

**Community Ownership Fund**  
support programme



Funded by  
UK Government

myCommunity

# Managing your Community Building

**Bryony Redwood–Turner, Debbie Lamb  
and Lucy Darragh, Locality**

**locality**  
the power of community

# Purpose of today's webinar

We will explore elements of managing a community building including:

- Understanding your building
- Legal requirements for managing assets
- Managing health and safety
- Repair, maintenance and refurbishment of a community building
- Letting and marketing a community building
- Greening your building.

# Community Ownership Fund support programme

myCommunity

We are 10 leading community support organisations combining our knowledge and skills to help groups to progress community ownership projects as the Ministry of Housing, Communities and Local Government (MHCLG)'s official delivery partner.

Between us we cover the whole UK and cover a deep knowledge base and experience of working with organisations developing a range of community assets.



# About Locality

Locality is the national membership network supporting local community organisations to be strong and successful. We believe in the power of community to transform lives and create a fairer society.



Direct support  
and advice

Tools and  
resources



Membership network  
for connection

Influencing for a  
better operating  
environment



# Our consultancy

Locality provides paid specialist advice, support and resources for community organisations, charities, social enterprises, local authorities, and others.

We have experts across the country who can help with Governance, Business Planning, Funding, Community Asset ownership, Community engagement, Impact measurement, Marketing and more!

**Get in touch to find out more:**

<https://locality.org.uk/consultancy-services>



# Join the Locality network

- We support our members to be strong and successful, so they can transform lives and create a fairer society.
- As a Locality member you have exclusive access to peer-learning opportunities, plus advice and training from sector experts. We press decision makers for change and get your voice heard.

## 5 reasons to join

1. **Get connected**  
Practical networking to help you learn from others
2. **Get advice**  
Support to help make sure you make the right decisions
3. **Get smarter**  
Training, tools, and resources to develop your skills
4. **Get informed**  
Find out first about programmes, funding, and more to help your community
5. **Get heard**  
National campaigns to bring about the changes you want to see

**Join us:**

<https://locality.org.uk/membership/become-a-member>

# My Community

The logo for 'myCommunity' is located in the top right corner. It features the word 'myCommunity' in a white, lowercase, sans-serif font. The text is set against a dark blue, irregular, hand-drawn style shape that resembles a splash or a cloud.

Visit [My Community](#) for:

- Useful resources for community asset ownership
- Videos and webinars
- Guidance on managing a community building
- [Guidance on assessing the feasibility of a community asset project](#)
- Guidance on how to prepare capital grant applications
- [Guidance on writing a business plan for a capital project](#), including templates for a cash flow forecast and risk register
- Social investment hub
- Case studies



# Resources and webinar recordings

<https://mycommunity.org.uk/community-assets-and-ownership>

myCommunity



## Capital Funding Directory

FUNDING

DIRECTORY

PUBLISHED: 20 SEP 2024

UPDATED: 4 MAY 2025

A directory of main national funders, lenders and other sources of funding for capital projects.



## Renovating and adapting your space to meet community needs

WEBINAR

PUBLISHED: 10 NOV 2024

UPDATED: 20 MAR 2025

This webinar covers the transformation of neglected community buildings into thriving hubs.

CONTENT BY

myCommunity



## Why community engagement is key to your success

WEBINAR

PUBLISHED: 10 NOV 2024

UPDATED: 7 MAR 2025

Learn strategies for effectively engaging your communities in a capital project.

CONTENT BY

myCommunity



## Renting your space for the benefit of your community

WEBINAR

PUBLISHED: 10 NOV 2024

UPDATED: 3 FEB 2025

Webinar recording and film to help community organisations maximise the potential of space rental.

CONTENT BY

myCommunity



# Understanding your building and how it behaves



# Getting to know the asset

- People are at the heart of community spaces
  - Community intel
    - Local needs and expectations
    - Occupancy and typical use behaviours
  - Relationships and two-way communication
- Physical significance
  - Construction
  - Condition
  - Performance
- The building's systems
  - Energy
  - Appliances
  - Other technologies

## Getting to know the asset

- Location, location, location
  - Elevation
  - Orientation
  - Nearby vegetation and structures
  - Flooding
- Regulations and consents
  - Listed consent
  - Building regulations

# Gathering data: approaches and methods

- DIY walk-through audit
- Building condition survey
- Maintenance survey/cycle report
- Structural survey
- Asbestos survey
- Other specialist surveys
- Surveys for planning applications
- Energy surveys, EPCs, DEC's

