor sustainable education + Mental Health Groups*
- *More Money set aside from Council*

End.

Appendix 4 - WDRG Volunteer Policy DRAFT

The aim of this Volunteer Policy is to clearly outline the role of (non Director) volunteers within WDRG and to clarify their responsibilities. It is complemented by the WDRG Directors' Roles document also found in the appendix.

This policy should be discussed with current and future WDRG volunteers and updated to take account of feedback from those people engaging with the organisation.

WDRG Volunteers

WDRG relies upon volunteers to deliver aspects of their activities programme. The Board of Directors provide strategic direction and governance for all activities and will work closely with volunteers to make projects happen.

Recruiting Volunteers

Volunteers will be actively recruited through events, posters, social media and word of mouth. Tasks and roles will be clarified at the outset, so volunteers can see what is required and what skills they may need or can learn. Every effort will be made to match volunteers with suitable roles and all necessary training will be provided.

Staff and Board Responsibility

The WDRG Board will be responsible for all volunteers working with WDRG on a day to day basis. A named responsible person will provide a clear line of communication for all volunteers and take responsibility for:

- Volunteers having a clear understanding of their role
- Relevant policies and procedures being in place
- Volunteers having a clear understanding of relevant policies and legislation
- Health and Safety requirements being covered at all times.

Equality, diversity and Inclusion.

WDRG is committed to embracing diversity and promoting equality and inclusion. Everyone is welcome to volunteer and will be welcomed.

Health and Safety and Insurance

WDRG is covered by public liability insurance and has a Health and Safety Policy in place for the practical work carried out on the site, which includes accident and emergency procedures and duty First Aid volunteers.

Lone working

If a volunteer is working on the site alone then a Board Member or other volunteer must be notified and a mobile phone carried at all times.

Expenses

WDRG does not pay volunteer expenses.

Volunteer events and activities

WDRG will run a number of activities specifically designed for volunteers throughout the year, including training and social events. All volunteers will be notified of these in advance and encouraged to attend.

Volunteer role description will be prepared in conjunction with any volunteer carrying out a significant role with WDRG

A role description should include:

- title of role
- objective(s) of role
- a broad outline of tasks and activities to be undertaken
- targets or measurements of performance.

This Volunteer Policy has been produced using guidance from Volunteer Scotland www.volunteerscotland.org.uk. This site has a number of useful documents which will provide further information regarding recruiting and working with volunteers.

Appendix 5 – Architectural Feasibility Report / LDN Architects Ltd (.Pdf)

Appendix 6 – Financial Forecast (with detailed assumptions)

Year 1 Financial Forecast

Income	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total Yr1
Membership Fees @£120pp (Introductory Fees applied)	£110	£110	£110	£110	£110	£110	£110	£110	£110	£110	£110	£110	£1,320
Vehicle Storage @£120pm	£240	£240	£240	£240	£240	£240	£360	£360	£360	£360	£360	£360	£3,600
Armoury Storage @£20pm	£60	£60	£60	£60	£60	£60	£100	£100	£100	£100	£100	£100	£960
Armoury Storage @£40pm	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£80	£960
Workshop hire @£50phr (4-6 hours per month x 9 months)	£0	£0	£200	£200	£300	£300	£300	£300	£300	£200	£100	£0	£2,200
Museum - Entrance Fee / Suggested donation of £3	£60	£75	£120	£120	£240	£240	£240	£240	£120	£120	£60	£60	£1,695
Museum Shop - Retail of WRDG merchandise	£0	£0	£0	£125	£125	£150	£150	£150	£125	£125	£125	£150	£1,225
Room-hire (meeting room#1) @£10phr	£0	£0	£0	£0	£0	£10	£10	£10	£20	£20	£20	£20	£110
Room-hire (meeting room#2) @£10phr	£0	£0	£0	£0	£0	£10	£10	£10	£10	£10	£10	£10	£70
Room-hire (class room) @£20phr	£0	£0	£0	£0	£0	£20	£20	£20	£20	£20	£20	£20	£140
Sub-let - Foodbank (donation)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

Sub-let - Project Accommodation @ £100pcm	£0	£0	£0	£100	£100	£100	£100	£100	£100	£100	£100	£100	£900
Café provision (room hire) @£1.50pp	£0	£0	£0	£0	£0	£36	£36	£36	£48	£48	£48	£48	£300
Café provision (Onsite events) @£1.50pp	£0	£0	£0	£0	£150	£0	£180	£180	£0	£0	£0	£0	£510
Café provision (Other events) @ £1.50pp	£0	£0	£120	£0	£0	£150	£0	£0	£150	£0	£120	£0	£540
Events - Onsite. Entry / Suggested donation @£5	£0	£0	£0	£0	£750	£0	£1,000	£0	£1,250	£0	£0	£0	£3,000
Events - External (Fees to cover travel expenses only) @£75 per event	£0	£0	£0	£75	£75	£75	£75	£75	£75	£0	£0	£0	£450
Events - Model Shows/Exhibitions (Travel expenses only) @£100 per event	£0	£0	£0	£100	£0	£0	£100	£0	£100	£0	£0	£0	£300
Events - Other (Trader Pitches) @£10per stall (Maximum capacity for 35 stalls).	£0	£0	£100	£0	£0	£0	£0	£0	£100	£0	£0	£0	£200
Education Programme - School visits onsite @£200 per visit	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£200	£200
Education Programme - Outreach visits to	£0	£0	£0	£0	£0	£0	£0	£0	£200	£0	£0	£0	£200

schools @£200 per visit													
Other Income - Sale of army surplus items (market stall at onsite and external events)	£0	£0	£0	£0	£100	£0	£100	£0	£100	£0	£0	£0	£300
Online retail of military memorabilia (E-bay / Facebook)	£500				£500				£500			£500	£2,000
Other Income - Manufacture of replica items (vehicle restoration)	£0	£1,000	£1,000	£0	£0	£0	£0	£0	£0	£0	£0	£0	£2,000
Other Income - Manufacture of replica items (armoury) 4no. @£800	£0	£1,600	£1,600	£0	£0	£0	£0	£0	£0	£0	£0	£0	£3,200
Other Income - Corporate Sponsorship#1	£0	£0	£0	£50	£0	£0	£0	£0	£50	£0	£0	£0	£100
Other Income - Corporate Sponsorship#2	£0	£0	£0	£0	£0	£0	£0	£0	£100	£0	£0	£0	£100
Other Income - Corporate Days (half and full day events)		£1,000	£500								£500	£1,000	£3,000
Income from grants	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Income from donations (average £25pm)	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Income from fundraising	£0	£0	£250	£250	£350	£700	£700	£350	£350	£350	£250	£350	£3,900
Income from giftaid	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loans	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

MIDAS training for minibus-hire @£80pp	£0	£320			£320			£320			£320		£1,280
Total income	£1,075	£4,510	£4,405	£1,535	£3,525	£2,306	£3,696	£2,466	£4,393	£1,668	£2,348	£3,133	£35,060

Expenditure	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total Yr1
Salaries (inc. PAYE & NI)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Pension contributions	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Premises costs - rent and rates	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Premises costs - utilities	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£1,000	£12,000
Premises costs - Maintenance	£150	£200	£200	£200	£200	£200	£200	£200	£200	£200	£150	£150	£2,250
Premises costs - Water (annual system tests)	£400	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£400
Premises costs - PAT testing	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Premises costs - Fire	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

Extinguisher Checks													
Premises costs - CCTV and Alarm maintenance	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Exhibits / Restoration (Vehicles and Equipment) Restoration	£600	£600	£700	£700	£700	£400	£700	£700	£400	£500	£600	£600	£7,200
Exhibits / Restoration (Vehicles and Equipment) Fuel and Transportation	£75	£75	£75	£100	£100	£100	£100	£100	£100	£75	£75	£75	£1,050
Licences & Permissions - Entertainment Licence	£350	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£350
Telephone & Broadband	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£90	£1,080
Postage & Carriage (items sold via online)	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300

retail platforms)													
Printing & Stationery	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Advertising, Marketing & Promotion	£0	£0	£250	£0	£0	£250	£0	£0	£250	£0	£0	£250	£1,000
Bank Charges	£0	£0	£0	£40	£0	£0	£0	£0	£0	£0	£0	£0	£40
Accountancy fees	£0	£0	£0	£0	£200	£0	£0	£0	£0	£0	£0	£0	£200
Insurances - Club	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£42	£504
Insurances - Building	£84	£84	£84	£84	£84	£84	£84	£84	£84	£84	£84	£84	£1,008
Equipment hire (e.g. Boom lift cherry pickers)	£0	£0	£200	£0	£0	£0	£0	£0	£0	£0	£200	£0	£400
Event Costs (ONSITE EVENTS)	£0	£0	£0	£0	£400	£0	£400	£0	£400	£0	£0	£0	£1,200
Event Costs - Teambuilding days		£250	£150								£150	£250	£800
Cleaning / Janitorial	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480
Loan repayments													£0
Stock	£0	£260	£0	£0	£0	£0	£0	£0	£0	£240	£0	£0	£500

Consumables	£25	£25	£25	£50	£50	£50	£50	£50	£50	£25	£25	£25	£450
Other - Volunteer expenses @£6 per volunteer per event	£0	£0	£30	£30	£30	£30	£30	£30	£30	£0	£0	£0	£210
Other - Volunteer Out of Pocket Expenses (representing WDRG at external events)	£0	£0	£0	£250	£0	£0	£0	£0	£0	£250	£0	£0	£500
Other - Volunteer Training / Accreditation	£0	£280	£0	£0	£0	£0	£0	£0	£0	£0	£280	£0	£560
Total Expenditure	£3,006	£3,096	£3,036	£2,776	£3,086	£2,436	£2,886	£2,486	£2,836	£2,696	£2,886	£2,756	£33,982
Income less Expenditure	-£ 1,931.00	£ 1,414.00	£ 1,369.00	-£ 1,241.00	£ 439.00	-£ 130.00	£ 810.00	-£ 20.00	£ 1,557.00	-£ 1,028.00	-£ 538.00	£ 377.00	£ 1,078.00

Year 2 – Financial Forecast

Income	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Total - Yr2
Membership Fees up to @£120per person	£190	£190	£190	£190	£190	£190	£225	£225	£225	£225	£225	£225	£2,490
Vehicle Storage @£120 per month	£600	£600	£600	£600	£600	£600	£840	£840	£840	£840	£840	£840	£8,640
Armoury Storage @£20 per month	£140	£140	£140	£140	£140	£140	£200	£200	£200	£200	£200	£200	£2,040
Armoury Storage @£40 per month	£160	£160	£160	£160	£160	£160	£200	£200	£200	£200	£200	£200	£2,160
Workshop hire @£50phr (8-12 hours per month x 9 months)	£0	£0	£400	£400	£600	£600	£600	£600	£600	£400	£200	£0	£4,400
Museum - Entrance Fee / Suggested donation of £3	£60	£75	£120	£120	£240	£240	£240	£240	£120	£120	£60	£60	£1,695
Museum Shop - Retail of WRDG merchandise	£125	£125	£125	£125	£125	£150	£150	£150	£125	£125	£125	£150	£1,600
Room-hire (meeting room#1) @£10phr	£30	£30	£30	£30	£30	£30	£40	£40	£40	£40	£40	£40	£420
Room-hire (meeting room#2) @£10phr	£30	£30	£30	£30	£30	£30	£40	£40	£40	£40	£40	£40	£420

