


premises fact finder

a self-help guide for community and voluntary organisations



Before you start

Finding and taking on premises

Managing premises

Building or improving premises

Maintaining premises

Professional advice

Background

The **premises fact finder** is a new resource for community and voluntary sector organisations in London. It brings all the key questions that may be asked about finding, occupying, managing or maintaining buildings into one place, and gives information and signposting to organisations specialising in help and advice on premises issues and to useful publications and websites.

The **premises fact finder** has been produced in response to demand for a resource that brings together information and support across the wide range of issues that may arise when managing or occupying community premises.

The **premises fact finder** has been produced by Community Matters and is funded by Capacitybuilders Modernisation programme in which Community Matters is working with its partners the Development Trusts Association (DTA) and Ethical Property Foundation (EPF). The key elements of the programme are:

- the **premises fact finder**
- a programme of 'meet the supporter' premises roadshows attended by local infrastructure organisations and local organisations seeking advice and support on premises issues

We have tried to make the guide easy to use, bearing in mind that people like to access information in different ways.

The fact finder is also available in a web version hosted on a new website www.mycommunityspace.org.uk.



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How to use this guide

Premises – a space to meet, a space to work, a space to run an activity – are important to many voluntary and community organisations. Some organisations may run and own a building as part of their services to a community, others may simply need somewhere to occupy as a base from which they can do their work. But as technology develops, some organisations may not need their own premises at all.

Whatever their particular need, most voluntary and community organisations will find their questions about premises addressed in this guide.

The idea of the **premises fact finder** is to encourage self help by using questions that are very frequently asked by voluntary and community sector organisations about premises. It has been devised to help organisations think about their plans for premises and any problems they may have with them in order that they can make good use of available information before they go to other organisations or spend their limited resources on professional advice and help.

Of course, not all of these questions have straightforward answers – most of the answers will involve the qualification ‘well it depends on...’

But people whose main business has nothing to do with buildings, but who want to or do already occupy premises, need somewhere to start – a pointer in a useful direction. The guide is just that – it signposts routes to get answers to questions about premises and provides three kinds of answer:

- a short answer as a ‘way in’ to the nuts and bolts of the issues which are often complex and are different in every case
- a useful publication or online information that will help to answer the question
- contact details for organisations that have relevant expertise, many of which can help for free or at very low cost

The **premises fact finder** is organised into six sections of questions and a directory of relevant organisations. The six sections are:

Before you start

Finding and taking on premises

Managing premises

Building or improving premises

Maintaining premises

Professional advice

The information is organised around the questions that we know people often ask. But even if your question is not included there will be one that is either closely related or one of the answers will provide you with a signpost to get the help you need.

To keep things simple this guide refers throughout to ‘members of your governing body’ as a way to describe the people in positions of legal responsibility who may be described in different ways by organisations, for example as management committee members, board members, company directors or charity trustees. Similarly the guide refers to ‘governing documents’ which means your organisation’s constitution, deed or memorandum and articles of association.

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Relevant organisations directory



Before you start

Before you look for an answer to your queries or information on your issue, there are several things that you can do to make dealing with any organisation that can advise you much easier and will save you time and resources.

- a** Look at the governing document of your organisation (its constitution or Memorandum and Articles of Association) to find out what powers your organisation may have that will affect its ability to take ownership of or manage premises. This is particularly the case if your organisation is a registered charity.
- b** If you occupy premises now look at the terms of any lease or licence to occupy that your organisation may have agreed for its current premises – this may affect the way you can use the premises, whether you can sublet it and what you may need to do if you move. You should also look at service level agreements or management agreements that you may have entered into for your premises.
- c** After you have looked at the relevant section of the fact finder and the information that is recommended, you can then contact one of the relevant organisations listed or prepare to appoint a professional advisor that you have to pay for.

Specialist premises organisations in London

There are a number of organisations that have particular expertise on more than one aspect of your premises/property needs that can provide advice. These are listed as part of the answer to some questions where appropriate and a comprehensive listing with contact details is provided in the directory. Some of these organisations require you to join but all can provide initial advice to community, voluntary and social enterprise organisations in London about premises and property:

CAN

Church of England Buildings Division

Community Matters

Development Trusts Association

Ethical Property Foundation

The following frequently asked question is about thinking whether your organisation really needs premises to occupy and use – before you start a process of looking for premises or getting advice.

1

We currently don't have an office, but are thinking about getting one. How should we start?

First, you should decide whether you need premises of your own – are you sure you cannot share or operate on a completely mobile basis using mobile phones, a postal address, laptops and internet based document sharing and messaging?

You should then consider what it will mean for your organisation in terms of money, time, the delivery of your services and your long term plans and aspirations. Thinking about this carefully is important even for organisations that have premises already but want to move.

Once you have decided that you do need an office you should think about what your office will need to be used for and what the implications are for the amount of space and type of building you will want to move into as well as its location and costs – see *Finding and taking on premises*. This will give you the basis for conducting your search with professional advice if necessary.

Online resources

Checklists and guidance on choosing premises are available from the health, safety, premises section of www.businesslink.gov.uk and at www.ethicalproperty.org.uk and www.upkeep.org.uk

You can find the guide *Thinking of taking on business premises?* at

www.communities.gov.uk/publications/citiesandregions/thinkingtaking

Article on issues to consider available at www.rics.org/uk

Royal Institution of Chartered Surveyors also run an advice service for registered charities which you can access only online at www.charitypropertyhelp.com

Publications

Unell J and Weyman A (1985) **Finding and Running Premises**, NCVO (now out of print but often available to consult from your local council for voluntary service)

Dawson J (2005) **Occupying Community Premises: Guidelines for Community Associations and Local Authorities**, Community Matters

Organisations

Community Matters: advice service on most property needs

Ethical Property Foundation: advice service on most property needs

National Association of Voluntary and Community Action can help you find your local council for voluntary service who may be able to provide locally relevant advice



Finding and taking on premises

This section includes questions often asked about the following issues:

Identifying premises needs: issues you should consider

Finding premises: how to go about it

Renting and buying premises: leases, licences

Sharing premises: co-location

It also includes questions about changes to an organisation's structure (eg. becoming a charity or setting up a new related organisation) that may be needed to rent or buy premises – particularly if there is a plan to share or sub let space to others.

Identifying premises needs

Issues you should consider



1

We need to move to new premises. How do we go about it?

You will first need to find out what is possible in terms of your current premises – you may need to give notice and carry out repairs to the property before you move, so check your lease or licence.

If you decide you need to move premises or take on additional space you will need to work out the budget you can afford to cover any move and future premises costs. This means you will have to consider the move itself in detail, for example cancelling utilities, moving IT equipment, redirecting post. Then you will need to turn to making a full list of what you need from your new premises – don't forget to involve staff, users and volunteers in this discussion.

Premises are not just about space for desks but needs for storage, space for meetings, using equipment etc. You should think about the best location and any accessibility standards that your premises will need to meet to cater for your employees, service users and visitors.

You can use these lists of requirements as a basis for speaking to other organisations about what is available and affordable to your organisation and to talk to other organisations about the possibilities of sharing an office. There are specialist space providers that cater specifically for charities or artists who you can also talk to.

Online resources

Checklists and guidance available from the health, safety, premises section of www.businesslink.gov.uk

Checklists and guidance available at www.ethicalproperty.org.uk and www.upkeep.org.uk

Article on issues to consider available at www.rics.org/uk

Royal Institution of Chartered Surveyors also run an advice service for registered charities which you can access only online at www.charitypropertyhelp.com

Publications

Unell J and Weyman A (1985) **Finding and Running Premises**, NCVO (now out of print but often available to consult from your local council for voluntary service)

Organisations

CAN: CAN Advise provides property advice to charities, social enterprises and voluntary organisations in all areas of property management, including lease negotiations and liabilities, landlord and tenant disputes, health and safety, and maintenance.

Community Matters: advice service on most property needs

Ethical Property Foundation: advice service on most property needs

National Association of Voluntary and Community Action can help you find your local council for voluntary service who may be able to provide locally relevant advice

National Federation of Artists' Studio Providers can help with space for artists via not for profit providers.

2 We want to take on a building. What is the best legal structure and should we be a charity?

You can inform yourself of the organisational options available (for example a Limited company, Community Interest Company, Industrial and Provident Society, Limited Liability Partnership) in order to have useful discussions with both a lawyer and the Charity Commission about what you want to do and the advantages and disadvantages of the different options available.

There is no 'best' legal structure for an organisation that wants to 'take on' a building. Whether you are an existing organisation or you are intending to set up a new one, the legal structure chosen and whether it has charitable status should be based on what the organisation does or intends to do and how it is, or will be governed eg. by a membership, by appointed directors etc. If you are talking to a landlord about a specific property they may also have requirements.

Online resources Cooperatives UK (2007) Governance and Organisational Structures available from www.ncvo-vol.org.uk

Publications Bates Wells and Braithwaite and Social Enterprise Coalition (1986) **Keeping It Legal**, Social Enterprise Coalition
Charity Commission CC21 **Registering as a Charity**
Charity Commission CC22 **Choosing and Preparing a Governing Document**

Organisations **Charity Commission**: advice on all aspects of establishing and running a charity
Community Matters can advise on setting up a charity and company formation and runs regular free legal clinics
LVSC can advise on all aspects of establishing a voluntary organisation/charity
NCVO can advise on all aspects of establishing a voluntary organisation/charity

3 We want to get charitable status. How do we go about it?

Organisations who are going to take on premises often want to register as a charity because this status means that some costs (like for business rates) can be reduced. But charitable status has many implications that should be carefully considered before an application is made.

Charitable status is granted by the Charity Commission. They can provide detailed guidance on applying for charitable status. The aims and objectives of your organisation, as set out in your governing document will be an important factor in whether you can register as a charity. In addition, as in Q2 above, you should ensure that you have considered your organisation's plans for the future and whether charitable status will prevent you from implementing them.

Online resources Cooperatives UK (2007) Governance and Organisational Structures available from www.ncvo-vol.org.uk

Publications Bates Wells and Braithwaite and Social Enterprise Coalition (1986) **Keeping It Legal**, Social Enterprise Coalition
Charity Commission CC21 **Registering as a Charity**
Charity Commission CC22 **Choosing and Preparing a Governing Document**

Organisations **Charity Commission** can provide advice on establishing a charity
Community Matters can provide advice on charitable status as it applies to premises
LVSC can advise on all aspects of establishing a voluntary organisation/charity
NCVO can advise on all aspects of establishing a voluntary organisation/charity

Finding premises

How to go about it



4 Where can we get help to find suitable premises?

Umbrella groups like your local Council for Voluntary Service or other community groups can often tell you about space that may be available in existing community centres or buildings. You can also look at adverts and information from agents (see *Professional advice*), the local council for the area you are interested in locating to, or to organisations that specialise in accommodating voluntary and community organisations.

Online resources

You can check what is available in London from a range of providers at www.mycommunityspace.org.uk

Checklists and guidance available from the health and safety and premises section of www.businesslink.gov.uk

Checklists and guidance available at www.ethicalproperty.org.uk

Article on issues to consider available at www.rics.org/uk

Royal Institution of Chartered Surveyors also run an advice service for registered charities which you can access only online at www.charitypropertyhelp.com

Articles and checklists available from www.upkeep.org.uk

Publications

Unell J and Weyman A (1985) **Finding and Running Premises**, NCVO (now out of print but often available to consult from your local council for voluntary service)

Organisations

Ethical Property Foundation: advice service on all property needs

National Association of Voluntary and Community Action can help you find your local council for voluntary service who may be able to provide locally relevant advice

Renting and buying premises

Leases, licences



5 **Should we get a lease or a licence for our building? I am not sure which is more appropriate.**

A lease provides not just the legal right to occupy a building but can also give rights under the 1954 Landlord and Tenant Act like being able to remain in the premises when the lease ends and to seek a new tenancy. However, the landlord can oppose renewal on limited specific grounds and many landlords seek to exclude leases from the Act. A lease also allows agreement to a long term arrangement giving security to stay in the premises (subject to complying with all aspects of the lease).

A licence provides a short term agreement (usually less than five years) that also enables the landlord to move tenants around the premises rather than occupy one part of it and does not usually confer rights under the Landlord and Tenant Act.

Unlike most licences, leases often come with more liabilities and obligations which will require investment in the premises and a long term commitment to paying rent. Your organisation may or may not be able to enter into such long term agreement, depending on its financial position and long term plans.

You need to find out what is on offer from your potential new landlord, consider it in relation to the current position of your organisation and take legal advice.