# Making informed choices – getting a survey that works for you

- Identifying what information you're looking for
  - scope, scale, depth of information
- Experience and credentials
- A clear working agreement and outputs
- Key components
  - Summary of observations and significance
  - Investigative methods
  - Identified issues incl extent, severity and risks
  - Recommendations with cost/resource implications
  - Conflicts of interest
- Pro-bono support

## Key things to know

Many community buildings operate with few or no staff

Ensure that anyone using the building knows:

- Location of the stopcock
- Location of the reset for electricity
- When the bins go out/other refuse collection
- How to turn on and off and adjust the heating
- Location of Wi-Fi hub/how to reset
- How to operate any other equipment
- How to close up the building before leaving
- Who to call if there is a problem



## Different levels of building management

Establishing where responsibility lies for – and who does what:

- Strategic management
- Site management
- Building management
- Customer management
- Contract management
- Management of staff and volunteers

# Safety

## Resources and Links

- Brief summary – further work required to research, develop policies and implement – may need professional advice
- Resources and links relate to England
- Health and Safety and First Aid guidance same across the UK
- Some differences in Fire Safety rules between England and Wales, Scotland and Northern Ireland
- Principles generally applicable – but projects in Northern Ireland, Scotland and Wales should check detail

# Health & Safety Responsibilities

There is no way to avoid all the risks in running a community building.  
HSE guidance on Village and Community Halls: legal responsibilities says

*You must take reasonable measures to ensure the building, access to it and any equipment or substances provided are safe for people using it, so far as is 'reasonably practicable'. This means balancing the level of risk against the measures needed to control the real risk in terms of money, time or trouble*

# Responsibilities

- Employer
- In control of premises

You must

- Identify and assess sources of risk
  - Manage any risks
  - Prevent or control any risks
  - Keep and maintain the correct records
  - Display necessary signage
- 
- Clarity about who does what
  - Staff and volunteers

# Health and Safety Policy

## Development of a policy

- General statement of policy
  - How health and safety is managed and organised
  - Arrangements and procedures
  - Safety rules.
- 
- Must be in writing if you have five or more employees
  - Good practice for all organisations

## Useful for

- Keeping all essential information in one place
- Sharing with staff and volunteers
- Documenting what needs to be done, how often and who is responsible
- Making safety rules clear to everyone including hirers and tenants



# Health and Safety Resources

myCommunity

## Health and safety for leisure activities

This website will help those involved in operating and managing leisure activities to decide what, if any, duties they have under health and safety law, and how to comply with them.

► [More health and safety for leisure activities](#)

### Health and safety made simple

This site is for employers and those who want some basic information on what they must do to make sure their businesses comply with health and safety law.

► [The basics for your business](#)

### Swimming pool management

A visit to a swimming pool should be an enjoyable and healthy experience. Swimming pool operators must protect pool users from real risk but allow beneficial pool activities.

► [More swimming pool advice](#)

### Running a safe sports club

Health and safety laws should not be a barrier to organising and running amateur sports activities that are an important part of community life.

► [More safe sports club advice](#)

### Resources



[Managing Health and Safety in Swimming Pools](#)



[Checklist for premises eg community halls \(PDF\)](#)



[Bungee Jumping - Advice for regulators](#)