Room-hire (classroom) @ £20per hour	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£40	£480
Sub-let - Foodbank (donation)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Sub-let - Project Accommodation @ £100pcm	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Café provision (room hire) @£1.50pp	£96	£96	£96	£96	£96	£96	£120	£120	£120	£120	£120	£120	£1,296
Café provision (Onsite events) @£1.50pp	£0	£0	£0	£0	£225	£0	£263	£263	£0	£0	£0	£0	£750
Café provision (Other events) @ £1.50pp	£0	£0	£105	£0	£0	£105	£0	£0	£105	£0	£105	£0	£420
Open Day Events (Onsite) @£5 Entry donation	£0	£0	£0	£0	£1,000	£0	£1,250	£0	£1,250	£0	£0	£0	£3,500
Events - External (Fees to cover travel expenses only) @£75 per event	£0	£0	£0	£75	£75	£75	£75	£75	£75	£0	£0	£0	£450
Events - Model Shows/Exhibitions (Travel expenses only) @£100 per event	£0	£0	£0	£100	£0	£0	£100	£0	£100	£0	£0	£0	£300
Events - Other (Trader Pitches) @£15 per stall x 3 events x 16-20 stalls per event	£0	£0	£240	£0	£0	£240	£0	£0	£300	£0	£0	£0	£780

(capacity for 35 stalls per event)													
Education Programme - School visits onsite @£200 per visit	£0	£200	£0	£200	£0	£0	£0	£0	£200	£200	£0	£200	£1,000
Education Programme - Outreach visits to schools @£200 per visit	£0	£0	£200	£0	£0	£0	£0	£0	£200	£0	£200	£0	£600
Other Income - Sale of army surplus items (WDRG stall at external events)	£0	£0	£0	£0	£100	£0	£100	£0	£100	£0	£0	£0	£300
Online retail of military memorabilia (E-bay / Facebook)	£500	£0	£0	£0	£500	£0	£0	£0	£500	£0	£0	£500	£2,000
Other Income - Manufacture of replica items (vehicle restoration) 7no. @£1000	£0	£2,000	£1,000	£0	£0	£0	£0	£0	£0	£2,000	£2,000	£0	£7,000
Other Income - Manufacture of replica items (armoury) 6 no. @£800	£0	£1,600	£1,600	£0	£0	£0	£0	£0	£0	£1,600	£0	£0	£4,800
Other Income - Corporate Sponsorship#1	£0	£0	£0	£150	£0	£0	£0	£0	£250	£0	£0	£0	£400

Other Income - Corporate Sponsorship#2	£0	£0	£0	£0	£100	£0	£0	£0	£200	£0	£0	£0	£300
Other Income - Corporate Events / Team Building Activities (half-day or full-day programme) @ £500 per half-day	£0	£1,000	£500	£0	£0	£0	£0	£0	£0	£0	£500	£1,000	£3,000
Income from grants	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Income from donations (average £25pm)	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
Income from fundraising	£370	£370	£370	£370	£370	£370	£370	£370	£370	£370	£370	£370	£4,440
Income from GiftAid	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Loans	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
MIDAS training for minibus hire @£80pp	£0	£320	£0	£0	£320	£0	£0	£320	£0	£0	£320	£0	£1,280
Total income	£2,466	£7,101	£6,071	£2,951	£5,066	£3,191	£4,978	£3,848	£6,325	£6,645	£5,710	£4,110	£58,461

Expenditure	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Total - Yr2
Salaries (inc. PAYE & NI)	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Pension contributions	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Premises costs - rent and rates	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

Premises costs - utilities	£1013	£1013	£1013	£1013	£1013	£1013	£1013	£1013	£1013	£1013	£1013	£1013	£12,156
Premises costs - Maintenance	£158	£208	£208	£408	£558	£607	£308	£158	£158	£508	£158	£158	£3,590
Premises costs - Water (annual system tests)	£410	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£410
Premises costs - PAT testing	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Premises costs - Fire Extinguisher Checks	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Premises costs - CCTV and Alarm maintenance	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
Licences & Permissions - Entertainment Licence	£359	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£359
Exhibits / Restoration (Vehicles and Equipment) Restoration	£616	£616	£716	£716	£716	£416	£716	£716	£416	£516	£616	£616	£7,387
Exhibits / Restoration (Vehicles and Equipment) Fuel and Transportation	£77	£77	£77	£102	£102	£102	£102	£102	£102	£77	£77	£77	£1,077
Telephone & Broadband	£92	£92	£92	£92	£92	£92	£92	£92	£92	£92	£92	£92	£1,108

Postage & Carriage (items sold via online retail platforms)	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£308
Printing & Stationery	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£26	£308
Advertising, Marketing & Promotion	£0	£0	£252	£0	£0	£252	£0	£0	£252	£0	£0	£252	£1,009
Bank Charges	£0	£0	£0	£41	£0	£0	£0	£0	£0	£0	£0	£0	£41
Accountancy fees	£0	£0	£0	£0	£205	£0	£0	£0	£0	£0	£0	£0	£205
Insurances - Club	£43	£43	£43	£43	£43	£43	£43	£43	£43	£43	£43	£43	£517
Insurances - Building	£86	£86	£86	£86	£86	£86	£86	£86	£86	£86	£86	£86	£1,034
Equipment hire (e.g. Boom lift cherry pickers)	£0	£0	£205	£0	£0	£0	£0	£0	£0	£0	£205	£0	£410
Event Costs - Open Days	£0	£0	£0	£0	£410	£0	£410	£0	£410	£0	£0	£0	£1,230
Event Costs - Corporate Events / Team Building Days		£250	£171								£150	£250	£821
Cleaning / Janitorial	£41	£41	£41	£41	£41	£41	£41	£41	£41	£41	£41	£41	£498
Loan repayments													£0
Stock	£0	£273	£0	£0	£0	£0	£0	£0	£0	£240	£0	£0	£513
Consumables	£26	£26	£26	£51	£51	£51	£51	£51	£51	£26	£26	£26	£462
Other - Volunteer expenses	£0	£0	£0	£33	£33	£33	£33	£33	£33	£0	£0	£0	£195

@£6.50 per volunteer per event													
Other - Volunteer Out of Pocket Expenses (representing WDRG at external events)	£0	£0	£0	£250	£0	£0	£0	£0	£0	£250	£0	£0	£500
Other - Volunteer Training / Accreditation	£0	£287	£0	£0	£0	£0	£0	£0	£0	£0	£287	£0	£574
Total Expenditure	£3,073	£3,164	£3,082	£3,028	£3,501	£2,888	£3,046	£2,486	£2,848	£3,044	£2,946	£2,806	£35,912
Income less Expenditure	-£ 607.10	£ 3,937.30	£ 2,988.94	-£ 76.60	£ 1,564.60	£ 303.14	£ 1,931.30	£ 1,361.30	£ 3,476.64	£ 3,601.30	£ 2,764.10	£ 1,304.14	£ 22,549.06

Financial Assumptions

The above financial forecasts are based on the following assumptions:

Income
Based on an annual membership fees of £120 per member. Year 1 - Introductory discounted rate of 50% for first 12 months. Number of members increasing from 22 in Year 1 to 30 by end of Year 2. Year 2 - 13 @ £120 (Employed / Family) / 12 @ £60 (Retired/Unemployed) for 6 months Year 2 - 15 @ £120 (Employed / Family) / 15 @ £60 (Retired/Unemployed) for 6 months. It is anticipated that the Increase in membership will increase in response to awareness raising and promotional activities undertaken by WDRG
Vehicle Storage @£120 per month. Figures are based on storage of 2no. Member vehicles at 6 months, 3no. By 12 months, 5no. By 18 months and 7no. By 24 months. Total capacity for vehicle storage within the proposed facility is 18 .
Equipment Storage (Small Arms) @£20 per month. Figures are based on storage of 3no. Items by 6 months, 5no. By 12 months, 7no. At 18 months, 10no by 24 months. Total capacity for equipment storage within the Paisley Armoury is 100.
Equipment Storage (Armoury) @ £40 per month. Figures are based on storage of larger items of military equipment. 2no. At 6 months, 2no. By 12 months, 4no. by 18 months, 5no. By 24 months. Total capacity for larger items of military equipment within the Paisley Armoury is 15.
Workshop Hire @ £50/phr. WRDG members only. Workshop hire by members likely to increase prior to summer schedule of military shows/events. Hourly rate is comparable to GVVT charges
Museum - Entrance Fee based on suggested donation of £3.00
Museum Shop - Retail of WDRG merchandise e.g. printed mugs, limited edition prints, calendars. Figures based on previous delivery
Room hire - Meeting Room#1 @ £10 per hour. Figures are based on room hires of 2no. Per month increasing to 3no. Per month by 18 months and 4no. Per month by 24 months. This represents an occupancy level of up to 20.
Room hire - Meeting Room#2 @ £10 per hour. Figures are based on room hires of 2no. Per month increasing to 3no. Per month by 18 months and 4no. Per month by 24 months. This represents an occupancy level of up to 30.
Room hire - Class Room#1 @ £20 per hour (at 6 months)

Tenant (Sub-let) - Foodbank Storage - Suggested donation of £40 per month.
Tenant (Sub-let) - Glasgow Help for Heroes (Project)
Café space – Income from provision of tea and coffee related to meeting room hire
Café space - Onsite Open Day events @£375 per event (250 x £1.50)
Café space - Other events @£75 per event (8no. x 50 visitors x £1.50). Intention is to offer space for themed market stall / trader events e.g. Auto-jumbles, Book Fairs, Army Surplus etc. Figures are based on WRDG previous delivery of similar activities during 2018 and 2019.
Events (Onsite) - Ticket sales based on suggested donation of £5.00. 3no. Onsite events delivered each year. Estimated footfall between 150 - 250 per event. Figures are based on footfall at WRDG events delivered during 2018-19 (prior to Covid-19 pandemic)
Events (External / Military Shows) - An average of 6no. External events per annum. Figures are based number of events attended during 2018 and 2019 and during current year 2021-2022. Income related to reimbursement by event organiser of fuel costs associated with transportation of exhibits to external events. Fuel is also required to operate vehicles during exhibitor demonstrations / displays.
Events (External / Model Shows) - An average of 3no. p/a. Figures are based on previous delivery during current year 2021-2022. Income relates to reimbursement by event organiser of fuel costs associated with transportation of exhibits to external events. Fuel is also used to operate vehicles during exhibitor demonstrations / displays
Events - Other (Trader pitches) @ £10 per pitch. Figures are based on 2no. events in Year1 and 3no. Events in Year2 and reflect previous delivery. Capacity for up to 35 stalls/pitches per event. Year1 price of £10 will increase to £15 per stall in Year2
Education Programme - School visits (Onsite). Figures are based on previous delivery of activity during 2019
Education Programme - School visits (External). Figures are based on previous delivery of activity during 2019.
Other Income - Sale of army surplus at onsite events and military shows. Figures based on previous delivery of activity during 2018-19. Estimated income per event stall is between 75.00 increasing to £100.
Other Income - Manufacture of replica items (vehicle restoration). Figures based on production of 9 replica parts for private sale.
Other Income - Manufacture of replica items (Armoury). Figures based on production of 10 replica parts for private sale.
Other Income - Grants secured during first 24 months of operation
Other Income - Donations. Figures reflect donations secured during 2020 and 2021.

Other Income - Fundraising. Figures reflect previous delivery during 2019 and 2020. Includes one-off fundraising events and displays e.g. one day displays at local supermarkets, themed film-nights etc.
Other Income - Corporate Sponsorship Package#1 This is a new income stream which will be developed during the first 24 months of the project. Figures are based on take up of 5no. corporate sponsorship packages @£50 by the end of Year 2.
Other Income - Corporate Sponsorship Package#2. This is a new income stream which will be developed during the first 24 months of the project. Figures are based on take up of 3no.corporate sponsorship packages @£100 by the end of Year 2.
Other Income - Corporate Events e.g. (half day / full day team building events) 1no. Half-day @£500 / 1no. Full day @ £1,000.
Income from grants - see funding profile
MIDAS Minibus Driver Training @ £80 per person x 4 training sessions per year.