Online resources You can find the guide *Thinking of taking on business premises?* at www.communities.gov.uk/publications/citiesandregions/thinkingtaking

Advice on leases and rents for organisations that occupy premises for charitable purposes is available from www.peppercornrent.co.uk

A good practice code for leases for business premises is available at www.leasingbusinesspremises.co.uk

LawWorks can provide access to free legal advice via an online application process at www.lawworks.org.uk

Royal Institution of Chartered Surveyors can provide one hour of free advice via an online application process at www.charitypropertyhelp.com

Publications Dawson J (2005) **Occupying Community Premises: Guidelines for Community Associations and Local Authorities**, Community Matters
Hart L (2005) **To have and to hold: the DTA guide to asset development for community and social enterprises**, DTA

Organisations **Community Matters** can provide advice on most aspects of leases and licences
Ethical Property Foundation can provide access to a property professional to provide advice
Interchange Legal Advisory Services can offer legal help to charities

6 **Leases are in such confusing legal language. Who can help us understand it?**

A lawyer (see *Professional advice*) or another organisation that has entered into a lease itself can help you with this. Looking at other leases and at some of the model lease 'head of terms' (a summary of the main elements of a lease agreement) that are promoted as good practice in the property sector (see below) can help you to equip yourself with knowledge that will be useful in discussing any lease with your legal advisor and landlord. Some of the specialist premises organisations in London (see *Professional advice*) can also help by reviewing your lease with you.

Online resources You can also find the guide *Thinking of taking on business premises?* at www.communities.gov.uk/publications/citiesandregions/thinkingtaking
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A good practice code for leases for business premises is available at www.leasingbusinesspremises.co.uk
LawWorks can provide access to free legal advice via an online application process www.lawworks.org.uk

Publications Dawson J (2005) **Occupying Community Premises: guidelines for Community Associations and Local Authorities**, Community Matters

Organisations **Business in the Community** can provide access to free professional advice via their ProHelp programme

Community Matters can provide advice on all aspects of leases and licences

Ethical Property Foundation can provide access to a property professional to provide advice and conduct a lease check

Interchange Legal Advisory Services can offer legal help to charities

7 Do we need a lawyer to prepare a lease for us? How much will it cost?

Whether you are entering into a lease with a landlord for a building you want to use or if you are issuing an agreement to a tenant in a building for which you are landlord, you should always take legal advice on its content before it is formally agreed and signed.

How much this process costs depends on whether you are getting advice on a lease that has been provided for you to agree or whether one has to be drafted specifically which will take longer and cost more. A review of a draft lease by a lawyer will include suggesting amendments that would ensure that the lease does not include any obligations or liabilities that you cannot meet or that are unusual.

You can shorten either process by looking at other organisations' leases and lease main heads of terms and using them to have a discussion or write a brief for your lawyer.

Online resources You can find the guide *Thinking of taking on business premises?* at www.communities.gov.uk/publications/citiesandregions/thinkingtaking
Advice on leases and rents for organisations that occupy premises for charitable purposes is available from www.peppercornrent.co.uk
A good practice code for leases for business premises is available at www.leasingbusinesspremises.co.uk
LawWorks can provide access to free legal advice via an online application process at www.lawworks.org.uk

Publications Dawson J (2005) **Occupying Community Premises: guidelines for Community Associations and Local Authorities**, Community Matters

Organisations **Business in the Community** can provide access to free professional advice via their ProHelp programme
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Interchange Legal Advisory Services can offer legal help to charities

8 What do service charges include?

Service charges are made by a landlord for services provided to tenants. These can vary quite a lot between landlords and can depend on the kind of building you are in. If you are a tenant these charges should be restricted to the costs associated with the operation of the property and the associated management and administration of these costs. Service charge items may include utility bills (gas, electric, fuel, oil and water), insurance, cleaning, security, reception, mechanical and electrical services, lifts, fabric repair and maintenance. What is included in service charges and how they are to be administered should be spelt out in your lease or licence agreement.

If you are a landlord (or intend to be) you will need to make a full list of the costs of providing services to your tenants and the basis on which you will charge them (for example by the amount of space they rent, a fixed amount or opt in/out arrangements).

Online resources You can find general guidance at www.ethicalproperty.org.uk

You can find comprehensive information on service charges at www.servicechargecode.co.uk

You can find the guide *Thinking of taking on business premises?* at

www.communities.gov.uk/publications/citiesandregions/thinkingtaking

Royal Institution of Chartered Surveyors can offer one hour of free advice for charities via an online application process at www.charitypropertyhelp.com

Publications Royal Institution of Chartered Surveyors (2007) **Service Charges in Commercial Property**, RICS

Organisations **Community Matters** can provide advice on most premises issues
Ethical Property Foundation can provide advice on service charges
Royal Institution of Chartered Surveyors can provide advice and publications

9 Our landlord says we have to pay to do up our office when we leave. Can they insist on this?

If this obligation exists in your lease or licence then yes it can be insisted upon by the landlord – this is why clauses that detail these liabilities must be carefully considered before a lease or licence is formally agreed and signed.

Online resources You can find information on the issues to consider at www.ethicalproperty.org.uk

A good practice code for leases for business premises is available at www.leasingbusinesspremises.co.uk

Advice on leases and rents for organisations that occupy premises for charitable purposes is available from www.peppercornrent.co.uk

LawWorks can provide access to free legal advice via an online application process at www.lawworks.org.uk

Publications Dawson J (2005) **Occupying Community Premises: guidelines for Community Associations and Local Authorities**, Community Matters
Hart L (2005) **To have and to hold: the DTA guide to asset development for community and social enterprises**, DTA

Organisations **Community Matters** can provide advice on all aspects of leases and licences
Ethical Property Foundation can provide access to a property professional to provide advice
Interchange Legal Advisory Services can offer legal help to charities

10

We want to buy a building. Where can we get advice?

If you have thoroughly considered what your requirements are (see *Before you start*) and decided that buying is the best option for you, you should have all the information you need to start to a search. You can do this yourself, or you can appoint a professional advisor to do this for you – though you will have to pay. Both the free and paid for services covered in *Professional advice* will be able to provide advice on the whole process.

Online resources There is information on the process and the issues to be considered at www.ethicalproperty.org.uk, www.businesslink.gov.uk and www.rics.org/uk
There is information about buying residential property at www.adviceguide.org.uk which sets out the whole process which is similar to that involved in commercial or business premises
Royal Institution of Chartered Surveyors offer a free one hour consultation for registered charities but only via online application at www.charitypropertyhelp.com

Organisations **Business Link** can offer advice from their London office and telephone advice line
Ethical Property Foundation can offer advice on the process and a register of professional advisors to help

11

Our local authority wants to transfer our building to us. Why do they want to do this?

Some voluntary and community organisations have leases or licences for buildings owned by their local authority. They may fundraise for and deliver important local services that are valued by the local authority who may as a result want to offer better security to a group who occupy premises owned by the local authority. In these circumstances it may also be in the interest of some organisations to accept a greater degree of ownership of the building they operate from (a longer leasehold or freehold ownership). This is known as asset transfer. The benefits to the organisation may be to rent out parts of the premises to others to generate more income or provide a wider range of services. It may also mean that they can more effectively plan for the future, confident that they are not going to be required to move by the local authority. There are also risks to the group – the state of repair of the building and whether the costs of taking full responsibility for it can realistically be covered by fundraising or trading.

Online resources A wide range of advice and information on asset development and transfer for social enterprises and the voluntary and community sector is available at www.atu.org.uk

Publications Quirk B (2007) **Making Assets Work: The Quirk Review of Community Management and Ownership of Public Assets**, Office of Public Sector Information
Hart L (2005) **To have and to hold: the DTA guide to asset development for community and social enterprises**, DTA

Organisations **Asset Transfer Unit** can provide advice and information about asset transfer
Community Matters can provide advice and information about asset transfer
Development Trusts Association can provide advice and information about asset development and transfer

Sharing premises

Co-location



12 **We want to reduce our costs by sharing our building. What is the best way to go about this?**

You will need to consider what you mean by sharing – do you want to jointly own a building with other organisations, simply share one office or take on a building as landlord with your organisation subletting space to others?

You will also need to consider whether you want to share with other organisations for reasons other than cost. For example, so that your organisation can share with others that deliver similar services to yours and you can provide an improved service offer to your users. In this case you will need to identify and develop partnerships to look at these mutual benefits of sharing. You will also need to plan how the practical details of sharing will work – who will be responsible for the premises, how will costs be shared and decisions made about the use of the building facilities?

The best way to go about this is to look at the models for sharing and co-location that exist. You can then decide exactly what kind of sharing arrangement is possible and feasible for your organisation given the time and resources available to it.

Online resources Information and issues to consider are available at www.ethicalproperty.org.uk
Research and information on types of collaboration is available at www.bassac.org.uk

Publications ACEVO (2006) **Working Together for better Office Infrastructure**
IVAR (2005) **Co-location: A Literature Review**
NCVO (2005) **Sharing back office Services**, NCVO Collaborative working unit

Organisations **BASSAC** have a specific work programme on collaboration and mergers for voluntary and community organisations
Ethical Property Foundation can advise on issues you should consider
NCVO has a collaborative work unit that can advise on all aspects of collaboration



Managing premises

This section includes questions that are often asked about the following issues:

Environmental sustainability: being greener

Equality, accessibility, diversity: making sure premises can be used by everyone

Health and safety: keeping premises users safe and healthy

Finance and trading: running costs and earning income

Insurance: what may be needed

Hiring and letting space: agreements and policies

Licences and permissions: what may be needed

People: management committees/boards, employees, volunteers

Risk management: risks and responsibilities for premises

Running costs: budgeting for overheads

It includes questions from organisations that run buildings simply to occupy them to deliver their own services and organisations that run premises for use by other groups on an ongoing or occasional basis. Not all the latter organisations have employees, which can make a difference to their responsibilities in building management.

Environmental sustainability

Being greener



1 How can we check whether our boiler is energy efficient?

You should be having annual service checks of your boiler and you can ask the person/organisation that carries out these checks to advise you on the efficiency of your boiler and what may be done to improve it.

Remember even if your boiler is not as energy efficient as newer models it may not be the most sustainable or cost effective thing to do to replace it. But you can use the opportunity of reviewing its efficiency to identify what model of boiler would be more efficient for your building so that you can replace it in the future.

Online resources You can find an introduction to the issues of energy efficiency and wider environmental awareness in buildings at www.ethicalproperty.org.uk
You can find downloadable guidance at www.carbontrust.co.uk and www.energysavingtrust.org.uk

Publications Garner H and Hart L (2007) **The Green Asset Guide**, DTA
NEA (2006) **Energy Efficiency in Community Buildings**, NEA

Organisations **Carbon Trust** can provide advice on all aspects of cutting your carbon footprint
Energy Saving Trust can provide information and advice on all aspects of saving energy
Ethical Property Foundation can provide general advice on energy issues and premises
National Energy Action provides advice information and training on energy efficiency, particularly for low income households

2 What can we do to reduce our utility bills?

There are many ways that you can reduce your use of water, electricity, gas and fuel oil. Some of them may require you to buy small items of equipment (water hippos to put in your toilet cisterns or timers/low energy fittings to put on electrical equipment and lighting). Educational information and demonstrations for all building users on the importance of reducing consumption are very important to this process and there are many guides and materials available to help you plan what action is possible for your organisation.

Online resources You can find downloadable advice and guidance at www.everyactioncounts.org.uk, www.green-office.org.uk, www.lsx.org.uk and www.netregs.gov.uk.
www.cae.org.uk has a page of resources and links from its Access and Sustainability Advisory Service.

Publications Friends of the Earth Scotland (2002) **Green Office Action Plan**
Every Action Counts (2007) **Changing for good: an EAC guide to sustainable planning**
London Sustainability Exchange (2006) **Green guide for community based and voluntary sector organisations**, LSX
Carbon Trust (2006) **Assessing the energy use in your building**

Organisations **Carbon Trust** can provide advice on all aspects of cutting your carbon footprint
London Sustainability Exchange can provide advice and guidance on most sustainable development issues

3 What is an Energy Performance Certificate?

Energy Performance Certificates have been introduced to help improve the energy efficiency of all buildings. Since October 2008 an EPC is required for commercial and public buildings whenever the building is sold, built or rented.

Online resources You can find information and guidance about EPCs and how to go about getting a certificate at <http://epc.direct.gov.uk/index.html>, www.communities.gov.uk/planningandbuilding/theenvironment/energypformance/ and www.cibse.org

Publications CIBSE (2008) **Energy and Carbon Emissions Regulations: A Guide to Implementation**, CIBSE

Organisations **Chartered Institution of Building Services Engineers** provide training and information on all aspects of building sustainability and can provide a list of qualified energy assessors who can issue Energy Performance Certificates.

4 We want to cut down our costs for our waste collection. What should we do?

Your waste collection bins are provided to enable you to deal with the waste your building and its users generate. If you want to cut down bin costs (by reducing the number of bins or the frequency with which they are emptied) then you need to re-use or recycle more of your waste. You can do this with your building users or tenants by setting up recycling arrangements like wormeries for non cooked food waste, composting for organic waste and specialised schemes for office print cartridges and batteries for example. You can re-use paper; stop using disposable cups and crockery, take unwanted items to charity shops or local recycling projects and re-use carrier bags.