Expenditure
Salaries (inc. PAYE & NI) – This expenditure heading has been included as it is anticipated that a post will be created during the later phases of the project delivery
Pension contributions - related to above
Premises costs - rent
Premises costs - rates / Nil. Figures are based on assumption that WDRG will receive Rates Relief as a registered charity
Premises costs - Utilities. Figures are based on estimated costs following discussions with Glasgow Vintage Vehicle Trust and the operation of their living heritage museum in Glasgow and have been adjusted to reflect current increase in utilities prices @ August 2022.
Premises costs - Maintenance. Figures are based on estimated costs following discussions with Glasgow Vintage Vehicle Trust and the operation of their living heritage museum in Glasgow.
Premises costs - Water testing / Alarm / PAT and Fire Extinguisher Water Testing - Costs reflect existing charge Alarm/CCTV - Costs reflect existing charge (provider: CAMHI) PAT and Fire Extinguisher checks - WDRG certified to carry out these checks
Exhibits / Restoration (Vehicles and Equipment). Figures are based on previous delivery of WRDG activities during 2020-21

Exhibits / Restoration (Vehicles and Equipment) Fuel and Transportation. Figures are based on previous delivery during 2018-19 (prior to Covid-19 pandemic)
Telephone & Broadband - Figures are based on estimated costs following discussions with Glasgow Vintage Vehicle Trust and the operation of their living heritage museum in Glasgow.
Postage & Carriage - Figures are based on projected figure of £25 per month. This reflects previous delivery. Expenditure relates to postage of items sold via online retail platforms (Ebay / Facebook)
Printing & Stationery - Figures are based on estimated costs following discussions with Glasgow Vintage Vehicle Trust and the operation of their living heritage museum in Glasgow.
Advertising, Marketing & Promotion - Based on WRDG projections @£500 per quarter. This reflects previous delivery of WRDG activities.
Bank Charges
Accountancy Fees - Figures are based on estimated costs following discussions with Glasgow Vintage Vehicle Trust and the operation of their living heritage museum in Glasgow.
Insurance - Club insurance. Figures based on provision of insurance through Federation of British Historical Vehicle Clubs
Insurance - Building. Figures based current insurer (Aston Lark Insurance Company)
Equipment - Relates to hire of boom-lift cherry pickers for bi-annual turn-around of exhibits/backdrops for display
Event Costs - Figures reflect previous delivery of WDRG events during 2018-19 (pre Covid-19 pandemic). WRDG projected to hold 3no. Open days per annum @£300-£500 per event.
Cleaning - based on WRDG projection of £480 per annum.
Loan repayments
Café – Catering Supplies – These are currently provided at no cost to WDRG by various donators.
Stock – Relates to merchandise products purchased for retail in museum or as giftware to be included as part of delivering corporate training days/events.
Consumables - Based on WRDG projections of £300 per annum and reflecting increase around time of Open Days and other on-site events.
Other - Volunteer expenses @£6.00-£6.50 per volunteer per event

Other - Volunteer out of pocket expenses. Relates to representation of Club members at external events, commemorations. Figures based on travel and accommodation

Other Expenditure - Volunteer Training & Accreditation - Figures based on previous delivery e.g. welding course @ £70 per person

Other Expenditure - Annual Licences & Permissions e.g. Entertainments Licence for film nights

Other Expenditure - Corporate Days / Team Building Events

Appendix 7 - Options Appraisal

An options appraisal was undertaken in 2019 as part of establishing the viability of the community asset transfer of the Whitehaugh Barracks to community ownership by WDRG. The tables below set out the options considered in light of WDRG's vision: **To use WDRG Member's experience and knowledge to provide support, training and mentoring for people in the Paisley area, whilst also taking outreach events and experiences to a wider audience.**

Options Considered – Four options were considered.

- Option 1 – Do nothing
- Option 2 – Rent premises
- Option 3 – Build new premises
- Option 4 – Whitehaugh Barracks: Subdivision of the site to request community asset transfer of garages and surrounding land only
- Option 5 – Whitehaugh Barracks: Request the community asset transfer of the whole site

These options were assessed against the following agreed criteria to provide clarity of decision making:

- Social and community outcomes delivered
- Market / community support
- Ease of delivery / capital cost
- Economic viability - Income streams/running costs / grants
- Risks

Option 1: Do nothing – WDRG continues to operate without a building base	
Social/community outcomes	None. No opportunity for WDRG to share skills and knowledge for the benefit of the community.
Market / community support	WDRG Members are keen to see the organisation secure a base, so this is not a supported option
Ease of delivery / capital cost	No cost, although may limit numbers of members in the future and reduce capacity of WDRG
Economic viability	Viable currently, but not sustainable in the long term as no growth opportunity
Risks	Loss of members, Board become disillusioned potential risk to organisation
Conclusion/ Recommendation	Not an option for WDRG

Option 2: Rent premises	
Social/community outcomes	Potential to deliver planned project activities and social outcomes, however limited by number of properties which provide a safe, secure and accessible community-space in which to undertake the full programme of WDRG activities. After several years of looking for suitable premises no suitable venues have been identified.
Market / community support	Support for WDRG to establish a base in any suitable building from members
Ease of delivery / capital cost	Lack of suitable buildings will impact on size and scale of community-based activities.
Economic viability	No option found
Risks	No option found
Conclusion/ Recommendation	WDRG will continue to look for alternative buildings until they are able to secure a useable space.

Option 3: Build new premises	
Social/community outcomes	Greater potential to deliver planned project activities and social outcomes.
Market / community support	Support for WDRG to establish a base in any suitable building from members
Ease of delivery / capital cost	Consideration of Ease of delivery / Capital costs make this option prohibitive.
Economic viability	No option found
Risks	No option found
Conclusion/ Recommendation	In conclusion, the above assessment indicates this is not a viable option for WDRG to undertake.

Option 4: Subdivision of Whitehaugh Barracks / Asset transfer of garages and surrounding land only	
Social/community outcomes	Would limit delivery of WDRG activities specifically to vintage military vehicle restoration. Would limit volunteering / training opportunities to within the WDRG workshop. In addition, the range of activities to be delivered for the benefit of the wider community would also be limited due to lack of suitable indoor facilities. Furthermore, there is potential that the architectural and historical significance of the main building's interior (as a military drill hall dating back to the early 1800's) would be lost to the local community if the property were to be redeveloped for a different use.
Market / community support	WDRG Board and membership recognise the limitations this would place on current plans to develop a living history museum providing opportunities for delivery of educational outreach and activities which address the

	exclusion of key groups within the community to support, volunteering, learning and training opportunities.
Ease of delivery / capital cost	Would require WDRG to undertake same tasks as for the transfer of the whole site to community ownership. Likely that funding would be limited due to reduced social outcomes.
Economic viability	Viable to deliver as a manageable size of building in a reasonably good condition. However, would impact on WDRG's ability to income generate from meeting room hire, onsite educational programmes. Footfall for onsite exhibitions and open-days would be reduced as activities would be predominantly based outdoors (weather permitting)
Risk	High – would require agreement from Renfrewshire Council to subdivide the site and transfer the garage and land to WDRG as a separate entity. A similar request was made to Renfrewshire Council in January 2020 and rejected.
Conclusion/ Recommendation	Based on the above assessment, Option 4 is not considered as a viable option.

Option 5: Asset transfer of Whitehaugh Barracks (whole site) to WDRG	
Social/Community outcomes	<p>Would allow for full delivery of WDRG programme of activities e.g.</p> <ul style="list-style-type: none"> • Delivery of heritage themed activities for the local community / wider public • Outreach events for local for schools • Training and volunteering opportunities for key groups within the local community (e.g. young people, veterans, those experiencing social isolation) in fields relating to tourism and heritage, vintage vehicle repair and restoration and community engagement, fund-raising • Facilitation of activities which increase social and mental well-being (e.g. men's shed-styled activities, veteran support) • Enabling greater collaboration within Renfrewshire's local voluntary sector) • Extend WDRG's membership programme by providing a base from which share member's knowledge and experience with others.
Market / community support	Findings from surveys undertaken with WDRG membership, event visitors and vendors indicates a high level of interest in the proposal for the transfer of the Whitehaugh Barracks to community ownership. Initial community engagement has been undertaken with elected officials from Renfrewshire Council. Further consultation

	is planned to ensure the community is actively involved in the design, development and delivery of the project.
Ease of delivery / capital cost	WDRG has a proven track record in the management and delivery of successful grant-funded projects. This option will fully utilise members existing skill-set as evidenced by the findings of the Skills Audit (2020). WDRG note that a robust funding strategy will be required to successfully deliver the programme of capital works required to re-instate the building for community use. WDRG Board has engaged with relevant stakeholders, support agencies and other professionals re: funding and investment, community engagement, business planning, building surveyance.
Economic viability	<p>The transfer of the asset to WDRG will return a derelict building within the community back into use. Community ownership of the asset will enable WDRG to develop as a social enterprise ensuring economic growth is inclusive and sustainable:</p> <ul style="list-style-type: none"> • Job creation – The phased development of the asset will include creation of new posts related to management of the facility / operation of the heritage museum • Local Supply Chain – local businesses and social enterprises will be contracted to deliver goods and services • Business Improvement District – Additional heritage / tourism activities will increase footfall to businesses within Paisley’s BID area. • Tourism – Renfrewshire’s tourism offer will be augmented • Skills Development – Development of volunteer and training opportunities will support the development of vocational / employability skills • Community wealth building – The project will contribute to Renfrewshire Council’s CWB outcomes
Risks	The risk analysis undertaken by WDRG (See Section 8 above) identifies key risks involved in delivery the project. However, WDRG Board agree that the organisation has the track record and internal skills and experience to manage / mitigate risks identified. WDRG will continue to work with stakeholders, support agencies and professionals throughout the delivery of the project
Conclusion/ Recommendation	Pursue this option High - Social, environmental and economic impact

Outcome of Options Appraisal Process

On conclusion of the above options appraisal, WDRG Board and membership has agreed to pursue Option 5: The community asset transfer (CAT) of the Whitehaugh Barracks

from Renfrewshire Council. A CAT application has now been submitted. WDRG has been advised the application will be considered for [validation](#) by end of September 2022.

Appendix 8 – Marketing Brochure of Whitehaugh Barracks

FORMER WHITEHAUGH BARRACKS STORES/OFFICES AND GARAGE WHITEHAUGH AVENUE, PAISLEY FOR SALE/LEASE FOR COMMUNITY USE ONLY PA1 3SS

Location

The property is situated on Whitehaugh Avenue in the Whitehaugh area of Paisley, located approximately 1.4 km south east of Paisley town centre. From the town centre (Paisley Cross), follow Gauze Street onto Glasgow Road, turning left onto Whitehaugh Avenue. The property is on the left just before Kelburne Oval. A location plan is attached for information.

Description

Extending to 0.21 hectare (0.52 acre) or thereby, the site itself is relatively flat within its boundaries. The property comprises 2 separate buildings with a shared tarmac surfaced yard between. The property was originally occupied as a barracks/drill hall and laterally as a museum store, being vacated in 2018. The main building is a 2 storey and attic C listed brick building of traditional construction with a single storey extension having a corrugated metal sheeted pitched roof. The gross internal area of this building is approximately 738 sq m. The second building is a single storey brick built and roughcast garage with 6 steel roller shutter doors to the yard and a gross internal area in the region of 329 sq m. (See attached floor plans) The property is secured by a concrete stob and mesh fence with a large steel palisade gate to Whitehaugh Avenue. A site plan is also attached for information showing the general extent of ownership.

Planning

The property's former use was as a museum/Store/Office.

Any proposed uses that do not align with those previously listed will be required to seek planning permission for the change of building use. The Planning service can be contacted via email at dc@renfrewshire.gov.uk or telephone no. 0300 300 0144.

Services

Main services are available in the property. However, the Council does not guarantee the adequacy of services and prospective purchasers/lessors are advised to satisfy themselves as to the provision, location and condition of all services.

Contamination

An Environmental Information Report is attached for reference purposes. The report does not highlight any specific issues concerning the site.

Rating

The rateable value of the property according to the current version of the Assessor's Valuation Roll is £20,000 set in April 2017.

Title

Any prospective purchaser requiring to examine the Council's titles to the subjects should note they are available for inspection between the weekday hours of 10 am and 12 noon and 2 pm and 4 pm (Fridays 3.45 pm), subject to prior arrangement, at the offices of: Legal and Democratic Services, Renfrewshire House, Cotton Street, Paisley (Margaret Craig on 0141 618 7170)

Renfrewshire Council

Asset & Estates Section
Finance and Resources
Renfrewshire House
Cotton Street
Paisley PA1 1JD

Tel: 0300 300 0221

E-mail: estates.hps@renfrewshire.gov.uk

Internet: www.renfrewshire.gov.uk

Offers

Offers are invited for the lease or purchase of the property and any party wishing to register an interest in the possible acquisition or lease of the subjects should observe the directions outlined in the "Instruction to Offerors" section of the particulars.

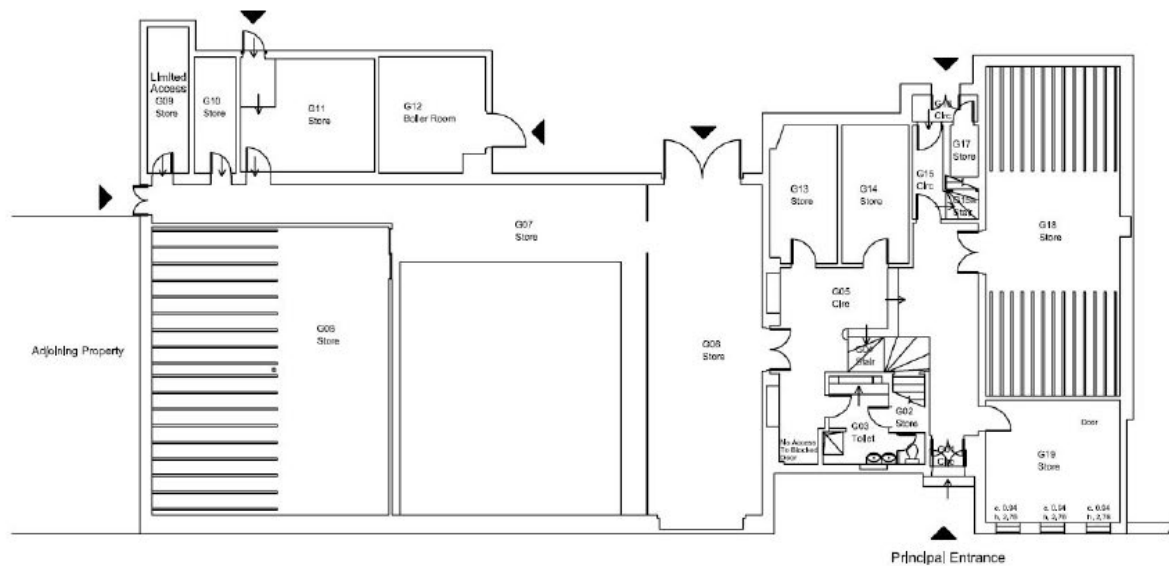
A closing date for offers may require to be set if a number of interests are intimated.

Viewing

Viewings of the property can be arranged by telephoning 0300 3000 221. All parties viewing should note they enter the property at their own risk and undertake to free and relieve Renfrewshire Council of any claim arising therefrom.

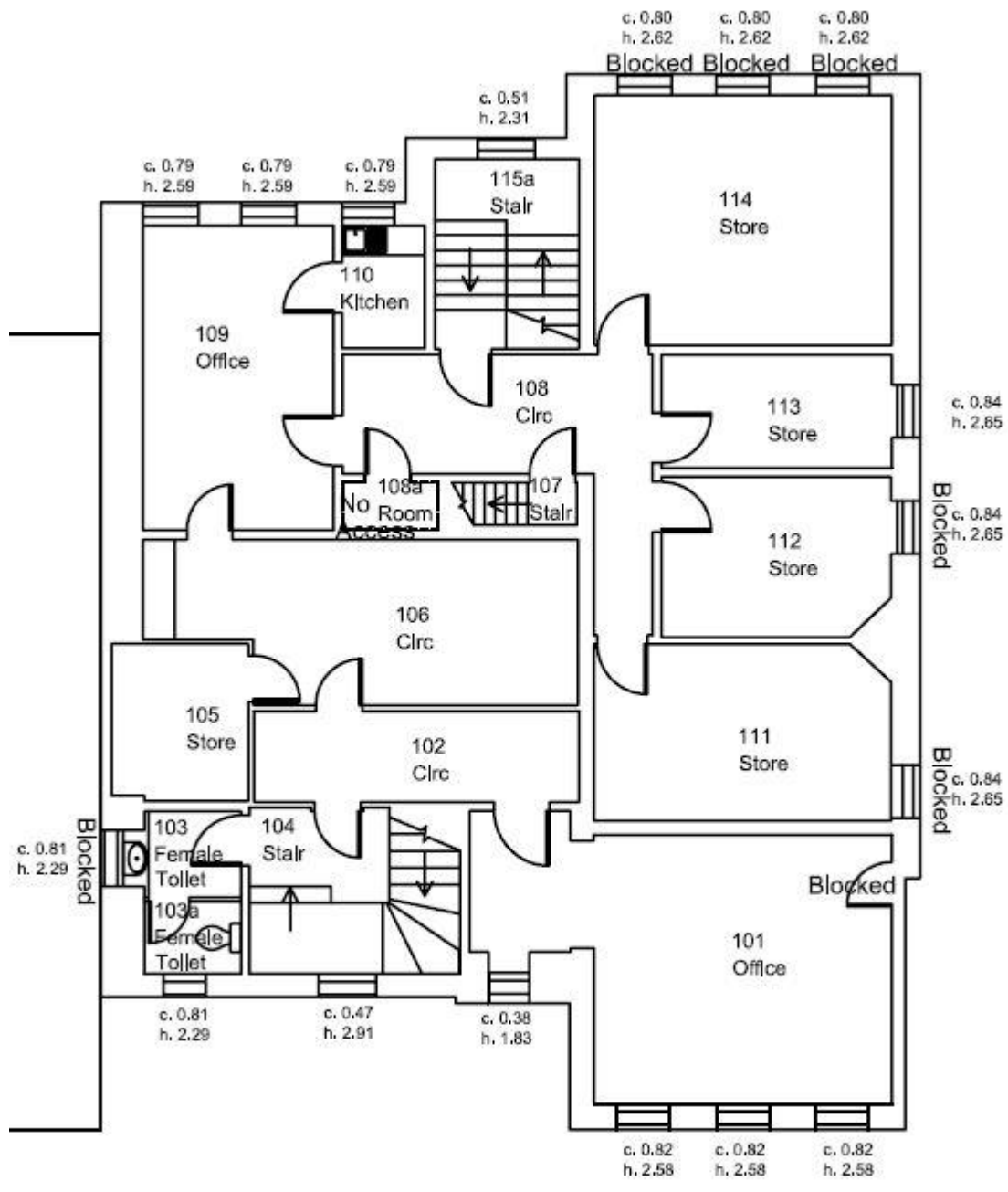
Special Note

Should you be registered disabled or class yourself as disabled, please advise if you have any special requirements or require these particulars in a different format by telephoning 0300 3000 221.

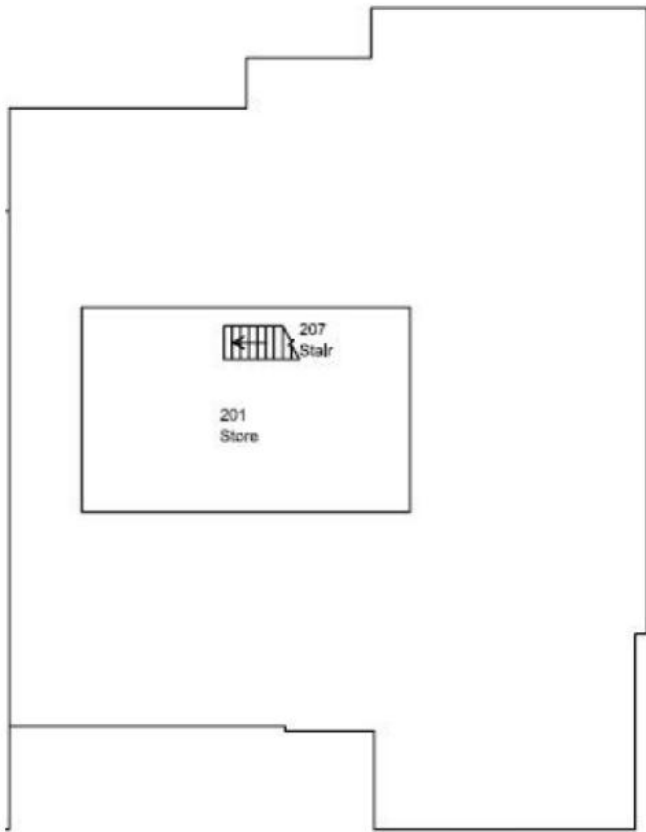


GROUND FLOOR PLAN

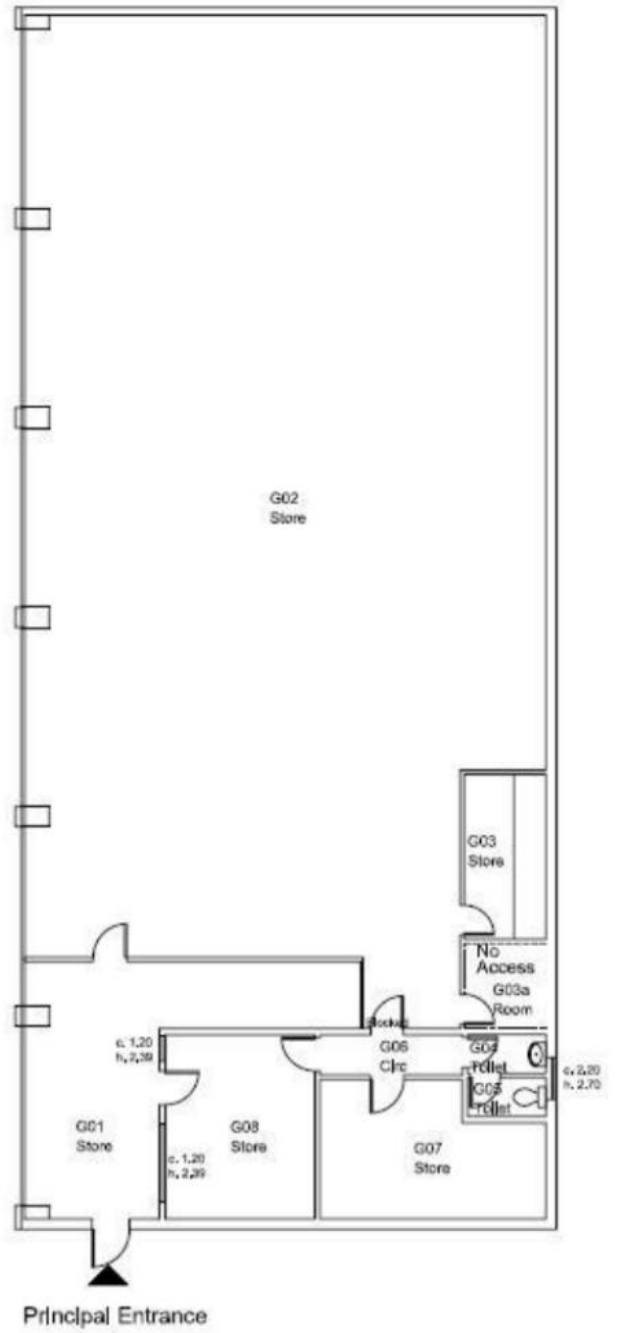
Main Building- Ground Floor Plan



Main Building- First Floor Plan



Main Building- Second Floor Plan



Garage- Floor Plan

Appendix 9 – Visitor Survey from Recent WDRG Events (past 6 months)