You should talk to your local council waste department who will often offer incentives for local organisations to recycle or provide some of these recycling arrangements for free. There are also local recycling projects that will be able to help you.

Online resources You can find downloadable advice and guidance at www.everyactioncounts.org.uk, www.green-office.org.uk, www.lsx.org.uk and www.netregs.gov.uk
www.cae.org.uk has a page of resources and links from its Access and Sustainability Advisory Service
You can find information on resource use and recycling and search for your local recycling project at www.lcrn.org.uk

Publications Friends of the Earth Scotland (2002) **Green Office Action Plan**
Every Action Counts (2007) **Changing for good: an EAC guide to sustainable planning**
London Sustainability Exchange (2006) **Green guide for community based and voluntary sector organisations**, LSX

Organisations **Ethical Property Foundation** can provide advice and information
London Community Recycling Network can help you find your local recycling projects
London Sustainability Exchange can provide advice and guidance on most sustainable development issues



5 **Our management committee wants to ban the youth group from using the hall because they broke a window last time they used it. What should we do?**

You should have a policy or a clause in your hire agreement that covers what will happen if building users damage your building or equipment. A code of conduct for users is also a useful tool to provide a basis for discussion about any expectations you may have of your building users.

If such policies do not exist this incident will provide a good opportunity to create them and have a full discussion with your committee about what is reasonable to expect from users.

In general it is not usually desirable to exclude any group from using a community hall (and it may be difficult to justify) since they are usually provided for the benefit of everyone. You may also find that you cannot exclude anyone – you will have to check that you have the power to do so in your organisation's governing document and that there are no provisions in your lease/licence and funding agreements that will prevent you from banning users.

The most important thing is to talk to the youth group about the incident and agree with them what should be done about the damage and the code of conduct for any future use.

Online resources Information on the roles and responsibilities of governing bodies can be found at www.governancepages.org.uk and www.ncvo-vol.org.uk

You can find information about managing users and running community and village halls at www.communitymatters.org.uk and www.acre.org.uk

Publications Dyer P (2008) **The Good Trustee Guide**, NCVO
Crooks B and Mouradian J (2006) **The A to Z of Good Governance**, Governance Hub NCVO
Eden L (2007) **What Management Committee Members Need to Know**, Governance Hub NCVO

Organisations **Community Matters** can provide advice and information for management committee members or trustees on governance
National Council for Voluntary Organisations can provide advice on governance

6 Our building is not very accessible for people with mobility impairments or wheelchair users. What can we do?

Discuss with the building users which access improvements would be the most suitable and important to them. The guides available are an excellent starting point for you to consider a range of access elements including provisions for people with sensory and cognitive impairments. It is worth getting professional advice and a full access audit carried out. A good audit report will provide feasible recommendations and options so that planning authorities, your users, landlord and builder can understand the changes needed.

Online resources You can find online resources in relation to accessibility at www.cae.org.uk including access to the National Register of Access Consultants – a searchable database of professional access consultants
You can find an overview of issues associated with compliance with the Disability Discrimination Act at www.ethicalproperty.org.uk

Publications Grant A (2005) **Access Audit Handbook**, CAE/RIBA

Organisations **Centre for Accessible Environments**: provides free access advice for London community groups from its Access and Sustainability Advisory Service and a register of qualified access consultants

7 Our women's group wants to stop men coming into the building when they are there. What should we do?

The most important thing is to talk to the group about what they are trying to achieve or what concern they are trying to address by their request. For example it may be that they feel they need to prevent men coming to the building from a cultural or religious point of view. It is possible that this could be addressed in other ways by providing more privacy (screens or curtains for example) or re-locating the group so that male building users do not come into contact with them.

You may also need to share with them whether you have the power to implement such a ban and whether it is desirable to prevent certain groups using your building (see also *Finding and taking on premises*). You may also need to consider the impact of such a ban on your existing users and your ability to ensure that your building is well used and generating income that covers its costs.

Online resources Information on the roles and responsibilities of governing bodies can be found at www.governancepages.org.uk and www.ncvo-vol.org.uk

You can find information about managing users and running community and village halls at www.communitymatters.org.uk and www.acre.org.uk

Publications Dyer P (2008) **The Good Trustee Guide**, NCVO
Crooks B and Mouradian J (2006) **The A to Z of Good Governance**, Governance Hub NCVO
Eden L (2007) **What Management Committee Members Need to Know**, Governance Hub NCVO

Organisations **Community Matters** can provide advice and information for management committee members responsible for buildings
National Council for Voluntary Organisations can provide advice on governance

8

One of our user groups wants to allocate a room in our building as a prayer room but others have objected. Where can we get advice?

This is often requested by users of buildings and there are a range of issues to consider. For example whether it is for multi faith prayers, whether both sexes will be using it, when it will be available, whether it will be used for specific services and who will be responsible for managing it, etc. The potential loss of income from dedicating a room to this purpose will also need to be addressed – for example, whether there will be an extra charge for all organisations using the building to allow for the costs associated with running the room.

The most important thing is to talk about the impact of allocating a room to this use and exploring whether there are other ways to provide for quiet contemplation or prayer. Some of the publications below cover all the issues to enable this debate to take place amongst users and the managing organisation of the building.

Online resources

You can also find information in relation to employees and religion and belief that is useful in considering issues with building users at **www.acas.org.uk**
You can find information on settling up a prayer room and training courses on matters of religion and belief at **www.efbelief.org.uk**
You can find examples of prayer rooms and a list of frequently asked questions at **www.quietrooms.co.uk**

Publications

ACAS (2009) **Religion or belief and the workplace: a guide for employers**
St Ethelberga's Centre (2008) **Recovering the Calm: best practice guide to prayer rooms and quiet space at work**, St Ethelberga's Centre for Reconciliation and Peace

Organisations

Community Matters can provide advice on issues relating to users of community buildings
Employers Forum on Belief: this is a forum for employers that organises information and networking events on issues of religion and belief in the workplace

9 What are our legal obligations for working with children, young people or vulnerable adults?

Your organisation may require a Safeguarding policy statement which clearly shows your commitment to safeguarding children, young people and vulnerable adults. A Safeguarding policy is a document which shows everyone how your organisation is managed in a way which strives to ensure that children, young people and vulnerable adults come to no harm.

The policy statement will declare your organisation's commitment to child protection, health and safety, recruitment and selection, code of conduct for paid and unpaid staff. Your organisation may be required to have staff and volunteers registered with new Independent Safeguarding Authority under the new vetting and barring arrangements.

Online resources

You can find information on the Vetting and Barring Scheme at

www.cwdcouncil.org.uk/safeguarding/

You can find guidance on who needs to be registered at

www.isa.homeoffice.gov.uk

Advice and guidance to help your organisation to produce a Safeguarding policy is available at www.safenetwork.org.uk

There is a help line on child protection at www.nspcc.org.uk

You can find training and accreditation schemes in safeguarding at

www.ncvys.org.uk

There is a range of publications on Safeguarding and information on local Safeguarding boards at www.dcsf.gov.uk/everychildmatters/safeguardingandsocialcare/

Publications

Community Matters provides information sheets on safeguarding policies

Organisations

Community Matters can provide advice and consultancy support on safeguarding, vetting and barring

NSPCC has a helpline: 0808 800 5000



10 What are the responsibilities of a fire marshal?

A fire marshal (also sometimes 'warden') is the name given to the 'responsible person' under the Regulatory Reform (Fire Safety) Order 2005. All organisations responsible for premises must appoint a responsible person for fire safety and ensure that they are trained or given information to enable them to fulfil their responsibilities.

The responsible person is responsible for a fire safety risk assessment being regularly carried out; appropriate fire precautions; making sure employees and premises users are aware of fire procedures (like evacuation) and the use of equipment; keeping emergency exits clear and maintaining fire equipment in good working order. This is not as complicated as it sounds and there are lots of guides and information freely available to help you.

Online resources A great deal of downloadable guidance can be found at www.hse.gov.uk – most of their downloadable material is also available by post. Fire safety and law guidance documents are available to download from the Department of Communities and Local Government (DCLG) www.communities.gov.uk/fire/firesafety/

Publications Hudson P (2000) **Managing your Community Building**, Community Matters
HSE (2006) **Health and Safety Starter Pack**
HSE (2006) **Essentials of Health and Safety at Work**

Organisations **Community Matters** can provide advice on most aspects of property management
Health and Safety Executive offer a help line service for any aspect of health and safety

11

What are the responsibilities of a health and safety officer?

Health and Safety Officer is a term used to describe anyone who has the responsibility to ensure that the legal requirements of organisations in relation to health and safety are fulfilled. These requirements are set out in the Health and Safety at Work Act 1974. For organisations concerned with premises it will also depend on what has been agreed between landlords and tenants in any lease or licence.

Health and safety responsibilities cover risk assessments, first aid, fire, electricity, gas, water and asbestos. There are detailed regulations covering each of these responsibilities and they can vary if an organisation has more than five employees but in general terms the principal responsibilities cover the need to:

- provide a safe working and building user environment (for example adequate ventilation and lighting, clean premises, no tripping hazards, properly supervised and safely maintained equipment, safe and secure storage of hazardous materials, sufficient toilet and washing facilities, safe food hygiene practice and fire safety)
- carry out regular risk assessments and review them regularly
- take action to eliminate hazards and record what action is taken to reduce them
- provide training and information to employees, volunteers and building users about health and safety.

Online resources You can find introductory information in the 'health, safety, premises' section of the business link web site at www.businesslink.gov.uk
You can find step by step guidance online at www.hse.gov.uk, www.volresource.org.uk and a summary of the issues at www.ethicalproperty.org.uk

Publications HSE (2006) **Essentials of Health and Safety at Work**

Organisations **Community Matters** can provide advice and information
Ethical Property Foundation can provide advice and information

12

What do we have to do about first aid?

If you are an employer the Health and Safety (First-Aid) Regulations 1981 require you to provide adequate and appropriate first-aid equipment, facilities and people for your employees so that they can be given immediate help if they are injured or taken ill at work.

You will need to assess what your needs are depending on the building you are in and the services you provide. The minimum requirement is for a first aid box and an appointed person who is responsible for first aid arrangements. This involves being responsible for equipment and facilities, calling emergency services and overseeing accident reporting (you should ensure that there is an accident recording book), and ensuring that employees and building users know where first aid equipment is kept and who the appointed person is. An appointed person does not need to be trained in first aid – your first aid assessment should consider whether you need qualified first aiders and how many.

If you are not an employer it is still advisable to conduct an assessment and make first aid arrangements for hirers of your building or agree with tenants what arrangements you will make as landlord and those that are their responsibility.

Online resources

You can find step by step guidance online at www.hse.gov.uk/firstaid/information.htm, www.volresource.org.uk and a summary of the issues at www.ethicalproperty.org.uk

Publications

HSE **First Aid at Work: your questions answered**
HSE **The Health and Safety (First Aid) Regulations 1981**

Organisations

Community Matters can provide advice and information about all aspects of premises management
Ethical Property Foundation can provide advice and information about all aspects of premises management
Health and Safety Executive: provide advice on all aspects of health and safety



13 What do we have to do to run a bar in our community building?

You should investigate whether there are any restrictions in your governing document or lease/licence/management agreement for your premises that would prevent it.

You may not need to set up a bar if you are only looking to provide alcohol for specific events. You can apply to your local council for a Temporary Event notice for up to 12 events per year or a premises licence if you want a permanent bar.

If you are a charity, running a bar may require the setting up of a separate company or an arrangement to rent space to another organisation to operate the bar.

Specialist advice on these issues is recommended but the resources below are worth looking at so that you know what issues you will have to address.

Online resources You will be able to find information on licensing in your area on your local council web site. You can find your local council at

www.direct.gov.uk/en/DI1/directories/localcouncils/index.htm

Publications Community Matters **Information sheet: Alcohol in Community Buildings**
Community Matters **Information sheet: Licensing Act 2003**
Patel A and Oakley R (2009) **The Good Guide to Trading**, NCVO
Charity Commission (2007) **CC35 Trustees, Trading and Tax**
Russell Cooke (2009) **Setting up a Trading Company**, ACEVO

Organisations **Charity Commission** can provide information to charities that wish to establish trading companies

Community Matters can provide information and consultancy to organisations that wish to trade

Social Enterprise London can provide advice to organisations that wish to set up an enterprise

14

Do we have to charge VAT?

VAT is a complex issue and whether you charge it and pay it will depend on whether you are registered, your organisation's legal status – particularly if you are a charity – and what services you are selling and paying for (some services do not attract VAT).

There are also particular VAT issues associated with building works to premises that you will need to consider if you are intending to build or carry out improvements to premises.

Online resources You can find guidance on line at www.businesslink.gov.uk, www.ncvo-vol.org.uk and www.hmrc.gov.uk

Publications Centre for Accessible Environments **Fact Sheet 5 VAT and Building Work**
Charity Commission (2007) **CC35 Trustees, Trading and Tax**
Community Matters **Information sheet: Community Buildings and Taxation**
Russell Cooke (2008) **VAT Made Simple**, NCVO

Organisations **Charity Commission** can provide advice and information on tax matters for registered charities
Community Matters can provide advice and consultancy
HMRC can provide advice on all tax matters

15

What do we need to do to run a café in our building?