From a recent online survey sent to 102 visitors at various Militaria, Model show and Scout visits to the WDRG premises Dec 21 – June 22

Question 1 – How did you hear about the WDRG and their events? - 61 responded

Advert -2

Other – 2

Been before - 16

Other internet info – 2

Facebook – 16

Newspaper – 1

Word of mouth – 22

Question 2 - With regard to people visiting WDRG SCIO garage, were you - 59 responded / 2 blank

Alone – 19

Family Group – 4

Organised Trip – 3

Other – 10

With Friend/Partner - 23

Question 3 – What mode of transport did you use to travel to the WDRG SCIO garage? - 59 responded / 2 blank

Bike – 2

Bus – 2

Car/Private transport incl motorbike – 55

Other (Incl Taxi) – 0

Train – 0

Private Coach/Minibus visiting – 0

Walk -0

Question 4 – For the event or trip to the WDRG how satisfied were you with what was on offer? Please rate 1 = Very Dissatisfied to 10 = Very Satisfied.

1 = 2

7 = 1

8 = 8

9 = 11

10 = 37

59 responded 2 skipped

Question 5 – What other activities would you like to see run by the WDRG?

Various responses (some similar or duplicated and omitted)

- Skills and Demonstrations – woodwork, metalwork, mechanical, electrical auto restoration etc
- N/A – everything you guys do is amazing
- Run family days
- I think they are already doing so much on an educational, fun and historical basis
- More open days, road runs, working with living history groups
- More opportunities to visit please **(NB we are open every Thursday and Saturday and all welcome during these times)**
- Demonstrations of military apparatus
- Open day plus barbecue
- From what I have seen the volunteers do an excellent job progressing the WDRG equipment and resources that they need to maintain the equipment. I enjoy the open days and the model show and would like to see them as regular events **(they already are)**
- 40s film nights, coffee mornings, military book fair
- Short presentations on the projector showing important battles of the war and set up field kitchens.
- Anything related to WW2
- Continue what they are doing bringing awareness to the surrounding communities.
- They do a lot of good with the shows they put on.
- Maybe a re-enactment event
- At present it has a great variation of different interests for visitors, At present I think it is ok as it is.
- WW2 Themed days
- Lectures and talks about wartime experiences, campaigns etc. Maybe invite authors or biographers.
- Have more swap meets a year **(we already do 3 a year)**
- Classic car and a military vehicle show
- Autojumbles
- A model building group
- Anything, being on my doorstep I will always drop by when they have something on.
- Teaching workshops perhaps.

Question 6 – Any other comments that will help the group plan for or change in the future?

Various responses (some similar or duplicated and omitted)

- Too many vendors leave far too early, at 2 pm, bad show on their part- should be a requirement to stay for the duration.

- Catalogue of models, summarising date of manufacture, nationality, service in campaigns or descriptive plaques etc. **(Something we need to address with model makers)**
- Guided educational tours or talks for youth clubs, scouts etc **(we already do this)**
- Keep up brilliant work we are so proud of you
- Widespread event publicity – **(more planned)**
- Keep doing same saving our history
- No, pretty well organised
- Maybe publicise on radio too
- Café is great and cheap too, love the rolls
- They have excellent displays and kit, good open days. Could do with some more sponsorship to help with funds etc.
- Friendly and interesting
- Not at present, great achievement in the time you have been open **(since June 2020)**
- Keep it going, hopefully more and more people will come and support you.
- Would like to learn more about the desert rats and those in the desert in WW1 and WW2.
- A reference library of local heroes
- For events
bird ticket
- Keep going
great
- Recruit more
to work on
vehicles.



maybe an early
entry
lads you are doing

interested people
more great

Appendix 10 – Press Releases (November 2022)

Paisley Daily Express – 28th November 2022

Paisley Daily Express, 28-11-2022, 19T_p7-2, 221130_1, 221130_122325.pdf - Adobe Acrobat Reader (64-bit)

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Home Tools Paisley Daily Express... x

1 / 3 122%

www.paisleydailyexpress.co.uk InYourArea.co.uk 28.11.2022 7

Charity hopes to turn former barracks into a thriving community hub



Snappy adverts

Home delivery app Snappy Shopper is lighting up billboards in Paisley over the next few weeks to illustrate its value-for-money offering compared with big-name rivals.

The adverts – jokingly captioned ‘dinnae get fleeced this winter’ – showcase Snappy Shopper as 26 per cent cheaper than Deliveroo on a sample basket of groceries.

The basket includes Pringles, Celebrations, Frosties, Warburtons bread and Hellman’s mayonnaise and reportedly comes in at just £19.27 on the Snappy Shopper app compared to £26.13 on other platforms.

Snappy Shopper co-founder Scott Campbell said: “As the UK continues to struggle through a cost-of-living crisis, I believe it’s more important than ever before for companies to offer competitive pricing, especially for essential items like groceries.

“With so many people struggling to make ends meet at present, paying an inflated price for groceries is simply not feasible.

“If we can help people make savings this winter by educating them with our basket comparisons, along with a healthy dose of Scottish humour, I’ll

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12:22 01/12/2022

Paisley Daily Express, 28-11-2022, 19T_p7-2, 221130_1, 221130_122325.pdf - Adobe Acrobat Reader (64-bit)

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Home Tools Paisley Daily Express... x

1 / 3 107%

Plans also include working and living museum

TAYLOR MURRAY

A small veterans and community charity hopes to transform an old army barracks back to its former glory for the community.

The Western Desert Recon Group (WDRG) aims to present Renfrewshire Council with a community asset transfer (CAT) request in order to restore the almost derelict and dilapidated Whitehaugh Barracks.

The group wants to turn the building into a positive and prosperous community hub, with a working and living history museum, which will include showcasing some old world war machines and vehicles.

A process to acquire the building began four years ago but was put on hold due to the Covid pandemic.

Now, having resurrected their interest in the building, the army charity and its investors are closing in on potentially owning the barracks.

Speaking to the Express, Gary Wallace, chairperson of the charity, said that the building is needing a lot of work.

However, he is aiming to make sure the community is proud of the redecorated barracks after a recent local survey showed that residents were keen for the building to be restored.

He said: “The barracks are very dilapidated and derelict so it is going to take a lot of work to make it look like it did even 20 years ago.

“We want to make sure that it is a place that is a positive aspect of the community. That is why we are wanting to turn it into a working and living history museum.

“The outside areas will also have raised beds which will be for the World War II ‘dig for victory’ curriculum that will involve the local school.

“Another idea that we have is a community men’s shed which will cover wood-working and engineering for people who would like to learn or use it, along with some physical events such as being able to restore old vehicles and get to practise on site.

“It helps that we have the backing of the provost [Lorraine Cameron] as I spoke with her about the ideas we have and she is very keen on the history of the building and retaining the heritage of it.

“We have also conducted a local survey in the area about how residents feel about us possibly taking ownership of the building and what we plan on doing with it and this was mostly a positive response from the community.”



On Sunday, November 20, The WDRG held a drop-in session for people to come along and learn more about the barracks and ask questions.

There was also a chance for the charity to promote some volunteering opportunities that will be available when the site has been restored.

The WDRG has also expressed interest in keeping alive the memories of those who fought in the world wars, as well as teaching people about the history of the conflicts through interactive ways.

The group would like to open the doors next summer if things go to plan – with the building being accessible to everyone.

Reliable Old military vehicles





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12:21 01/12/2022

The screenshot shows a web browser window with the URL <https://www.dailyrecord.co.uk/in-your-area/renfrewshire/renfrewshire-charity-looking-restore-old-28600960>. The article is titled "Renfrewshire charity looking to restore old army barracks" and is categorized under "In Your Area" and "Charity". The sub-headline reads: "The Paisley building has been left empty for a number of years but there are plans to give it a new lease of life." The article is by Taylor Murray, dated 12.02, 28 NOV 2022, and was updated on 28.27, 28 NOV 2022. A large photograph shows a group of seven men in military-style uniforms standing in front of a large, arched doorway of a stone building. To the right of the main image is a smaller image of a man sitting on a picnic blanket with a dog, with the text "Play with motion graphics. See how @curlykidlife brings his creations to life with animated graphics." The browser's taskbar at the bottom shows the Windows search bar and various application icons.

This screenshot shows the full text of the article. The sub-headline is "Charity organisation has proposals for the old Whitehaugh Barracks (Image Submitted)". The text states: "A small veterans and community charity hopes to transform an old army barracks back to its former glory for the community. The Western Desert Recce Group (WDRG) aims to present Renfrewshire Council with a community asset transfer (CAT) request in order to restore the almost derelict and dilapidated Whitehaugh Barracks in Paisley. The group wants to turn the building into a positive and prosperous community hub, with a working and living history museum, which will include showcasing some old world war machines and vehicles. A process to acquire the building began four years ago but was put on hold due to the Covid pandemic. Now, having resurrected their interest in the building, the army charity and its investors are closing in on potentially owning the barracks. Speaking to the Paisley Daily Express, Gary Wallace, chairperson of the charity, said that the building is needing a lot of work." Below the text is a call to action: "Download the free Renfrewshire Live app today. Renfrewshire Live, the new free app dedicated to bringing you around the clock breaking news, is now available to download." On the right side, there is a "RECOMMENDED" section with three article thumbnails: "Chris recognised for Cadets work", "Former paratrooper's massive charity Scots hike set for Guinness Book of Records", and "Why you shouldn't ignore this text message from police over the next 48 hours". The browser's taskbar at the bottom shows the Windows search bar and various application icons.



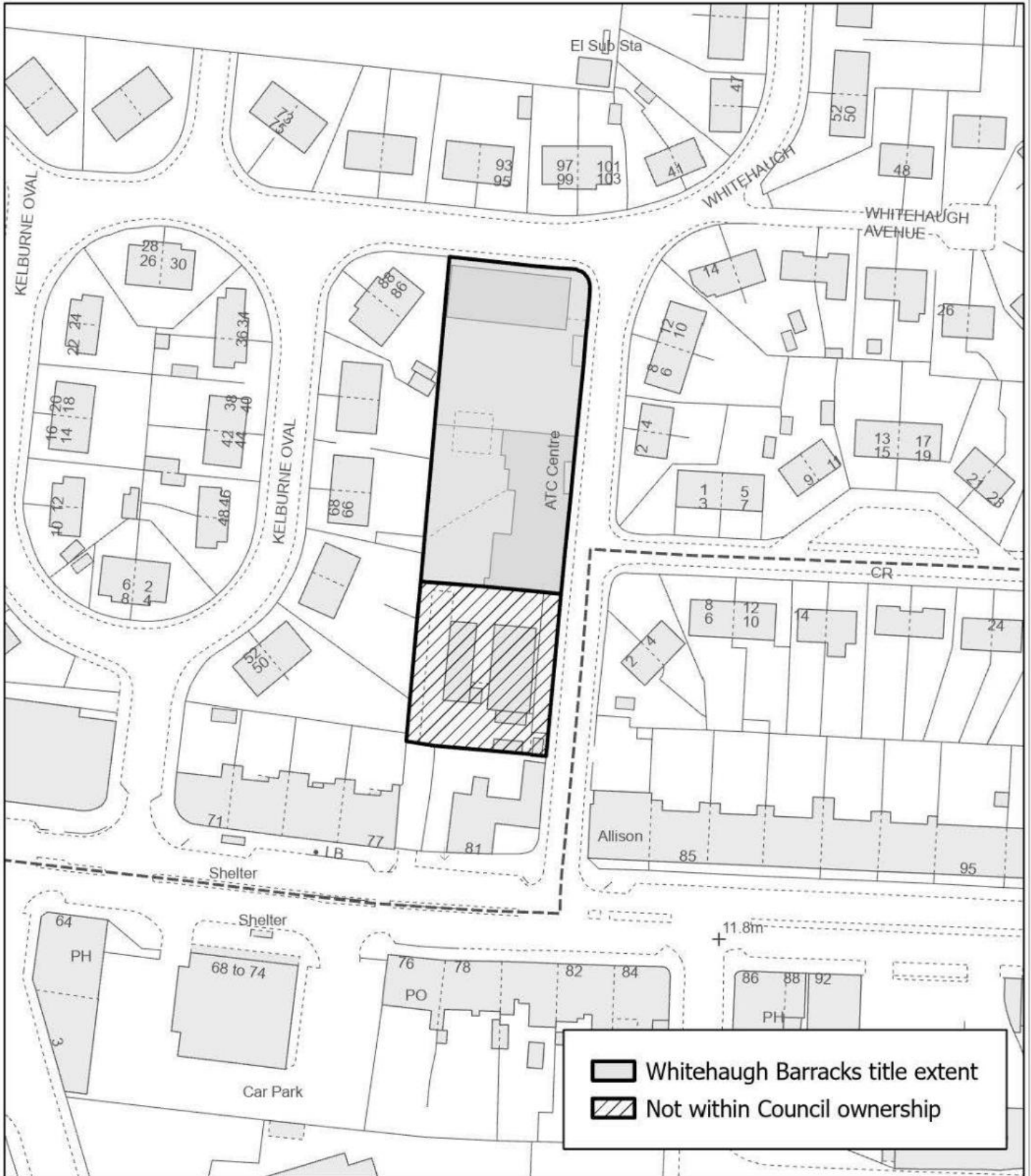
Whitehaugh Barracks, Paisley

Plan Ref: E3347



User: hocraig1

Date: 02/03/2023



Notes:
enter text here

LDN Architects

Whitehaugh Barracks, Paisley Condition Survey and Feasibility Study - Tender Submission

For Renfrewshire Council

On behalf of Western Desert Recce Group

By LDN Architects

With Narro Associates Structural Engineers

Irons Foulner Mechanical & Electrical Engineers

Gardiner & Theobald Cost Consultants

Momentum Transport Consultants

October 2022





Whitehaugh Barracks – 1st Regimental District A & S Highlanders Soldiers about 1901

LDN Architects have recently completed the A & S Highlander Museum in Stirling Castle, 2021

Paisley – Oor wee toon

<https://www.facebook.com/paisleyoorweeton>

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*Cover Image and images on pages used CC BY 2.0 - No adaption has been made to the photos
Photographs taken by Brian McGuire, via Paisley Scotland
Flickr page: www.flickr.com/photos/paisleyorguk/albums/72157648704593807/with/15703163211/*



LDN Architects is based in an open plan studio in Edinburgh which we created from a former industrial building. Sustainability was high on the agenda for the project and it is now one of the "greenest" offices in Edinburgh and has won a number of awards including British Council for Offices Awards, Best Project in Scotland up to 2000m², Edinburgh Architectural Association, Medal for Conservation and Regeneration and RICS Awards, Commendation in Sustainability Category.

1.0 INTRODUCTION

LDN Architects

LDN Architects is a Partnership of six equal partners and forty staff working together to create architecture that makes a positive contribution to the lives of our clients, the people who use our buildings and the wider community. We are best known for our arts, education, community and heritage work and our creative approach to conservation and sustainability, founded in the belief that buildings worth conserving have the seeds of a relevant future as well as the evidence of a significant past.

Emerging from Law & Dunbar-Nasmith established in the 1950s, LDN Architects was constituted as an LLP with a new group of Partners in 2003. The practice currently has the most diverse range of projects it has ever had and we attribute this success to the extraordinary talent LDN is fortunate to have attracted and retained in recent years.

We remain large enough to carry out substantial projects but small enough to ensure that even our smaller-scale projects have the direct, day-to-day involvement of partners. We do not seek personal profiles but prefer to work with a collaborative spirit to produce consistently creative and technically excellent solutions to our clients' needs.

Design Approach

LDN are renowned for an outstanding quality of work which, over the years, has received great public and professional acclaim. The application of a shared philosophy to all projects, regardless of scale or budget, ensures a consistent but evolving outcome.

We are equally qualified to work with both contemporary and historic fabric and since the formation of the practice, have been at the forefront of conservation work in Scotland. However, architecture is an evolving story in which historical continuity and innovation are essential ingredients - history should be made as well as respected.

Each project requires vision. It is vision which distinguishes between the most simple act of building and the creation of architecture. An imaginative use of the primary elements of architecture - such as structure, material and light - creates spaces of an inherent logic which are an uplifting and relevant response to the needs of society. Our buildings are characterised by a sense of appropriateness and integrity, with the belief that architecture should transcend its function and be truly inspirational.

A holistic approach to the environment is a core element of our design process, with the enhancement of environmental quality through the minimisation of pollution, waste and resource depletion a primary goal. We encourage consultants and clients to share in these objectives in order to achieve the greatest results. Our commitment is to future generations as well as today's.

To achieve the highest level of excellence in building we encourage an active collaboration with all members of the project team. We engage the whole team in considering both cost and value, establishing a control culture early in a project's development in order to set realistic project budgets and achievable quality standards. Teamwork is the key to the successful delivery of a project.



Brian McGuire - Paisley.org



Brian McGuire - Paisley.org

2.0 METHODOLOGY

Whitehaugh Barracks, opened 1912, is among a small number of surviving Drill Halls in Scotland. Built in a Scots Baronial style to a design by Paisley Architectural Practice J Craig Barr & Cook, the building is Category C listed, meaning it is of local importance.

Western Desert Recce Group (WDRG), established in 2008 by a skilled and experienced group of serving Territorial Army and Reservist Soldiers are looking to secure a premises for exhibition, education and outreach purposes, including opportunities in vehicle restoration. A Community Asset Transfer of Whitehaugh Barracks would offer this facility.

In order to determine the needs of WDRG and a deliverable vision, LDN will first prepare a Feasibility Study in collaboration with a wider design team. This will describe how best to revitalise the existing accommodation, while retaining its character and authenticity. The scope of the work will be developed through briefing workshops and the completed study will describe the range of accommodation required and priorities, how and where the accommodation is best located, the impact of the proposals on the heritage, indicative costs, the likely programme and any options for phasing. This will involve:

Stage 1: Brief

1. Inception/client briefing meeting held onsite.
2. Preparation of a statement of client need or 'wishlist'.

Stage 2: Identify range of development options

3. Completion of a measured survey by a specialist surveyor.
4. Review of available archival information.
5. Preparation of significance diagrams in order to understand which parts of the building should be revealed and protected and which parts can be readily adapted with greater freedom.
6. Site visit with Services Engineer to carry out Condition Survey, Energy Audit and to prepare a flexible and sustainable servicing strategy.
7. Site visit with Structural Engineer to carry out Condition Survey and to understand conservation engineering possibilities.
8. Design team and client workshops to coordinate and shortlist design solutions.
9. Preparation of a Heritage Impact Assessment.
10. Preparation of Traffic Impact Assessment, if required at this stage.
11. Preliminary bat survey, if required at this stage.

Stage 3: Evaluate costs and benefits of preferred option(s)

12. Provide cost advice to allow informed decisions to be made.
13. Ensure costs are capable of being split into phases if necessary.
14. Prepare programme.
15. Present final report to client

Programme

Month	Jan					Feb				Mar		
Week commencing	02	09	16	23	30	06	13	20	27	06	13	20
Week no	01	02	03	04	05	06	07	08	09	10	11	12
Stage 1												
Inception meeting	WDRG											
Prepare wishlist												
Stage 2												
Measured survey												
Archival review												
Significance review												
Significance drawings												
Design team site visits												
Condition Report												
Condition Report Costs												
Develop solutions												
Client workshop												
Respond to feedback												
Heritage Impact Assessment												
Client workshop												
Stage 3												
Prepare costs												
Present final report												

Sustainable Design

We believe that the concept of Sustainable Development, as described in the Bruntland Report, represents the most significant shift in human culture since the invention of Agriculture. For the very first time in our history, we must consider the impact of what we do today in relation to those that will follow us – a seemingly simple change that no civilization has ever considered before. As Architects, we have the moral obligation to advocate for low-carbon design at every opportunity and be ready to offer solutions that consider long-term aspects beyond current technical conventions and immediate economic profit.

Sustainability is not a design add-on but an integral part of our working method. Environmentally suitable solutions require a good understanding of everyday problems that are often resolved by implementing the simplest measures, e.g. we champion adapting existing buildings rather than demolishing them and strongly believe in constructing new buildings well now rather than appending elaborate energy-saving gimmicks later.

Conservation

LDN has been at the forefront of conservation work in Scotland since the birth of the practice in 1957, carrying out work on both prestigious and smaller historic buildings in accordance with the principles of the Venice Charter, The Burra Charter and the British Standard Guide to principles of conservation of historic buildings. The practice was one of the first in Scotland to have members accredited with specialist conservation skills and our current team includes three Advanced Level Conservation Accredited Architects and two Conservation Accredited Architects.

Key conservation awards in recent years include:

- 2022 GAGA Galvanised Steel Shortlisted – Scapa Flow Museum
- 2021 Musselburgh Conservation Society Design Award – Newhailes
- 2020 Art Fund Museum of the Year - Gairloch Museum
- 2020 IAA Building of the Year - Gairloch Museum
- 2018 RIBA Yorkshire Conservation Award – Piece Hall
- 2018 RICS Yorkshire Regeneration Award – Piece Hall
- 2017 Heritage Angel Awards Overall UK Winner – Piece Hall
- 2016 Europa Nostra Award – Knockando Wool Mill
- 2015 RIAS/ HES Award for Conservation & Climate Change – Speirs Centre
- 2014 RIAS/ HES Award for Conservation & Climate Change – Knockando Wool Mill
- 2014 IAA Award for Conservation – Knockando Wool Mill
- 2014 Europa Nostra Award – Abbotsford

Quality Assurance

LDN operates a Quality Management System which is independently certified under ISO 9001:2015. All members of staff are trained in the procedures detailed in the Manual which ensures that consistent methodologies are deployed for each project, include hands-on leadership at partner level and quality check points.



Office outing to the Burrell Collection

3.0 THE TEAM

LDN Architects

The team will be led by Emma Berry. Emma is a Partner at LDN who is Conservation Accredited at Advanced Level and specialises historic building transformation projects.