That depends on what kind of café you are planning to operate and the capacity of your organisation to take on the responsibilities involved in relation to food hygiene, health and safety in kitchens for users and employees etc. There are different regulations for cafés that simply serve sandwiches and snacks to those that provide meals.

Creating a business plan for a café is a useful way to identify all the issues and ensure that the venture can cover its costs as well as provide a social focus and services for your building users.

If you are a registered charity you will also need to consider whether the use of the café and the amount of income generated by it will be considered trading and therefore require setting up a separate trading subsidiary.

Online resources You can find a comprehensive checklist 'Opening a bar or café in the UK' in the guides section at <http://reviews.eBay.co.uk>
You can find a number of online guides for starting a business activity like a café at www.sel.org.uk

Publications Hudson P (2000) **Managing your Community Building**, Community Matters
Patel A and Oakley R (2009) **The Good Guide to Trading**, NCVO
Russell Cooke (2009) **Setting up a Trading Company**, ACEVO

Organisations **Community Matters** can provide advice and consultancy on most trading activity from community buildings
Social Enterprise London can provide advice and consultancy on establishing enterprise activities

16 Do we have to set up a trading arm to take on a building?

'Trading arm' is a term usually associated with charities since there are strict limits on charity trading for profit which may mean that they have to set up a separate but associated company in order to benefit from trading. However non charitable organisations can also set up associated companies (companies that are legally linked to them through ownership or other means).

Whether you set one up to take ownership of, or management responsibility for, a building requires careful consideration and will depend on your organisation's legal status (particularly whether you are a charity), how you are intending to use the building and the risks that may be associated with it.

You must take legal advice on this – it will save time and further legal expense.

Online resources You can find guidance at www.charitycommission.gov.uk and on the issues association with setting up a new organisation at www.volresource.org.uk, www.lvsc.org.uk and www.ncvo-vol.org.uk

Publications Community Matters **Information sheet: Trading and Community Associations**
Charity Commission (2007) **CC35 Trustees, Trading and Tax**
Patel A and Oakley R (2009) **The Good Guide to Trading**, NCVO
Russell Cooke (2009) **Setting up a Trading Company**, ACEVO

Organisations **Charity Commission** can provide information to charities that wish to establish trading companies
Community Matters can provide information and consultancy to organisations that wish to trade
Social Enterprise London can provide advice to organisations that wish to set up an enterprise.



17 What kinds of insurance do we need to run our community centre?

Your need for insurance cover will be strongly influenced by:

- what your building is like
- whether you have staff
- what activities you are involved in
- the people you work with
- the equipment you use
- the terms of your lease/licence

All these things will affect what insurance you need to have to ensure that you are acting within the law and with proper consideration for all the risks involved.

You will need to consider insurance for:

- the building and its contents
- injury or damage to employees, visitors, volunteers, members of governing bodies – ‘public and legal liabilities’
- employees if you have them – ‘employers liability’
- payments to people in the event of an accident – ‘personal accident’
- losses you may suffer in terms of income as a result of damage for which you are insured – ‘consequential loss’
- cover for members of your governing body where mistakes have been made and they have acted reasonably and honestly – ‘trustee indemnity’

You should review your insurance needs on a regular basis.

Online resources You can find advice and information as well as access to discounted insurance services at www.communitymatters.org.uk, www.ncvo-vol.org.uk and www.lvsc.org.uk, you can also get advice from your local council for voluntary service

Publications Hudson P (2000) **Running your community building**, Community Matters

Organisations **Community Matters** can provide advice and guidance
LVSC can provide advice and guidance

Hiring and letting space

Agreements and policies



18 **Should we grant a lease or a licence to tenants of our building?**

In addition to the issues addressed in *Finding and taking on premises* about the main differences between leases and licences, you will need to:

- check your lease and governing document to ensure that there is no barrier to you becoming a landlord – this is particularly the case if you are a registered charity since special requirements apply
- ensure that you are aware of the costs and responsibilities of becoming a landlord and that you are confident that you can meet them

19 **What kind of hiring policies do we need for our hall?**

It is good practice to have a formal agreement with users of your hall and you have a responsibility to ensure that activities and events in it comply with regulations covering health and safety, fire and children. Users of your hall must fully understand their responsibilities and this is usually covered with a hire agreement which describes the details of the organisations entering into it, details of what is being hired (when and for how long), fees and charges for the hire and confirmation of any special arrangements for food, alcohol, additional hire of equipment etc.

In addition to the hire agreement it is good practice to have standard rules and conditions of hire that set out the responsibilities of the hirers to comply with regulations and rules set by the hiring organisation on use of the hall (eg. code of conduct). It is worthwhile getting professional advice on the detail of your agreement and some of the specialist premises organisations provide models for you to adapt to your own use.

Online resources You can find advice and guidance at www.communitymatters.org.uk

Publications Community Matters **Information sheet: Rules and hiring agreement for a community centre**

Organisations **Community Matters** can provide advice on most aspects of hiring space

20 **Where can we get advice on hiring out space in our building?**

Hiring out space is usually associated with occasional or sessional use and is different to letting of a desk or office space. Depending on which of these you want to do, a good place to start is with another organisation in your area that is doing this and your local council for voluntary service.

You can also contact one of the national specialist premises organisations who can provide advice on all aspects of hiring out space in your building.

Online resources You can find advice and guidance at www.communitymatters.org.uk

Publications Community Matters **Information sheet: Rules and hiring agreement for a community centre**

Organisations **Community Matters** can provide advice on most aspects of hiring space

Licences and permissions

What may be needed



21

We want to play the radio in our café. Do we need permission?

Yes. There are two separate copyrights in a sound recording and a licence is required for each one. The copyright in the lyrics and music are owned by the author and music publisher and this is administered by PRS for Music. The copyright in the performance and sound recording are owned by the performers and record company and administered by PPL.

As PRS for Music and PPL operate for different rights owners they have always remained as separate companies – hence two licences. Currently (February 2010) this situation is under review – check the resources below to see whether this changes.

Online resources You can find information and guidance at www.communitymatters.org.uk, www.prsformusic.com and www.ppluk.com

Publications Community Matters **Information sheet: PRS Music in Community Centres** Hudson P (2000) **Managing your Community Building**, Community Matters

Organisations **Community Matters** can provide advice on all aspects of managing community premises and the activities that take place in them
PPL licenses recorded music and music videos for public performance, broadcast and new media use
PRS licenses use of music for the benefit of writers and composers

22

Do we need a licence for a disco or is it the responsibility of the group who is organising it in our building?

If your organisation runs a disco in your building it is your responsibility. If a group is hiring your building to run a disco then it is their responsibility. This arrangement should be set out in your hall terms and conditions of hire. What licences you need depend on the detail of your disco. The potentially relevant ones are for premises, performing rights, phonographic performance, supply of food, gaming bingo and lotteries, author and publisher copyright.

Online resources You can find information and guidance at www.communitymatters.org.uk, www.prsformusic.com and www.ppluk.com

Publications Community Matters **Information sheet: PRS Music in Community Centres** Hudson P (2000) **Managing your Community Building**, Community Matters

Organisations **Community Matters** can provide advice on all aspects of managing community premises and the activities that take place in them
PPL licenses recorded music and music videos for public performance, broadcast and new media use
PRS licenses use of music for the benefit of writers and composers



23 Where can we get advice on employing people and using volunteers to run our building?

A good place to start is another group who are running a building – you may know one local to you or you can contact one of the umbrella organisations for groups that run buildings.

After that there are a number of voluntary and community sector support organisations who can help you – your local council for voluntary service and/or volunteer bureau. National and Regional organisations like the National Council for Voluntary Organisations and the London Voluntary Services Council also provide advice and information on all aspects of employment and volunteering.

Online resources A wide range of information on employing people is available at **www.improvingsupport.org.uk**, **www.acas.org.uk**, **www.lvsc.org.uk** and your local council for voluntary service (you can find the CVS for your area at **www.navca.org.uk**)
You can also find your local volunteer bureau and on line resources on volunteering at **www.volunteering.org.uk**

Publications Hayes R and Reason J (2009) **Voluntary but not Amateur**, Directory of Social Change
Ranken W (2008) **Managing and developing people in voluntary and community organisations**
Volunteer England (2002) **The Good Practice Guide**

Organisations **Advisory, Conciliation and Arbitration Service** can offer advice on most employment matters to employers and employees
London Voluntary Services Council can offer advice on most employment issues
Volunteer England can offer advice on supporting volunteers

24

Our management committee cannot agree on anything. What can we do?

This is difficult as this means your management committee are not taking their responsibilities seriously and if the organisation they are managing is a company or a charity then they are not fulfilling their legal responsibilities. First the management committee must agree that there is a problem which means a staff or management committee member must raise it as an issue for discussion either at a management committee meeting or through existing employment grievance procedures.

If it is accepted by the committee that there is a problem to be addressed, what can be done depends on the nature of the problem and whether in particular there are staff members who cannot do their jobs as a result. If staff members are involved ACAS or a trade union may be appropriate to involve. If there are disputes that are splitting the committee a trained mediator or facilitator could be involved to define the problem and resolve it with committee members.

Online resources Information on the roles and responsibilities of governing bodies can be found at **www.governancepages.org.uk** and **www.ncvo-vol.org.uk**
You can find information on being a company director at **www.businesslink.co.uk** or **www.companieshouse.gov.uk**

Publications Dyer P (2008) **The Good Trustee Guide**, NCVO
Crooks B and Mouradian J (2006) **The A to Z of Good Governance**, Governance Hub NCVO
Eden L (2007) **What Management Committee Members Need to Know**, Governance Hub NCVO

Organisations **Business Link** can provide advice on governance of companies
Community Matters can provide advice on governance
Social Enterprise London can provide advice on governance of social enterprises
London Voluntary Services Council can provide advice on governance
National Council for Voluntary Organisations can provide advice on governance

25

Where can we get training in building management?

If you have resources to pay for training there are many courses available commercially in building and facilities management. Some of the specialist London premises organisations also have programmes of courses on various aspects of building management or can devise a bespoke course for your organisation.

In addition you can contact your local council for voluntary service, who may provide training and capacity building for groups who run community centres or other community buildings in your area.

- Online resources** You can find details of courses at www.communitymatters.org.uk, www.ethicalproperty.org.uk and at www.bre.co.uk
You can find commercial courses via the British Institute of Facilities Management at www.bifm.org.uk and relevant events at the Facilities Management Association who also have an alliance with the Charity Facilities Managers Network at www.fmassociation.org.uk
- Publications** **Croner Premises Management Guide** is a publication and subscription service that provides information on day to day premises management
Hudson P (2000) **Managing your Community Building**, Community Matters
- Organisations** **Community Matters** can provide training in most aspects of building management
Ethical Property Foundation can provide training in most aspects of building Management
Building Research Establishment provide training on many aspects of building management including fire, asbestos, etc

26

Which staff members should have a Criminal Records Bureau check? Who does it?

A Criminal Records Bureau (CRB) check is required for staff and volunteers who work with children or with vulnerable adults. For example, staff/volunteers who work as a teachers/tutors, care workers, scout and guide leaders, registered child minders, sports coaches, youth club workers, foster carers or adoptive parents should all have security checks. You will need to check whether the kinds of activities you provide are covered by the requirements.

Checks can be carried out by the Criminal Records Bureau (CRB); by an employer directly if it is registered with the CRB; or a third party organisation known as an umbrella body that is registered with the CRB. Many local authorities act as the umbrella body for voluntary and community organisations in their area.

- Online resources** You can find checklists and downloadable information at www.lvsc.org.uk and at www.crb.homeoffice.gov.uk
- Publications** LVSC (2007) **Using the CRB Disclosure Service**
NACRO (2003) **A brief guide to recruiting people with criminal records**, NCVO
- Organisations** **Criminal Records Bureau** can provide advice on criminal records checks requirements
London Voluntary Services Council can provide advice on criminal records checks requirements
NACRO can provide advice on requirements and advice on recruiting ex offenders

Risk management

Risks and responsibilities for premises



27 Who is responsible if things go wrong in our building?

This depends on whether your organisation has accepted responsibility for your building and what has gone wrong. You need to check responsibilities you have taken on as part of your lease or licence agreement and the hire agreement that you have used with another organisation if that is relevant to the problem. You should also know what problems are covered by your insurances.

Online resources You can find an introduction and guidance on these issues at www.ethicalproperty.org.uk and www.communitymatters.org.uk
LawWorks can provide access to legal advice via an online application process

Publications Hudson P (2000) **Managing your Community Building**, Community Matters
Russell-Cooke (2009) **Voluntary Sector Legal Handbook**, Directory of Social Change

Organisations **Community Matters** can provide advice and consultancy on premises matters

28 What is a risk assessment?

A risk assessment is basically an examination of what can cause harm, who and how much harm it may cause and the likelihood of it happening. It can be done for all hazards or specific ones (for example, fire).