Emma will be supported by Angel Morales-Aguilar. Angel is a Partner at LDN who is Passivhaus Certified and specialises in low-carbon and ecological design.

CVs are including in the following pages.

LDN Architects

Emma Berry	Partner	Conservation Architect
Angel Morales-Aguilar	Partner	Passivhaus Designer

Narro

Steve Wood	Technical Director	Conservation Engineer
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Irons Foulner

Stuart Macpherson	Director	Services Engineer
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Gardiner & Theobald

Angela Coia	Partner	Quantity Surveyor
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Momentum Transport Consultancy

Mailys Garden	Associate	Transport Manager
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Emma Rose Berry

Partner
Conservation Specialist



LDN Architects

Emma is a RIAS Conservation Accredited Architect at Advanced level with a proven record of completed heritage projects in both urban and rural locations. She studied Architecture at Edinburgh College of Art and spent her final year on Erasmus exchange at the Royal Institute of Technology in Stockholm, Sweden. After qualification, her interest in historic buildings led her to complete a part-time Masters in Architectural Conservation at Edinburgh University in 2011 and in 2014, Emma achieved RIAS Conservation Accreditation going on to achieve her Advanced Level Accreditation in 2019.

Prior to working at LDN, Emma worked for Arc Architects where her projects included ecclesiastical and luxury private residential projects within Listed buildings. Emma joined LDN over a decade ago in January 2012, becoming a Partner in January 2020. Emma has been involved in a number of significant conservation projects across the UK including the transformation of Edinburgh's Category A Listed Georgian Assembly Rooms and the conversion of Category A Listed Riddle's Court into the Patrick Geddes Centre for Learning and Conservation, a Category A Listed Medieval Townhouse located on Edinburgh's Royal Mile.

Emma was Project Leader on the £15 million conservation and development of Halifax's Grade I Listed Piece Hall, the sole surviving Yorkshire Cloth Hall and one of the most important historic buildings in England. The project won overall UK winner at the Heritage Angel Awards in 2017 and was awarded four RIBA awards in 2018. An independent report found that it had boosted the local economy by £26m in its first two years of opening and Historic England have described it as 'the most successful renewal project of its time'.

Emma has also delivered numerous grant-funded fabric repair projects including Category A Listed Aberlady Parish Church in East Lothian, a Victorian Church attached to a 15th Century tower; Category A Listed Sir Walter Scott's Courthouse, a 100ft Georgian steeple in the Scottish Borders; and restoration of the Newhailes doocot and ha-ha, significant structures within the designed landscape of the 17th Century Category A Listed country house.

Emma is currently leading the re-ordering of St Michael le Belfrey, a 16th century Church located beside York Minster and Killin Church, a Georgian Church located within the Loch Lomond National Park which comprises of a rare octagonal plan form. Emma has also been leading various projects in the Scottish Borders including the transformation of Category A listed Port House in Jedburgh and a Condition Report and Options Appraisal looking to save Hawick's derelict Liberal Club. Most recently she completed quinquennial reports for all of the structures within Sir Walter Scott's Abbotsford Estate near Melrose.

Emma is a member of the Alexander Thomson Society, the Charles Rennie Macintosh Society and Edinburgh World Heritage. She has delivered talks on her projects on behalf of the Edinburgh Traditional Skills Festival, the University of Edinburgh, the University of Dundee and the Dublic Civic Trust.

Emma is a Part 3 Examiner and sits on the APEAS Examination Committee. She also sits on the RIAS Conservation Committee.

Qualifications

RIAS Conservation Accredited
(Advanced Level)

Masters in Architectural
Conservation, Edinburgh College
of Art / Edinburgh University

Diploma in Architecture,
Edinburgh College of Art /
Edinburgh University

BArch (Hons) Architecture,
Edinburgh College of Art / Heriot
Watt University

Affiliations:

Architects Registration Board (ARB)

Royal Institute of British Architects
(RIBA)

Royal Incorporation of Architects
in Scotland (RIAS)

RIAS Conservation Committee

APEAS Part 3 Examiner

APEAS Examination Committee

Ángel Morales-Aguilar

Partner

Sustainability Specialist



LDN Architects

Ángel worked for number of Scottish practices following his qualification as an Architect at the University of Granada School of Architecture in 2007. He obtained a BA in Urban Design at the Colegio Oficial de Arquitectos de Granada before moving to the UK in early 2007. Ángel joined LDN in 2008 and became a Partner in 2020.

Prior to his time at LDN, Ángel gained experience both in the UK and abroad in a number of residential, commercial and leisure projects. Since joining LDN in 2008, Ángel has worked in several public and leisure projects involving local authorities and private charitable trusts.

Ángel is a Certified Passivhaus Designer, a Scottish Ecological Design Association (SEDA) member and leads LDN's Sustainability Group. He has a wide knowledge of ecological and sustainable design, and has introduced the use of Life Cycle Assessment (LCA) software that provides data-based analysis of different construction solutions, thus helping clients and sub-consultants to choose low-carbon solutions at early stages in the design process. Since joining LDN, Ángel has led the introduction of environmental design principles across all LDN projects.

Some of Ángel's most relevant projects include:

The Argyll & Sutherland Highlanders Regimental Museum - is housed in the King's Old Building, a three-storey Scheduled Ancient Monument at Stirling Castle. LDN have completed the re-imagining of the museum to make it both more accessible and more relevant to the community and visitors. The project aims at improving overall accessibility, enhancing the public's flow through the building.

Abbotsford – The house of one of Scotland greatest sons. LDN were appointed by the Abbotsford Trust to develop a Conservation plan for the House and a new Visitor Reception Building (VRB) along an adventure Play Park and a new car park to improve the visitors' experience of the A-listed site. Completed on site in July 2013, LDN are currently carrying out additional work for the Abbotsford Trust in the VRB.

Speirs Centre – This project included the refurbishment and conversion of the A-listed Speirs Centre in Alloa into the main library and the erection of a new extension providing Clackmannanshire Council services. Completed in July 2014, the project was awarded the Sustainability Award by Historic Environment Scotland at the RIAS Awards in 2015.

Peter Pan Moat Brae – set in the House and Garden that would later inspire JM Barrie's world-famous play Peter Pan, Walter Newell's B-listed Moat Brae has become Scotland's first Centre for Children's Literature. The project was completed in August 2018 and has been featured extensively in both national and international press, including in the list of "Coolest Places To Visit With Kids In The World in 2019" by Time magazine.

Qualifications:

Arquitecto, School of Architecture, University of Granada, Granada (Spain)

BA in Urban Design, Architects' Chamber of Granada, Granada (Spain)

Passivhaus Certified Designer

Affiliations:

Architect's Registration Board (ARB)

Royal Institute of British Architects (RIBA)

Royal Incorporation of Architects in Scotland (RIAS)

COAG

AECB CarbonLite

Embodied Carbon Specialist

Stuart MacPherson

Director in Charge

irons . foulner
consulting engineers ltd

Stuart was in charge of all of the practice's work noted in the previous responses on current and recent experience above. He is an adviser to the Scottish Government on energy performance of buildings and produces guidance for Historic Environment Scotland and the National Trust for Scotland on the servicing of historic buildings.

From 1989 Stuart combined regular periods of work in the offices of Irons Foulner with the pursuit of academic research at Heriot-Watt University. In mid 1994 he joined the practice permanently and, in addition to his other duties, he had responsibility as the Quality Manager of the Practice. He became a full Partner in 1997.

Stuart developed from a practical background in controls engineering after graduating from Heriot-Watt University in 1983 with a degree in Physics. He developed his interest in Building Services and combined duties as a lecturer in the School of the Built Environment at Heriot-Watt with practical work in the field. After completing an MBA he obtained a Doctorate at Heriot-Watt in 1994 with a thesis on Decision Analysis as applied to Building Services. He retains an interest in research. He is Honorary Professor at the School of the Built Environment, Heriot-Watt, and is chairman of the Royal Academy of Engineering Centre of Excellence in Sustainable Building Design. He is a member of the referee board for several international academic journals and he is the author of several papers on design development and decision analysis. Stuart became a Member of the Chartered Institution of Building Services Engineers in 1990. He has served on the board of the institution for several years and was elected President in 2020.

With a combination of practical experience and academic skills Professor MacPherson is uniquely equipped to address the range of problems in both mechanical and electrical engineering which confront a professional office with a diverse workload which includes many technically demanding projects in sensitive historic buildings.



Qualifications:

BSc, MSc, MBA, PhD, CEng,
FCIBSE



Team C.V.

Bio

Steve Wood is a Chartered Structural Engineer of over twenty-five years' experience. Most of his working life has been involved with the existing and historic built environment. Steve joined the practice in November 2007 and is our Technical Director - Conservation.

Steve has a special interest in the conservation, adaptation, and re-use of existing buildings. His experience and wider interests have given him a thorough knowledge of historic and modern building forms and techniques. His work includes complex structural appraisals of buildings as diverse as St Paul's Cathedral and The Netherdale Stand at Gala Fairydean Rovers, Galashiels. Major refurbishments Steve has been responsible for include St Cecilia's Music Hall in Edinburgh, The Picture House in Campbeltown and the Argyll and Sutherland Highlanders Museum in the Stirling Castle complex.

Steve is a former Lethaby Scholar (2005) of the Society for the Protection of Ancient Buildings (SPAB). Steve is an ICE Conservation Accredited Engineer and sits on their governing panel. Steve is Trustee for The Unicorn Preservation Society (UPS), based in Dundee. The UPS exists to preserve and protect HMS Unicorn, the world's largest, most-original wooden warship still afloat today.

Professional History

Narro

2014 – Director
2007 – 14 Associate

Alan Baxter and Associates LLP

2002 – 07 Associate
1997 – 02 Engineer

Harrison and Taylor

1989 – 93 Engineer

Key Projects

Engineering Director for redevelopment of Category A-listed St Cecilia's Hall Music Museum and Concert Room

Refurbishment of existing music hall and four-storey extension in tight city-centre location. The music hall is Scotland's oldest purpose-built such facility.

Cambo Estate

Engineering Director for the conversion of Category B-listed former stables building into a new visitor facility (completed October 2017).

Campbeltown Picture House

Oldest continuously run purpose, built cinema in Scotland still showing films. Project achieved the conservation of the original auditorium and provided a second screen in an adjoining new building, making it sustainable for the future.

The Hill House, Helensburgh

This Charles Rennie Macintosh-designed building has suffered significant damp and water-ingress problems throughout its life. We are currently advising on the structural implications of these problems as part of a wider consultant team advising on the care, repair, and protection of the building, its interior and its collection.

The care and repair of various vernacular buildings and structures throughout Scotland

All using traditional materials and techniques as part of their refurbishment. Such materials include earth mortars, cob, early Portland Cement, timber, and masonry (dry-laid or mortared). Structures include those in a marine environment.

Moat Brae House, Dumfries

Refurbishment of Category B-listed Moat Brae House, Dumfries. The project involved the creation of a Centre for Children's Literature within the house and gardens. The project involved the refurbishment and restoration of the existing Georgian house as well as the erection of the new open plan single-storey extension wings. Work was also extended into the gardens with the development of the space to improve usability along with the installation of bespoke play equipment.

Cnoc Soilleir, South Uist

A new-build Centre for Music, Dance and Gaelic Culture being built to Passivhaus standards to unprecedented scale.

Argyll and Sutherland Highlanders Museum, Stirling Castle

The redevelopment of the museum, a long-term resident of the earliest-surviving buildings within the castle complex and a Scheduled Ancient Monument.

Netherdale Stand, Gala Fairydean Rovers, Galashiels

The Lead Consultant devising and overseeing the repair of this Brutalist classic of the modern movement. Steve is responsible for developing pioneering techniques for the conservative repair of the aesthetically-important concrete.

Sumburgh Lighthouse, Shetland

The refurbishment of this lighthouse complex included the consolidation of two storage huts, originally timber-framed but with mass-concrete cast as protective external casing sometime during WWII.



ANGELA COIA
PARTNER

QUALIFICATIONS
BSC (HONS) MRICS

“Angela has specialised in the refurbishment and conversion of Listed buildings for local authorities and charitable trusts for over 10 years. She is passionate about preserving historic buildings and previously was a Trustee/Director of the Church Buildings Renewal Trust.”

RELEVANT EXPERIENCE

Paisley Museum and Art Gallery

Partner leading cost management services on the re-imagination of Paisley Museum for Renfrewshire Council. The project comprises the restoration, refurbishment and new build extension to the existing museum and includes full exhibition fit-out services.

The Russell Institute, Paisley

Partner delivering cost management services for the delivery of the conservation and conversion of this Category A Listed concrete framed building to provide modern office accommodation for skills and employment bodies on behalf of Renfrewshire Council.

Provan Hall, Glasgow

Partner leading cost management services on the restoration and transformation of Category A-listed Provan Hall, a 15th-century complex in Auchinlea Park, Easterhouse, into a community facility and visitor centre for the surrounding area. This £1.9m project is being delivered for Provan Hall Trust/NTS/Glasgow City Council and aims to boost visitor numbers with a new exhibition space and interpretation fit-out.

Engine Shed, Stirling

Senior Associate responsible for the delivery of the adaption and extension of a former MoD Engine Shed to create the National Centre for Conservation on behalf of Historic Environment Scotland, a turnkey project which also delivers full interpretation fit-out.

Rockfield Centre, Oban

Senior Associate on the restoration of this Category B listed former school building to establish the Rockfield Centre as a local community, wellbeing and cultural hub on behalf of Oban Communities Trust.

Rothesay Pavilion, Isle of Bute

Partner for the delivery of the extension, conservation and re-development of this iconic heart of the community project. On behalf of Argyll & Bute Council, G&T are providing cost management advice for the provision of this redeveloped new performance, exhibition fit-out and community facilities.

Abbotsford, Borders

Senior Associate on new build exhibition and visitor experience fit-out along with restoration of Category A listed home of Sir Walter Scott. The project was part funded by Historic Environment Scotland and HLF.

Westmuir Street School, Glasgow

Senior Associate cost managing the refurbishment/conversion of Category B listed school to modern commercial and community space in the heart of Parkhead conjunction with Glasgow Building Preservation Trust and Parkhead House Association.

West Boathouse, Glasgow

Partner leading the cost management of the restoration of the Category B listed timber frame rowing boathouse . Overseen by Glasgow Building Preservation Trust on behalf of the Clydesdale and Clyde Rowing Club.

The Vinery, Banff

Partner currently delivering The Vinery redevelopment in Banff, a Category B-Listed glass house with associated bothy. Being delivered by Aberdeenshire Council on behalf of a community based end user.

EARLY CAREER

Since joining Gardiner & Theobald from University, Angela has acted on a broad range of projects across Scotland and abroad, covering a full range of construction activities. Angela has been an Associate of the RICS since 1998.

CONTACTS

T | 0141 568 7300
E | a.coia@gardiner.com



Maily Garden, Associate Consultant

Maily is an accomplished transport project manager having successfully managed multi-million-pound contracts for transport inputs to mixed-use masterplans, town centre schemes and civic buildings and station regeneration schemes in the UK.

With a decade in the industry, Maily's experience spans from detailed modelling through to effective stakeholder engagement. She is well versed in devising strategic multimodal transport strategies and using her design and town planning knowledge to advise and influence decision making at different project stages from early feasibility through to construction.

Edinburgh based, Maily is a Women in property member and the chair for the Scotland Women in Transport network which successfully launched in early 2021 and aims to promote and advance women in the transport industry in Scotland. Maily was selected as a finalist in the 2019 Everywoman Awards for her contribution to improving customer/passenger experience through her work.

Qualifications

- BA Political Sciences
- MSc Regional & Urban Planning Studies, LSE

Key Projects & Responsibilities

- | | |
|---|-----------------------------|
| BESS South Ayrshire, Scotland, 2022 – present | Confidential |
| Project Director overseeing the delivery of transport inputs into a feasibility study for an energy storage site, looking at access options for construction and business as usual. | |
| Ennis 2040, ROI, 2022 - present | Clare County Council |
| Project manager overseeing the delivery of transport recommendations to reduce car dominance and make the town centre more pedestrian friendly including first-of-its-kind Mobility Hubs assessments. | |
| Confidential Museum, London, 2022 – present | Confidential |
| Technical expert overseeing transport recommendations for capturing museum related back of house operations and scenario testing during construction to identify mitigation options. | |
| NLD Hospital, Montreal, 2022 – present | Decasult |
| Technical expert overseeing transport analytics for hospital related back of house operations and feasibility study for logistics operations following construction works. | |
| Residential scheme, Milton Keynes, 2022 – present | Mayforth |
| Assistant project director overseeing the delivery of a travel plan to discharge planning conditions for a 261 apartments and ancillary commercial space scheme. The plan looks to reduce single occupancy private car use. | |
| Olympia Masterplan, London, 2017-Present | Yoo Capital |
| Assistant project director overseeing the delivery of transport planning and highway design outputs for an EIA £1bn mixed-use redevelopment, including engagement several planning applications and | |

4.0 RELEVANT EXAMPLES

Argyll and Sutherland Highlanders Regimental Museum, Stirling Castle

Major refurbishment of the 15th C King's Old Building, the oldest edifice in Stirling Castle and the Regiment's collection of national importance.
Opened by Her Majesty The Queen.



Gairloch Museum, Gairloch

Conversion of a former Anti-Aircraft Operations Room (AAOR), designed to withstand the effects of a hydrogen bomb, into a Museum.

Opened 2019 by Her Royal Highness the Princess Royal.

Winner of a number of awards including the Art Fund Museum of the Year 2020.



Crail Airfield, Crail

Master Plan for a mixed-used sustainable community on the grounds of Crail Airfield, restoring and integrating as many of the existing buildings as possible so they can fulfil the needs of the local community and economy.



Fort George, Highlands

Restoration of original 1745 buildings to create new accommodation for a modern infantry battalion, on behalf of the MOD.

Winner of a number of awards including a Europa Nostra Medal.



Scapa Flow Museum, Orkney

Scapa Flow Museum to chart Orkney's military involvement in WWI and WWII.
Grant funded by the National Lottery Heritage Fund and Historic Environment Scotland.



WWII Skylark IX, Dumbarton

Strategic Business case for heritage development adjacent to Scottish Maritime Museum, creating new spaces for community use, heritage, interpretation and boat construction.



Whitehaugh Barracks, Paisley - Tender Submission

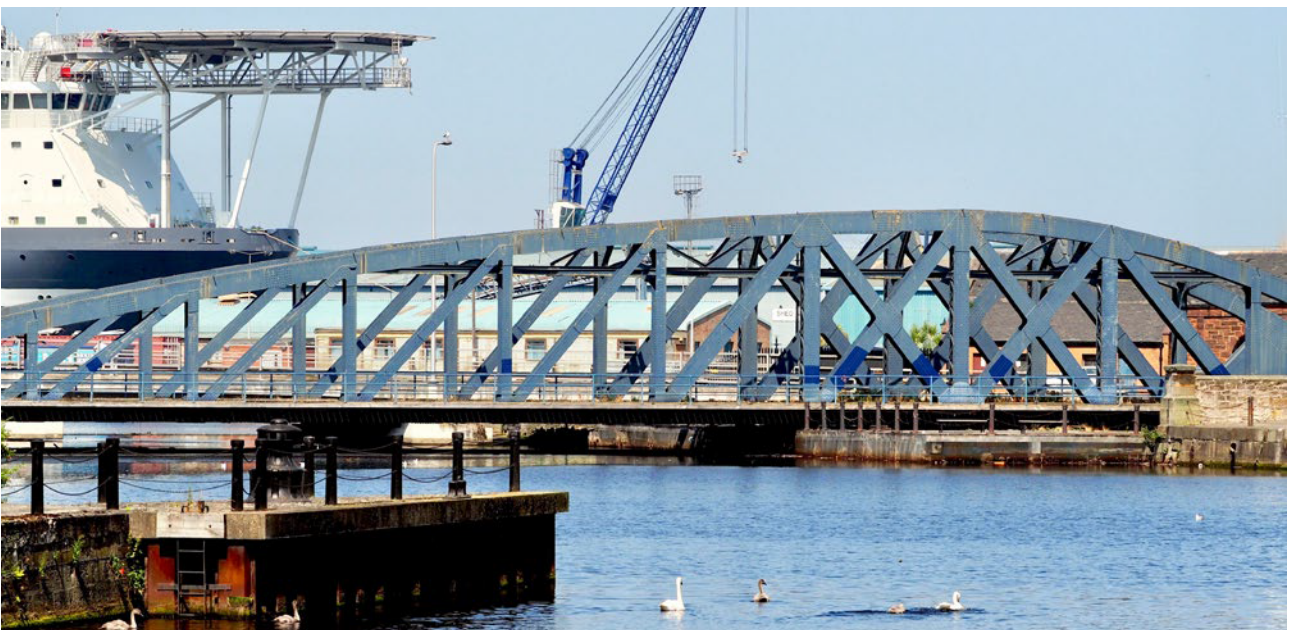
Liberal Club, Hawick

Condition Report and Options Appraisal of former Liberal Club, now in a dilapidated condition. Feasibility study into use of building for a Veterans' Charity including office and rehabilitation spaces.



Leith Bridges, Leith

Condition surveys of two listed bridges in Leith for Forth Ports. Listed building consent approval for improvement works.



5.0 FEE PROPOSAL

Condition Report, Feasibility Study & Heritage Impact Assessment	£	
LDN Architects	6,500	
Narro Structural Engineers	2,500	
Irons Foulner Service Engineers	2,500	
Gardiner & Theobald Quantity Surveyors	3,000	
Total	£14,500	exc VAT
Energy Audit		
Irons Foulner Service Engineers	1,000	
LDN Architects	900	
Total	£1,900	exc VAT
Measured Survey		
Malcom Hughes	£3,800	exc VAT
Traffic Impact Assessment		
Momentum Transport Consultancy	£3,500	exc VAT
Bat Survey		
Bridley Associates	£850	exc VAT

Notes:

- 1.0 Appointment to be on the basis of the RIAS Standard Conditions for the Appointment of an Architect, current edition.
- 2.0 Fee proposal includes reasonable expenses.
- 3.0 Condition survey will be carried out from ground/floor level where it is safe to do so.
- 4.0 Fee proposal excludes specialist surveys such as asbestos or acoustics.
- 5.0 Structural Engineer will advise on further structural surveys required as an outcome of condition report including damp and timber surveys.
- 6.0 Structural Engineer could procure a CCTV drainage survey, though that may not be necessary at this stage. A budget allowance of £1,500 exc VAT could be made.
- 7.0 Structural Engineer's fee allows for 1 no site visit.
- 8.0 Service Engineer's fee allows for 1 no site visit.
- 9.0 Meetings will generally be held online using Zoom or Teams.
- 10.0 Measured survey deliverables include 2D 1:50 plans, sections and elevations in DWG format.
- 11.0 Bat survey is a ground level preliminary assessment. Further surveys could be required depending on the outcome.
- 12.0 If required, a preliminary Ecological Survey could be provided in the sum of £1,195 exc VAT.
- 13.0 Documentation will generally be issued digitally.

LDN Architects

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