Deciding what to do about the risks is risk management. The Health and Safety Executive suggests the following five step process:

- 1 Identify the hazards
- 2 Decide who might be harmed and how
- 3 Evaluate the risks(based on the potential harm that can be caused and its likelihood) and decide on the precautions to take
- 4 Record your findings and implement them
- 5 Review your assessment and update if necessary

Online resources You can find step by step guidance online at www.hse.gov.uk, www.volresource.org.uk and a summary of the issues at www.ethicalproperty.org.uk

Publications HSE (2006) **Essentials of Health and Safety at Work**

Organisations **Community Matters** can provide advice and information about all aspects of premises management
Ethical Property can provide advice and information about all aspects of premises management
Health and Safety Executive provide advice on all aspects of health and safety

Running costs

Budgeting for overheads



29 Who should pay business rates?

Business rates are collected by the local authority and payable on all non residential property in England and Wales. How much is paid depends on the value of the property. The occupier of property normally pays the business rates. This is often the owner and leaseholders of the building. This can vary however, depending on the legal status of your organisation and what the building is used for. It can also depend on what is agreed in a lease/licence as it may be agreed that rent is inclusive of business rates. You should check your lease/licence and consult with your local council.

Online resources You can find a description of business rates, how they are calculated and who is entitled to reliefs at www.voa.gov.uk
Your local council will also have online information about rates in your area. You can find your local council at www.direct.gov.uk/en/DI1/directories/localcouncils/index.htm

Publications Community Matters **Information sheet: Rates**

Organisations **Community Matters** can provide information advice and consultancy on premises related issues.
Ethical Property Foundation can provide information and advice

30 How can we estimate the costs of running our building?

There are two main ways you can do this. If you are predicting running costs for a new building you can base them on the actual costs of a similar building to one you are building. You can do this by talking to organisations that run buildings similar to the one you are planning. If you are predicting costs for an existing building you can use the historic costs (ie. the previous bills that have been paid to run the building) and update them to allow for any changes to the building or its use and inflationary increases.

Alternatively you can look at all the tasks that are needed to run a building and estimate what each task will cost based on quotations from suppliers, costs of employing suitably skilled employees etc to build up a complete picture of running costs.

There are publications that provide measured rates for some building running costs based on their use and size that can also be used and there are many checklists of all the costs that may be relevant to your building.

Online resources You can find information and guidance at www.fundingcentral.org.uk and at www.communityaccounting.org.uk, www.cash-online.org.uk

Publications BCIS (2009) **Building Maintenance Price Book**
Sayer K (2007) **A Practical Guide to Financial Management**, NCVO
Palmer P (2005) **Good Financial Management Guide for the Voluntary Sector**

Organisations **Community Accountancy Network** provides training and a list of projects so that you can find your local community accountancy service
Community Matters can provide general advice and support on financial issues

31

How can we reduce our heating costs?

The simple answer to this is to turn down or turn off your heating whenever you can. You can insulate and draught proof doors and windows to reduce heat loss and make sure your heating system is as efficient as possible. Educating building users/tenants is also important to encourage them to minimise use of heating (wearing a jumper, turning down radiators, closing windows and doors etc).

You should consult your lease or licence and your landlord about permission to do some of these things – while you are doing so you can ask for a contribution to the costs.

Online resources You can find downloadable advice and guidance at www.everyactioncounts.org.uk, www.green-office.org.uk, www.lsx.org.uk and www.netregs.gov.uk
www.cae.org.uk has a page of resources and links from its Access and Sustainability Advisory Service

Publications Friends of the Earth Scotland (2002) **Green Office Action Plan**
Every Action Counts (2007) **Changing for Good: An EAC Guide to Sustainable planning**
London Sustainability Exchange (2006) **Green guide for community based and voluntary sector organisations**
Carbon Trust (2006) **Assessing the Energy Use in your building** Carbon Trust

Organisations **Carbon Trust** can provide advice on all aspects of cutting your carbon footprint
London Sustainability Exchange can provide advice and guidance on most sustainable development issues

32

How do we get cheap professional advice on our finances?

There are a number of organisations that may be able to help you find some advice on your finances that are initially free. There is a network of these community accountancy projects which can advise you with issues like payroll and taxation as well as provide training in book keeping. You can also find more specialist advice on taxation, audit etc from accountants who are registered with the Business in the Community ProHelp service.

Online resources You can find information and guidance at www.fundingcentral.org.uk and at www.communityaccounting.org.uk, www.cash-online.org.uk

Publications Sayer K (2007) **A Practical Guide to Financial Management**, NCVO
Palmer P (2005) **Good Financial Management Guide for the Voluntary Sector**

Organisations **Community Accountancy Network** provides training and a list of projects so that you can find your local community accountancy service
Community Matters can provide general advice and support on financial issues



Building or improving premises

This section includes questions often asked about the following issues:

Contracts: for repairs and building works

Environmental sustainability: being greener

Finance: capital funds for building works

Planning and design: for new buildings and refurbishment

Contracts

for repairs and building works



1 What are the preliminaries in a building contract?

Preliminaries are the associated costs that contractors incur in the completion of a project, for example the cost of hoarding, scaffolding, or a site office, or heating the site office, (rather than the costs of the actual building work, eg. the bricks, concrete, etc).

It also includes descriptions of special features of a project where the contractor feels that they will influence costs (ie. a small site so nowhere to store things) so that they are made clear at the beginning from the start of a contract tendering process.

Online resources You can find an online guide to standard forms of construction contract at www.constructingexcellence.org.uk

Publications Chartered Institute of Building (2004) **Small Works Contracts**
Hart L (2005) **To have and to hold: the DTA guide to asset development for community and social enterprises**, DTA
JCT (2005) JCT Building Contracts and Forms, RIBA

Organisations **Development Trusts Association** can provide training on the development of a capital project
The Glass House can provide information and advice on the design and construction process

2 We want to have our building painted. Is a contract really necessary?

Writing down and agreeing with a service supplier (whether painter and decorator, plumber, etc) what is to be done, to what standard, what methods are to be used, when work is to be done and at what cost is always good practice. You should also agree how disputes will be resolved and how payments will be made. For example materials (paint) might be paid for before works (painting) are done.

Online resources You can find information on outsourcing to contractors at www.ncvo-vol.org.uk and on types of contracts at www.jctltd.co.uk

Publications Chartered Institute of Building (2004) **Small Works Contracts**
Joint Contracts Tribunal (2005) **JCT Building Contracts and Forms**, RIBA
Joint Contracts Tribunal (2007) **Deciding on the appropriate JCT Contract**, Sweet and Maxwell

Organisations **Ethical Property Foundation** can provide advice on maintenance issues and access to their register of property professionals
Royal Institution of Chartered Surveyors can provide advice on building maintenance and construction projects
Business in the Community can provide access to free professional advice from property professionals

3 What is a collateral warranty?

If a building project goes wrong, organisations that have provided funds for it cannot do much about it unless they have collateral warranties in place with the people who have been working on it – for example the building contractor or professionals like architects or surveyors. The warranty provides a lender or investor with rights to take action since it creates a separate contract between the lender and the contractor or professional that gives that right of action. A collateral warranty often also gives the lender step-in rights (the right to take over and complete a development if the developer becomes insolvent).

Online resources You can find information on types of contracts at www.jctltd.co.uk

Publications Chartered Institute of Building (2004) **Small Works Contracts**
Joint Contracts Tribunal (2005) **JCT Building Contracts and Forms**, RIBA
Joint Contracts Tribunal (2007) **Deciding on the appropriate JCT Contract**, Sweet and Maxwell

Organisations **Ethical Property Foundation** can provide advice on maintenance issues and access to their register of property professionals
Royal Institution of Chartered Surveyors can provide advice on building maintenance and construction projects
Business in the Community can provide access to free professional advice from property professionals

4 **Our new building has only been open a month and we have had a major leak that has done a lot of damage. What should we do?**

Call in your building contractor. When a building contract has finished, for a period of time the contractor is still responsible for dealing with any defects. This is known as a defects liability period and often lasts for one year to eighteen months. You should check your building contract to see what it says about this as well as clauses in the contract in relation to insurance. You will then be able to start any relevant insurance claim process with the contractor and with your own insurers to cover costs to deal with the damage and any consequences of the damage (eg. loss of income) that are covered by the insurance. Take legal advice if you cannot make progress with your contractor.

Online resources You can access legal and property advice via an online application process at www.lawworks.org.uk and www.charitypropertyhelp.com

Publications Chartered Institute of Building (2004) **Small Works Contracts**
Joint Contracts Tribunal (2005) **JCT Building Contracts and Forms**, RIBA
Joint Contracts Tribunal (2007) **Deciding on the appropriate JCT Contract**, Sweet and Maxwell

Organisations **Ethical Property Foundation** can provide advice on maintenance issues and access to their register of property professionals
Royal Institution of Chartered Surveyors can provide advice on building maintenance and construction projects
Business in the Community can provide access to free professional advice from lawyers and property professionals
Interchange Legal Advisory Services can offer legal help to charities



5 Where can we get advice about generating energy in our building?

There are a number of organisations who can help you identify the possibilities for generating energy in your building whether it is a new building or an existing one. The benefits are that you can reduce your energy costs and earn income from selling any energy generated by your building.

There are also funds available for installing some forms of energy generation that can be applied for by both businesses and voluntary and community organisations.

Online resources You can find downloadable advice and guidance at www.carbontrust.co.uk and at www.energysavingtrust.org.uk

You can find information on types of energy generation technologies grants at www.lowcarbonbuildings.org.uk

Publications Carbon Trust (2009) **Making the business case for a carbon reduction project**
Energy Savings Trust (2006) **Introduction to Renewable Energy**, EST

Organisations **Carbon Trust** can provide advice on all aspects of cutting your carbon footprint
Energy Saving Trust can provide information and training on energy saving and energy generation

6 When we build our new extension we want it to be friendly to the environment. Where can we get advice?

There are a number of organisations who can help you design a building that will minimise its impact on the environment.

There are also many guides and other information on this topic – knowing where to start is often the main difficulty. The publications below provide an introduction to the issues to be considered before you contact specialist organisations.

Online resources You can find on line guidance and information at www.cibse.org, www.bre.co.uk, www.ciria.org

Publications CIBSE (2007) **Guide L Sustainability**, CIBSE
CIRIA (1995) **A Client Guide to Greener Construction**, CIRIA
Garner H and Hart L (2007) **The Green Asset Guide**, DTA

Organisations **BRE** can offer information and consultancy on building design
The Glass House can offer advice on design of construction projects



7 What funds are available for improvements to premises?

If your organisation has no funds set aside for improvements and needs to look for external sources you should first consider the issues in *Managing premises* about whether you are responsible.

Funds for premises are mostly associated with either a particular kind of works (improving access for users), a particular kind of building (for example with heritage/architectural value) or located in an area designated for regeneration due to its character (for example it has a population that suffers from multiple deprivation, or has some form of environmental impoverishment (eg. building dereliction, bad housing, waste/contaminated land).

There are many directories and subscription services to help you identify potential funding sources that you can apply for but you will have to do detailed research on sources that are applicable to your organisation and set out clearly how improving your premises will improve your ability to meet your objectives and improve or expand services to your users.

The resources below provide information on fundraising and funding sources that can be narrowed down to the ones that are available in your area for the kind of project you are considering.

- Online resources** You can find all sources of grants, loans and contracts at www.fundingcentral.org.uk, and www.grantnet.com
You will also find advice and guidance on making applications
You will find a number of databases of funders that you can subscribe to (there is a charge) at www.dsc.org.uk – your local council for voluntary service may have a subscription to these databases that you can access
The **Directory of Social Change** also publishes a wide range of directories of grant making trusts and guidance on fundraising
- Publications** Hayden T (2006) **Capital Appeals**, Directory of Social Change
Botting N and Norton M (2007) **Complete Fundraising Handbook**, Directory of Social Change
- Organisations** **Community Matters** can provide advice on funding capital projects
Development Trusts Association can provide advice on funding capital projects
Ethical Property Foundation can provide advice on funding capital projects
Centre for Accessible Environments can provide advice on funding access improvements

8

A funding organisation wants us to take on a lease to get improvements done to our hall. Why?

Many funders, including charitable trusts, do not want to invest money in property if it will benefit only the landlord, adding value to their property without having to do anything. In order to ensure that their investment benefits you and users of your hall for a reasonable period (ie. while you are using the building) they want to ensure that you have security for a reasonable period too (what is reasonable may depend on how much they have been asked to invest). The most secure agreement you can have with a landlord is a lease which is why many funders will want you to enter into one with the building owner.

Online resources

You can find out more about funding requirements at

www.fundingcentral.org.uk and **www.financehub.org.uk**

You can find information about leases at **www.communitymatters.org.uk** and **www.ethicalproperty.org.uk**

Publications

Dawson J (2005) **Occupying Community Premises: Guidelines for Community Associations and Local Authorities**, Community Matters
Hayden T (2006) **Capital Appeals**, Directory of Social Change

Organisations

Community Matters can provide advice on leases and funding capital projects
Development Trusts Association can provide advice on funding capital projects
Ethical Property Foundation can provide advice on funding capital projects and associated conditions

9

Our funder wants to put a charge on our lease. What does this mean?

A charge is registered on an organisation's property at the Land Registry. It is the way by which a lender, mortgagee or grant funder secures an obligation to repay a grant or a loan against the security provided by the property.

Online resources

You can find out more about funding requirements at

www.fundingcentral.org.uk and **www.financehub.org.uk**

You can find information about leases at **www.communitymatters.org.uk** and **www.ethicalproperty.org.uk**

Publications

Dawson J (2005) **Occupying Community Premises: Guidelines for Community Associations and Local Authorities**, Community Matters
Hayden T (2006) **Capital Appeals**, Directory of Social Change

Organisations

Community Matters can provide advice on leases and funding capital projects
Development Trusts Association can provide advice on funding capital projects
Ethical Property Foundation can provide advice on funding capital projects and associated conditions

10

Why do we need a business plan to get funding for improvements to our building?

The simple answer is to provide a written justification to a funder that it is worth making an investment. If a funder is going to provide significant funds to improve a property they will want to be reassured that you are going to be in business for at least a reasonable amount of time that is proportionate to their investment. Your plan can demonstrate that you are clear why you want the improvements done and what it will mean for your organisation.

Creating such a plan is not complicated but it does require time and research. Fortunately there is plenty of guidance available to help you do this.

Online resources You can find information on business plans and business planning at www.grantnet.com, www.sel.org.uk, www.businesslink.gov.uk and www.socialfirmsuk.co.uk

Publications Hart L (2005) **To have and to hold: the DTA guide to asset development for community and social enterprises**, DTA
Social Firms UK (1998) **Business Plan Guide Social Firms UK** (2 Volumes)
Lawrie A (2007) **The complete guide to business and strategic planning**, Directory of Social Change

Organisations **The Asset Transfer Unit and Community Matters** provide a business plan audit service to check your project or building business plan
Development Trusts Association provide advice and guidance to organisations planning asset based projects and enterprises

11

How much contingency should be allowed in a budget for capital works?

A contingency is an amount set aside in a budget to cover potential overspends on building works. The potential for overspend will depend on how much detailed work has been done on what you want to build or refurbish. That means for example how detailed the plans and specifications for the work are, whether you have a full survey of the land you want to build on or the existing building that you want to improve. Contingencies are normally calculated as a percentage of the contract/estimated costs of your capital works. In new build this is commonly 10% and for refurbishment 15%. You should however take professional advice on what rate is relevant to your project since it will vary depending on the project size and its complexity.

Online resources You can find an online guide to standard forms of construction contract at www.constructingexcellence.org.uk

Publications Chartered Institute of Building (2004) **Small Works Contracts**
Hart L (2005) **To have and to hold: the DTA guide to asset development for community and social enterprises**, DTA
JCT (2005) **JCT Building Contracts and Forms**, RIBA

Organisations **Development Trusts Association** can provide training on the development of a capital project
The Glass House can provide information and advice on the design and construction process

12

How much VAT do I need to pay for building works/construction?

The current standard rate for VAT is 17.5%. However it may be possible to get relief from paying it depending on the VAT status of your organisation or the detail of your project – for example whether you are carrying out work to a particular kind of building, what the building will be used for when it is completed and what kinds of work you are doing.

Online resources You can find guidance on line at www.businesslink.gov.uk and www.hmrc.gov.uk

Publications Russell-Cooke (2009) **Voluntary Sector Legal Handbook**, Directory of Social Change
Community Matters **Information sheet: Community Buildings and Taxation**
Charity Commission (2007) **CC35 Trustees**, Trading and Tax
Centre for Accessible Environments **Fact Sheet 5 VAT and Building Work**, CAE

Organisations **Charity Commission** can provide advice and information on tax matters for registered charities
Community Matters can provide advice and consultancy
HMRC can provide advice on all tax matters

Planning and design

for new buildings and refurbishment



13 **Our building is going to be replaced as a result of redevelopment of our estate. We want to ensure that the new building is better than the one we have. How do we plan it?**

It is often the case that groups running community facilities on estates that are to be redeveloped are involved in choosing the architects and designers for the new development. If you have not been involved you should lobby your landlord to make this possible. You can prepare to use this opportunity by considering all the problems with your current building and the ways you would like to improve it. You can involve your current building users in this process by holding a short brain storm meeting or providing a suggestion box. When you have done this you also discuss it with other residents of the estate.

There are many examples of new build community facilities and estate regeneration where you can learn from and visit what other residents have done.

There are also agencies which provide special design training so that you can be fully involved in technical discussion with designers and architects on new building projects.

There are many guides to consulting on the design process for new buildings and what is involved in the process of building them that you can use to guide you.

Online resources You can find examples of other projects at www.regen.net and advice on involving people in a building project at www.communityplanning.net and www.pal.org.uk

Publications ACRE (1997) **Plan Design and Build**
Hart L (2005) **To have and to hold: the DTA guide to asset development for community and social enterprises**, DTA

Organisations **Development Trusts Association** can provide advice on the project development process
Ethical Property Foundation can provide advice on the project development process
The Glasshouse can provide information and advice on design of construction projects

14

We think we need an extension. Do we need planning permission?

This depends on whether your extension is related to the current use of the building, the size of the extension, its height, whether the external appearance of the original building changes, whether access arrangements change and how close it is to the boundary of the site in which the building is located. You should check with your local council whether you will need planning permission.

You should be aware that if you are planning to carry out works in a building that is a place of worship for any of the following denominations – Church of England, Roman Catholic Church, Methodist Church, Baptist Union of Great Britain, United Reformed Church or the Church in Wales – then particular arrangements will apply in addition to planning consent and you should make contact with your denomination offices.

Online resources You can find introductory information at www.planningaidforlondon.org.uk
You can find extensive information on planning permission at www.planningportal.gov.uk and www.pas.gov.uk
You can find information of relevance to places of worship at www.churchcare.co.uk

Publications Planning Aid for London (2009) **Planning Decisions and Material Considerations**, PAL
Planning Aid for London (2009) **Local Development Frameworks**, PAL

Organisations **Community Matters** can provide advice and information on most premises issues
Planning Aid for London can provide advice and information to individuals and community groups on all issues related to building/land use planning
Church of England Cathedral and Church Buildings Division can provide advice on works to some places of worship

15

Our landlord wants to redevelop our premises. What do we do?

You need to check your lease or licence to see what it says about your rights on termination and what reasons can be used by the landlord to terminate your tenancy – notice period, rights to compensation or relocation etc. You should seek legal advice about talking to your landlord about your rights. You can also negotiate with your landlord the possibility of relocation in any redevelopment – if it is appropriate and desirable to your organisation.

Online resources You can find information on lease and licence issues www.ethicalproperty.org.uk and www.rics.org/uk
A good practice code for leases for business premises is available at www.leasingbusinesspremises.co.uk
Advice on leases and rents for organisations that occupy premises for charitable purposes is available from www.peppercornrent.co.uk
LawWorks can provide access to free legal advice via an online application process at www.lawworks.org.uk. Similarly RICS offer one hour of free advice via an online application process at www.charitypropertyhelp.com

Publications Dawson J (2005) **Occupying Community Premises: guidelines for Community Associations and Local Authorities**, Community Matters

Organisations **Community Matters** can provide advice on all aspects of leases and licences
Ethical property foundation can provide access to a property professional
Interchange Legal Advisory Services can offer legal help to charities
RICS offers advice and information

16 **Our building is in a conservation area. How will that affect getting planning permission for our improvements?**

Local authorities have the power – under Section 69 of the Planning (Listed Buildings and Conservation Areas) Act 1990 – to designate as conservation areas, any area of special architectural or historic interest. This means the planning authority has extra powers to control works and demolition of buildings to protect or improve the character or appearance of the area.

Applying for conservation area consent is a separate procedure from making a planning application. You may require planning permission if development of the site is proposed as well as conservation area consent.

You should consult the conservation officer of your local authority to find out whether your improvements will require planning and conservation area consent.

Online resources You can find online advice and information at www.planningaidforlondon.org.uk, www.communities.gov.uk (in the planning and environment section) www.planningportal.gov.uk, www.english-heritage.org.uk and www.helm.org.uk

Publications English Heritage (1995) **The Repair of Historic Buildings**
Richards R Urquhart M (2003) **Conservation Planning – Our Architectural Heritage: a guide to planning legislation and managing change**, PAL

Organisations **English Heritage** provides advice on listed buildings

17 **Will our new building/building refurbishment need building regulation approval?**

Building Regulations exist to ensure that construction and building work is carried out to a good and safe standard. They cover issues such as fire safety, access, use of toxic substances, electrical installations, drainage and waste disposal, glazing, fuel storage and combustion systems, building structure, soundproofing, ventilation, energy conservation, etc.

If you are building a new building it will need building regulation approval. Whether refurbishment works need approval depends on what the planned works are but if they include any of the following it is very likely that they will:

- the installation or extension of a service or fitting which is controlled under the regulations
- an alteration project involving work which will temporarily or permanently affect the compliance of the building with regulations for example any service or fitting within the requirements relating to structure, fire, or access to and use of buildings
- the insertion of insulation into a cavity wall
- the underpinning of the foundations of a building

It is strongly advised to consult your local council about whether building regulation approval for your proposals is required before you start any work.

Online resources You can find information on building regulations at www.planningportal.gov.uk
Your local authority will also provide information online on building regulations

Publications Community Matters **Information sheet: Planning Permission and Building Regulations**

Organisations **Community Matters** can provide advice and consultancy

18 **Our building is a listed building. What alterations can we do?**

There are special arrangements covering alterations to listed buildings since listed status covers a whole building, inside and out. There are several 'grades' of listed building which will affect what alterations and changes are possible.

If you wish to demolish a listed building, or alter or extend it in a way that affects its character as a building of special interest, you must first apply for listed building consent from your local planning authority. Works that require consent include the replacement of windows or doors, knocking down internal walls, painting over brickwork or altering fireplaces or staircases.

As English Heritage advises 'each building is different and so there are no sweeping rules for what you can or can't do without consent'. Your local council will have a conservation officer who you can get advice from and in complex cases they will seek advice from English Heritage.

Online resources You can find online advice and information at www.communities.gov.uk (in the planning and environment section) www.planningportal.gov.uk, www.english-heritage.org.uk and www.helm.org.uk

Publications English Heritage (1995) **The Repair of Historic Buildings**

Organisations **English Heritage** provides advice on listed buildings and their care and protection

19 **We are going to build a new building. What do we have to do to make sure it is completely accessible for all users?**

Accessibility covers a large number of issues that are not just about physical access for people with disabilities but whether your building is perceived as welcoming to all sections of the community. Consultation with a wide range of potential users is recommended.

Dealing with the physical accessibility issues is now the subject of a great deal of good practice guidance and there are specialist organisations that can help you. Involving an access consultant at an early stage will help to ensure that your new building is as accessible as possible.

Dealing with other aspects of accessibility is about the policies you have towards the use of your building and its users – again there is a great deal of good practice guidance and there are specialist organisations that can help you.

Online resources You can find a range of downloadable guidance and register of access consultants at www.cae.org.uk and www.nrac.org.uk
General advice can be found at www.cabe.org.uk

The Department of Communities and Local Government has a downloadable guide – *Planning and access for disabled people: a good practice guide* – in the planning and environment section of their web site www.communities.gov.uk

Publications Lacey A (2004) **Designing for Accessibility** CAE/RIBA
Thorpe S (1994) **Reading and Using Plans** CAE

Organisations **The Centre for Accessible Environments** runs the free Access and Sustainability Advisory Service (ASAS) for London community groups.



Maintaining premises

This section includes questions often asked about the following issues, the focus of which is on looking after the physical fabric of the premises rather than managing premises users and activities that take place in them.

Maintenance: keeping premises fit for purpose

Repairs: dealing with problems

Maintenance

Keeping premises fit for purpose



1 We need money to do up our office. Where can we go?

First you should make sure that your organisation (rather than your landlord) is responsible for this by looking at your lease or licence. Often leases require tenants to take on full responsibilities for external and internal repairs and decorations but it should be specified. Licences are less likely to require more than internal decoration.

Where you can obtain funds to improve office space will depend on the kind of works you are planning, the amount of money involved and whether you have a secure right to remain (through a lease or licence) in your office.

Some works are easier to secure funds from external sources than others. For example painting and redecorating your office may be regarded by some funders as something you should plan for in your budget for core costs. Others like improving access for people with disabilities are commonly fundraised for from external sources.

Online resources

You can find sources of grants, loans and contracts at www.fundingcentral.org.uk, and www.grantnet.com

You will also find advice and guidance on making applications

You will find a number of databases of funders that you can subscribe to (there is a charge) at www.dsc.org.uk

Your local council for voluntary service may have a subscription to these databases that you can access

The Directory of Social Change also publishes a wide range of directories of grant making trusts and guidance on fundraising

Publications

Hayden T (2006) **Capital Appeals, Directory of Social Change**

Botting N and Norton M (2007) **Complete Fundraising Handbook, Directory of Social Change**

Organisations

Community Matters can provide advice on funding capital projects

Development Trusts Association can provide advice on funding capital projects

Ethical Property Foundation can provide advice on funding capital projects

Centre for Accessible Environments can provide advice on funding access improvements

2 **We want to make sure that our building does not deteriorate. What kind of regular maintenance should we do?**

You are required by statute to maintain on a regular basis key items of equipment and services in your building which are important to maintain it as fit for purpose:

- gas servicing
- electrical circuit testing
- portable fire equipment
- fire systems
- water storage systems
- lifts
- safety equipment

In addition to this regular maintenance you should also consider creating a plan either annually or on a five year cycle for other kinds of maintenance that will be required if your building is not to deteriorate over time:

- Ensuring that repairs are dealt with promptly where damage or breakdown has occurred. This will require a system of inspection and reporting and policies to ensure that employees or contractors give any problems prompt attention.
- Cleaning of all elements of the building on a regular basis including gutters and sewage systems, floor coverings, windows etc.
- Painting/treatment of all the external surfaces of the property that require an applied finish (doors, windows, roofs etc) to maintain weather tightness (usually on a five yearly cycle).
- Landscaping and grounds maintenance.
- Other equipment maintenance such as furniture, kitchen fixtures and fittings etc.

Online resources You can find general guidance at www.ethicalproperty.org.uk and more detailed and technical information at www.upkeep.org.uk and www.maintainyourbuilding.org.uk (which is for historic and old buildings).

Publications Hill S (2008) **Practical Building Repairs – small works solutions for surveyors and builders**

Seeley (1987) **Building Maintenance**, Palgrave Macmillan

Wood b (2009) **Building Care**, Wiley Blackwell

Organisations **Community Matters** can advise on most aspects of premises management and maintenance

Ethical Property Foundation can advise on most aspects of premises management and maintenance

Upkeep provides advice and training on premises maintenance



3 How do we go about getting quotations for building repairs?

This will depend on what kind of repairs you are planning, since you may first need to prepare drawings and a detailed specification. Deciding what you need to do to specify your repair works may require the input of an architect or surveyor, or other engineering professional advisors for things like heating, ventilation etc. You will then need to identify suitably qualified contractors to quote for the work based on your specification. Other organisations that look after buildings in your area may be able to recommend firms that you can approach. It is always good practice to get at least three written quotations for any work you want to do.

Online resources You can find guidance and information at www.upkeep.org.uk and at www.ethicalproperty.org.uk
You can find lists of building contractors at www.fmb.org.uk

Publications Sales L (2007) **Getting the builders in: how to manage homebuilding and renovation projects**

Organisations **Community Matters** can provide advice and guidance
Ethical Property Foundation can provide advice and guidance
Upkeep can provide advice and guidance
NCVO can provide advice on facilities management

4 How do I check if there is asbestos in my building?

If your lease, licence or ownership of a building makes you responsible for managing its maintenance and repair, you will have a responsibility under regulation 4 of the Control of Asbestos Regulations 2006 to manage any asbestos in it. This will enable you to ensure that people are not exposed to the hazards of handling by carrying out repairs or other work. The previous owner or landlord also had these responsibilities and should have records to pass over to you such as any asbestos surveys or insurance reports that detail where any asbestos is, its condition and any action that has been taken to deal with it. This will enable you to take over the responsibility to continue to manage any asbestos in the building.

If this information is not available you will need a professional advisor to conduct a survey.

Online resources You can find online guidance and information on asbestos management for organisations who are responsible at www.hse.gov.uk

Publications HSE **A short guide to managing asbestos in buildings**
HSE **A comprehensive Guide to managing asbestos in premises**

Organisations **HSE** can provide advice and guidance on all aspects of asbestos surveying and management in buildings

5 **Should we employ a member of staff to do general repairs or a contractor?**

Deciding to employ staff in general requires a careful look at the ability of your organisation to manage employees and the financial and other liabilities that come with them. You will need to consider what kinds of repair and maintenance will be carried out by an employee. Will they need specific qualifications or skills? (eg. to be CORGI registered to carry out gas appliance checks?). Are there enough regular tasks that it will be cost effective to have a staff member responsible rather than a contractor who can be called in or could staff roles be combined (eg. cleaning and repairs).

Online resources You can find information on the pros and cons of outsourcing to contractors at www.ncvo-vol.org.uk and a checklist for successful outsourcing. You can find information and advice on writing both job descriptions and supplier contracts at www.businesslink.gov.uk and www.acas.org.uk

Organisations **ACAS** can provide advice and information to employers on defining employee roles. **Croner Training** provides courses on the issues associated with outsourcing facilities management. **NCVO** provides advice and support on facilities management issues.

6 **What kinds of repairs need building regulation approval?**

Like new development and major refurbishment works some repairs also need building regulation approval. See *Building and improving premises* for a summary of what kind of works are covered by the building regulations.

Online resources You can find information on building regulations at www.planningportal.gov.uk. Your local authority will also provide information online on building regulations.

Publications Community Matters **Information sheet: Planning Permission and Building Regulations**

Organisations **Community Matters** can provide advice and consultancy.

7 **There is a tree next door to our building that is breaking up the car park. How do we get it chopped down?**

First consider whether the tree really has to come down – it is causing damage with its roots but it may be possible to extend and redefine the tree's growing pit so that it can grow without creating a hazardous surface for cars or pedestrians. You will also need to ensure that you have the power and authority to carry out work to the tree. Some trees are specially protected by Tree Preservation Orders and if the land the tree is growing on is not owned or leased by your organisation you may not be able to remove it without the permission of the landowner.

Online resources You can find information on statutory protection of trees at www.communities.gov.uk/planningandbuilding/. Your local council may also have a tree officer who has specific responsibility for the care, protection and management of trees in your area. You can find information on the care of trees at www.treecouncil.org.uk and at the Arboricultural association web site www.trees.org.uk

Publications CLG (2008) **Protected trees: a guide to tree preservation procedures**, HMSO. Arboricultural Association (2009) **Tree Work: Choosing your Arborist**

Organisations **Arboricultural Association** provides advice and guidance on use of tree consultants and contractors such as tree surgeons.



Professional advice

This section includes questions often asked about the following issues:

Voluntary and community sector advisors: free sources of advice for the sector

Agents: help with finding premises

Lawyers: help with leases and redevelopment

Architects and planners: help with building design

Surveyors: help with repairs and valuations

Access consultants: help with improving access to premises

1 Where can we get specialist free advice about premises issues?

There are several organisations that can provide specialist advice for free listed below. The organisations listed are national or regional and there are others that may be local to you that are not listed here but can be identified via your local council for voluntary service. You should note that some provide only a specific amount of time for free and some advice can only be provided if you are a member.

Online resources One hour of free advice is available from a Royal Institution of Chartered Surveyors member by application online at www.charitypropertyhelp.com

Publications Jon Fitzmaurice J and Harrow J (2007) **The Good Guide to Working with Consultants**, NCVO

Organisations **Community Matters** has a free advice line, regular legal clinics and approved consultants who work with community organisations
Ethical Property Foundation keeps a register of property professionals
Royal Institution of Chartered Surveyors provides a service for London charities for one free hour of initial advice (see above)
Social Enterprises Training and Advisory Services has a list of approved consultants

2

We can pay for a professional advisor. Is there a list we can get?

There are lists of accredited professionals like architects surveyors and there are some organisations that provide registers of qualified property professionals.

Online resources

You can search for architects and surveyors at www.architecture.com and www.rics.org/uk

You can find a list of organisations that broker help to voluntary organisations for professional advice including leadership and governance, legal advice and IT at www.lvsc.org.uk under professional advice

You can search for access consultants at www.nrac.org.uk

NCVO and NAVCA offer directories of consultants who can help with governance and management issues www.ncvo-vol.org.uk and www.trainersandconsultantsdirect.org.uk

You can download guidance on using professionals at www.setas.co.uk

Publications

Jon Fitzmaurice J and Harrow J (2007) **The Good Guide to Working with Consultants**, NCVO

Organisations

Community Matters has approved consultants who work with their members

Ethical Property Foundation keeps a register of property professionals

Social Enterprises Training and Advisory Services has a list of approved consultants

NCVO has a list of approved consultants

3

Our landlord wants to change our lease and has told us to get a lawyer. Where can we get one and what do we tell them to do?

The relevant organisations listed below can provide you with a list of professional firms who have expertise both in leases and with charities or community and voluntary groups. You can also ask other groups you know who they have used in the past.

You should write a brief or set of instructions for the lawyer using a checklist. This will help you to be clear about what you want them to do for you (eg. attend a meeting or look at a lease and tell you if there are problems with it) what you want to achieve (eg. minimum opportunities for the landlord to increase the rent), and how much their advice will cost. This will help to avoid disputes or poor advice.

Online resources

You can find a lawyer based on their specialist expertise at www.solicitors-online.com

You can apply for free legal advice online at www.lawworks.org.uk or from the ProHelp scheme at www.bitc.org.uk (under employee volunteering section of the web site)

You can find a guide to using a lawyer at www.lawsociety.org.uk

Publications

Fitzmaurice J and Harrow J (2007) **Good Guide to Working with Consultants**, NCVO

Organisations

Interchange Legal Advisory Services can offer legal help to charities

ProHelp provides professional advice (legal, surveying etc) free for voluntary and community groups

Ethical Property Foundation keeps a register of property professionals, including solicitors covering commercial property law, litigation and VAT law

4 **We want to sell or let an office. Should we use an estate agent?**

This depends on how complex the premises needs of your organisation are and the time and resources it has to devote to dealing with them.

The main reason why many voluntary and community organisations do not use agents (this may be an estate agent or a commercial property surveyor) is their fees. This is payable if you ask an agent to find properties for you to look at and negotiate with landlords on our behalf. However, if you look in estate agents windows or at their adverts it is the property landlord who pays the fee.

As part of considering your premises needs you should consider whether your budget will allow for use of an agent (*Finding and taking on premises*).

Online resources You can find general guidance and a list of frequently asked questions about finding business premises at www.communities.gov.uk/citiesandregions/propertyissues/businessstenanciesguidance/

You can find guidance on using an agent at www.ethicalproperty.org.uk

You can find a list of agents that are Royal Institution of Chartered Surveyors qualified at www.rics.org/uk

Organisations **Ethical Property Foundation** can provide you with an agent via its property professionals list

Royal Institution of Chartered Surveyors can provide information on their members who are in your area.

5 When do I need an architect or surveyor? What do they do?

You will need an architect if you want to design construction works that need planning permission for a new building or major improvements to an existing one.

You will need a surveyor if you want to know what the physical condition of a building or a piece of land is, what works may be necessary to make them fit for use or to provide an estimate of their value. There are other types of surveyor such as quantity surveyors who provide special expertise in the building process (like estimating the quantity and cost of materials needed for building works).

An architect provides the design expertise that enables new building and refurbishment works to be carried out to a professional standard. They do not design all aspects of a project – they may need help with heating systems for example or the input of an engineer to advise on structural support needed for a building design – but they often pull in this expertise as it is needed.

A surveyor provides expertise in the property market and construction that enables the physical condition and performance of a building or development to be measured and a value put on its use.

Online resources You can find online guidance at www.architecture.com and www.rics.org/uk
You can find a description of the roles of various property professionals at www.ethicalproperty.org.uk

Publications Royal Institution of Chartered Surveyors (2007) **Red Book: Valuation Standards 6th Edition**
RIBA (2009) **Work Plan**

Organisations **Community Matters** can provide advice on most aspects of property and premises
Ethical Property Foundation can provide advice on most aspects of property and premises and can refer you to an architect via their register of property professionals
The Glass House can provide advice and guidance on building design and improvement projects
RIBA provides information on qualified architects
Royal Institution of Chartered Surveyors provides information on qualified surveyors

6 Where can I get a list of architects/surveyors?

Professionally qualified architects and surveyors are registered with a professional association.

In the case of architects this is the Royal Institute of British Architects. In the case of surveyors this is the Royal Institution of Chartered Surveyors.

These institutes provide information on their members on line which enable you to find a surveyor based on their location and area of expertise or type of firm.

Online resources You can find searchable databases of Royal Institution of Chartered Surveyors and RIBA members at www.architecture.com and www.rics.org/uk

Publications RIBA (2009) **Work Plan**
Royal Institution of Chartered Surveyors (2007) **Red Book valuation standards**

Organisations **RIBA** You can be contacted directly for information about architects in your area
Royal Institution of Chartered Surveyors can be contacted directly for information about surveyors in your area

7 How much does it cost to employ an architect/surveyor?

It does depend on what you want them to do. You can negotiate a fixed fee for specific elements of architecture and surveying work though for some elements the architect's fee is calculated on the overall costs of building works. Accepted distinct elements of work that are understood by both surveyors and architects for new buildings are described in the RIBA Work Plan which can be used to specify what is required and a fee agreed. The total fee package for all professionals involved in a new building can be up to 20% of the total building costs, particularly if it is small.

Once you have considered what you want an architect/surveyor to do you can then ask a selection of firms for a quotation.

Online resources You can find the RIBA work plan at www.architecture.com
You can find guidance on selecting an architect at www.selectanarchitect.co.uk
You can find guidance on selecting consultants at www.setas.co.uk

Publications RIBA (2009) **Work Plan**

Organisations **Ethical Property Foundation** can provide access to a register of property professionals
RIBA runs an inquiry and research service

The London Premises Subgroup

The London Premises Subgroup is part of the Capacitybuilders London Regional Consortium, and was created in 2006. Its purpose is to support second tier organisations to improve the knowledge and skills of the voluntary sector in premises management, options and sustainability.

We do this by:

- building a comprehensive view of the premises issues that affect Voluntary & Community Organisations (VCOs)
- promoting awareness of the realities of property management and issues to VCOs
- ensuring that support is provided to VCOs on premises issues

Members of the London Premises Subgroup:

Alliance for Inclusive Education
Aston Mansfield
CAE
CAN
CofE Buildings Division
Community Action Southwark
Community Matters
DTA
Ealing Resource Centre
East London Network
Ethical Property Foundation
HAVCO
Inclusion London
Lewisham Council
Planning Aid for London
SEL
Women's Design Service

Relevant organisations directory

A

Arboricultural Association

Ullenwood Court
Ullenwood
Cheltenham
Gloucestershire GL53 9QS
01242 522152
www.trees.org.uk

Action with Communities in Rural England (ACRE)

Somerford Court
Somerford Road
Cirencester
Gloucestershire GL7 1TW
01285 653477
www.acre.org.uk

Asset Transfer Unit

c/o DTA
33 Corsham Street
London N1 3DU
0845 345 4564
www.atu.org.uk

Association of Chief Executives of Voluntary Organisations (ACEVO)

London Office
1 New Oxford Street
London WC1A 1NU
020 7280 4960
www.acevo.org.uk

Advisory Conciliation and Arbitration Services

London Regional Office
Euston Tower
286 Euston Road
London NW1 3JJ
020 7396 0022
www.acas.org.uk

B

BASSAC

London Regional Office
33 Corsham Street
London N1 6DR
020 7336 9444
www.bassac.org.uk

British Institute of Facilities Management

Number One Building
The Causeway
Bishop's Stortford
Hertfordshire CM23 2ER
0845 058 1356
www.bifm.org.uk

Building Cost Information Service

12 Great George Street
Parliament Square
London SW1P 3AD
020 7695 1500
www.bcis.co.uk

Business in the Community

137 Shepherdess Walk
London N1 7R
0870 600 2482
www.bitc.org.uk

Building Research Establishment (BRE Group)

Bucknalls Lane
Watford
Herts WD25 9XX
01923 664000
www.bre.co.uk

Business Link in London

Link House
1st and 2nd floor
292–308 Southbury Road
Enfield EN1 1TS
0845 6000 787
www.businesslink.gov.uk

C

Campaign for Planning Sanity

36 Kimmeridge Avenue
Parkstone
Poole
Dorset BH12 3NX
www.planningsanity.co.uk

The Carbon Trust

6th floor
5 New Street Square
London, EC4A 3BF
0800 085 2005
www.carbontrust.co.uk

Centre for Accessible Environments

70 South Lambeth Road
London SW8 1RL
020 7840 0125
www.cae.org.uk

Chartered Institute of Building

Englemere
Kings Ride
Ascot
Berkshire SL5 7TB
01344 630700
www.ciob.org.uk

Chartered Institution of Building Services Engineers (CIBSE)

222 Balham High Road
London SW12 9BS
020 8675 5211
www.cibse.org.uk

Cathedral and Church Buildings Division

Church of England
Archbishops' Council
Church House
Great Smith Street
London SW1P 3AZ
020 7898 1886
www.churchcare.co.uk

Commission for Architecture and the Built Environment (CABE)

1 Kemble Street
London WC2B 4AN
020 7070 6700
www.cabe.org.uk

Community Accountancy Self Help

1 Thorpe Close
London W10 5XL
020 8969 0747
www.cash-online.org.uk

Community Action Network (CAN)

32–36 Loman Street
London SE1 0EE
0845 456 2537
www.can-online.org.uk

Construction Industry Research and Information Association (CIRIA)

London office
Classic House
174–180 Old Street
London EC1V 9BP
020 7549 3300
www.ciria.org

Charity Commission Direct

PO Box 1227
Liverpool L69 3UG
0845 3000 218
www.charity-commission.gov.uk

Community Matters

12–20 Baron Street
London N1 9LL
020 7837 7887
www.communitymatters.org.uk

Companies House

London Information Centre
PO BOX 29019
21 Bloomsbury Street
London WC1B 3XD
0303 1234 500
www.companieshouse.gov.uk

Construction Industry Homelessness Charity

The Gatehouse
2 Devonhurst Place
London W4 4JD
020 8742 0717
www.crash.org.uk

Cooperatives UK

Holyoake House
Hanover Street
Manchester M60 0AS
0161 246 2900.
www.cooperatives-uk.coop

Croner Training

7th floor, Elizabeth House
York Road
London SE1 7NQ
0845 082 1170
www.cronertraining.co.uk

D**Development Trusts Association**

33 Corsham Street
London N1 6DR
0845 458 8336
www.dta.org.uk

Directory of Social Change

24 Stephenson Way
London NW1 2DP
020 7391 4800
www.dsc.org.uk

E**Employers Forum on Belief**

Floor 3, Downstream
1 London Bridge
London SE1 9BG
020 7785 6533
www.efbelief.org.uk

Energy Saving Trust

21 Dartmouth Street
London SW1H 9BP
020 7222 0101 020
www.energysavingtrust.org.uk

English Heritage

1 Waterhouse Square
138–142 Holborn
London EC1N 2ST
020 7973 3000
www.english-heritage.org.uk

Ethical Property Foundation

Development House
56–64 Leonard Street
London EC2A 4LT
020 7065 0760
www.ethicalproperty.org.uk

F**Facilities Management Association**

The Facilities Management Association
c/o Cripps Dransfield
206 Upper Richmond Road West
London SW14 8AH
No telephone enquiries
www.fmassociation.org.uk

Federation of Master Builders

Gordon Fisher House
14–15 Great James Street
London WC1N 3DP
020 7242 2200
www.fmb.org.uk

G**The Glass-House Community Led Design**

51 Tabernacle Street
London EC2 4AA
020 7490 4583
www.theglasshouse.org.uk

Government Office for London

Riverwalk House
157–161 Millbank
London SW1P 4RR
020 7217 3111
enquiries@gol.gsi.gov.uk
www.gos.gov.uk/london

H**Health and Safety Executive**

Rose Court
2 Southwark Bridge
London SE1 9HS
0845 345 0055.
www.hse.gov.uk

HMRC

0845 302 0203 for general tax enquiries
from charities and community amateur
sports clubs
0845 010 8500 for VAT enquiries
from charities
www.hmrc.org.uk

I**Interchange Legal Advisory Service**

Hampstead Town Hall Centre
213 Haverstock Hill
London NW3 4QP
020 7692 5860/5864
www.interchange.org.uk

Institute of Historic Building Conservation

IHBC Business Office
Jubilee House
High Street
Tisbury
Wiltshire SP3 6HA
01747 873133
www.ihbc.org.uk

Institute for Voluntary Action Research (IVAR)

32 Tavistock Square
Bloomsbury
London WC1H 9EZ
020 3073 8399
www.ivar.org.uk

J

Joint Contracts Tribunal Ltd

4th floor
28 Ely Place
London EC1N 6TD
No telephone enquiries
www.jctltd.co.uk

L

Land Registry

32 Lincoln's Inn Fields
London WC2A 3PH
020 7917 8888
www.landregistry.gov.uk

LawWorks

10–13 Lovat Lane
London EC3R 8DN
DX c/o Clyde & Co 1071 London City
020 7929 5601
www.lawworks.org.uk

Law Society

The Law Society's Hall
113 Chancery Lane
London WC2A 1PL
No telephone enquiries
www.lawsociety.org.uk

London Councils

59 Southwark Street
London SE1 0AL
www.londoncouncils.gov.uk

London Community Resources Network

The Grayston Centre
28 Charles Square
London N1 6HT
020 7324 4690
www.lcrn.org.uk

London Development Agency

020 7593 8000
www.lda.gov.uk

London Sustainability Exchange

84 Long Lane
London SE1 4AU
020 7234 9400
www.lsx.org.uk

London Voluntary Service Council

356 Holloway Road
London N7 6PA
020 7700 8107
www.lvsc.org.uk

M

Maintain your Building

c/o SPAB, 37 Spital Square
London E1 6DY
020 7377 1644
www.maintainyourbuilding.org.uk

N

National Association of Community and Voluntary Action

The Tower
2 Furnival Square
Sheffield S1 4QL
0114 278 6636
Textphone 0114 278 7025
www.navca.org.uk

The National Council for Voluntary Organisations

Regent's Wharf
8 All Saints Street
London N1 9RL
020 7713 6161
www.ncvo-vol.org.uk

National Council for Voluntary Youth Services

3rd floor, Lancaster House
33 Islington High Street
London N1 9LH
020 7278 1041
www.ncvys.org.uk

National Energy Action

London Regional Office
Downstream Buildings
1 London Bridge
London SE1 9BG
020 7713 7396
www.nea.org.uk/london

**National Federation of
Artists' Studio Providers**

Unit 5
Toynbee Studios
28 Commercial Street
London E1 6AB
020 7426 0067
www.nfasp.org.uk

P

Peppercorn Rent

c/o West Hampstead Community
Association
60–62 Mill Lane
London NW6 1NJ
www.peppercornrent.co.uk

PPL

1 Upper James Street
London W1F 9DE
Planning Aid for London
Unit 3.01, Whitechapel Technology Centre
65–75 Whitechapel Road
London E1 1DU
020 7247 4900
www.planningaidforlondon.org.uk

PPLUK

PPL
1 Upper James Street
London W1F 9DE
020 7534 1000
www.ppluk.com

PRS

Copyright House
29–33 Berners St
London W1T 3AB
020 7580 5544
www.prsformusic.com

R

Royal Institute of British Architects (RIBA)

66 Portland Place
London W1B 1AD
020 7580 5533
www.architecture.com

**Royal Institution of Chartered Surveyors
(RICS)**

Parliament Square
London SW1P 3AD
0870 333 1600
www.rics.org/uk

The Royal Town Planning Institute RTPI

41 Botolph Lane
London EC3R 8DL
020 7929 9494
www.rtpi.org.uk

Regeneration and Renewal

174 Hammersmith Road
London W6 7JP
020 8267 4381
www.regen.net

S

Social Enterprise Coalition

Southbank House
Black Prince Road
London SE1 7SJ
020 7793 2323 (information)
www.socialenterprise.org.uk

Social Enterprise London

3rd floor, Downstream Building
1 London Bridge
London SE1 9BG
020 7022 1920
info@sel.org.uk
www.sel.org.uk

Social Enterprise

Training and Advisory Service

c/o Coin Street Community Builders
Coin Street neighbourhood centre
108 Stamford Street
London SE1 9NH
020 7021 1600
www.setas.co.uk

Social Firms UK

Suite 2
Victoria House
10 Brighton Road
Redhill
Surrey RH1 6QZ
01737 231360
www.socialfirmsuk.co.uk

**St Ethelberga's Centre for
Reconciliation and Peace**

78 Bishopsgate
London EC2N 4AG
020 7496 1610
www.stethelburgas.org

T

Trainers and Consultants Direct

The Tower
2 Furnival Square
Sheffield S1 4QL
0114 278 6636
www.trainersandconsultantsddirect.org.uk

U

UK Association of Building Preservation Trusts

9th floor
Alhambra House
27–31 Charing Cross Road
London WC2H 0AU
020 7930 1629
www.ukapt.org.uk

Upkeep

Royal London House
22–25 Finsbury Square
London EC2A 1DX
No telephone enquiries
www.upkeep.org.uk

Urban Design London

Palestra
197 Blackfriars Road
London SE1 8AA
020 7593 8379
www.urbandesignlondon.com

V

Volunteering England

Regents Wharf
8 All Saints Street
London N1 9RL
0845 305 6979
www.volunteering.org.uk

Valuation Office Agency

No postal address
0845 602 2010.
www.voa.gov.uk

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