Health and Safety  
Executive

Questions you should ask	Further action needed	
	Yes	N/A
<b>Car park</b>		
Is the car park surface maintained to minimise slip and trip risks?		
Are vehicle and pedestrian routes/flows and car park and site entrance/exits clearly marked?		
Is the car park well lit?		
Can emergency vehicles gain access?		
<b>Movement around the building</b>		
Are paths, steps and any ramps to and from the hall properly maintained to minimise slip and trip risks?		
Is lighting suitable and sufficient to allow safe access and exit (including lighting of emergency exits)?		
Have you provided matting to minimise rainwater etc being carried into the building?		
Do rooms and corridors have sufficient lighting?		
Are corridors clear of clutter?		
Are there any trailing electrical leads/cables?		
Are permanent fixtures in good condition, eg seats, shelving, cupboards, notice boards, signage etc?		
Is internal flooring in good condition, eg are carpets fixed?		
Where any doors contain glass, is this made from a safety material?		
Are all stairs fitted with handrails?		
<b>Electrical equipment and services</b>		
If you have any fixed electrical installations:		
■ Are they correctly installed, modified or repaired, then inspected and tested by an electrician or other suitably qualified person before being put into use?		
■ Are they inspected and tested at suitable (occasional) intervals by an electrician or other suitably qualified person?		
If you own or hire any portable or fixed electrical equipment (eg a cooker or vacuum cleaner etc):		
■ Has it been visually checked and, where necessary, tested at suitable (occasional) intervals to ensure that it is safe to use?		
■ Has any damaged electrical equipment been taken out of service or replaced?		
<b>Gas equipment and services</b>		
If fixed gas appliances are available for use (eg a boiler, cooker, water heater), are arrangements in place for periodic examinations and any remedial action by a Gas Safe registered engineer?		
If mobile gas appliances are available for use (eg heaters fuelled by bottled gas), are arrangements for periodic examinations and any remedial action by a competent person in place?		
<b>LPG (liquefied petroleum gas)</b>		
If there is an externally sited LPG installation with a storage vessel:		
■ Is the area around the vessel kept clear?		
■ If it is near a road, is it protected from passing traffic?		
■ Have pipes carrying the LPG to the hall been checked to ensure that they are in good condition?		
<b>Asbestos</b>		
Does the hall contain any asbestos?		
If there is asbestos, and it is in good condition, has a record been made of where it is? Are there arrangements to provide this information to anyone who carries out maintenance work on the building?		
Is there a system in place (eg fixed warning signs) to ensure the asbestos is not disturbed, and are regular checks made to ensure it remains undisturbed and in good condition?		
If damaged asbestos has been identified, have arrangements been made to ensure it is either repaired, encapsulated or removed? (The majority of work on asbestos must be carried out by a licensed contractor unless the asbestos fibres in the material are so well-bound-in that the work is lower risk, and can be done by a contractor who is not licensed by HSE.)		
Have records of any asbestos been kept so that asbestos material likely to release high fibre levels can be removed first by licensed contractors if the hall is refurbished/demolished?		

# Risk Assessments

Fundamental to health and safety, fire safety, first aid and accident prevention

Based on inspection of the building

- Identifying physical issues – trip hazards, escape routes, need for emergency lighting, etc.
- Identifying poor practice – e.g. propping open fire doors, accumulation of rubbish in corridors, flammable material near heat sources
- Checking signage
- Identifying building maintenance issues

# Risk Assessment

HSE provides a risk assessment checklist.

A risk assessment is used to:

- identify hazards
- identify who might be harmed and how
- evaluate the likelihood and severity of the risks
- decide on measures to avoid or control the risks

Some organisations use a scoring system to identify the most likely and most serious risks

<https://www.hse.gov.uk/voluntary/work-types/village-and-community-halls.htm>

# Risk Assessment

In addition to the HSE risk assessment checklist, think about your building and how it is managed and used – you may need to add to the checklist

## Issues to consider

- Users of the building who may be particularly at risk
- Activities which may be particularly risky
- Suitability and safe usage of equipment
- Staff and volunteers and the duties they perform e.g. manual handling
- Unsafe practices

A separate risk assessment may be needed for events etc.

# Fire Safety

- Regular fire risk assessment of the premises
- <https://www.gov.uk/government/publications/fire-safety-risk-assessment-5-step-checklist>
- Appoint a responsible person
- put in place and maintain fire safety measures
- Identify those at higher risk
- plan for an emergency
- provide information for staff, volunteers and users, fire safety instruction and training
- <https://www.gov.uk/workplace-fire-safety-your-responsibilities>
- Advice and information from local fire and rescue service



# First Aid

Risk assessment to determine the level of first aid provision required, including identifying

- first aid equipment required
- first aiders needed – usually required in premises with over 25 employees
- any risky activities which increase the need for first aid provision

Information provision

- Details of location of first aid equipment and emergency contact numbers
- Information to hirers – particularly if they need to provide their own first aid cover
- Recording of incidents and illnesses



<https://www.hse.gov.uk/firstaid/index.htm>



# Legionnaires Disease

- Legionnaires Disease – potentially fatal form of pneumonia
- Everyone is susceptible
- Spread by inhaling Legionella bacteria in droplets of water
- Carry out risk assessment
- Consider if changes to design of water systems can reduce or eliminate risk
- Consider how to mitigate risk e.g. preventing water stagnation, keeping water systems clean, controlling water temperature, where necessary doing water testing
- Keeping record of risk assessment and measures taken to control or eliminate risk
- <https://www.hse.gov.uk/legionnaires/what-you-must-do/index.htm>

# Food

Food hygiene standards, traceability and protection from contamination

Key aspects include


- registering with the local authority which will include inspections and display of a Food Hygiene Rating score
- ensuring premises are clean and hygienic
- provision of handwashing facilities
- training staff and volunteers in food hygiene
- implementing pest control
- provision of allergen information
- [https://assets.publishing.service.gov.uk/media/5aec31ea40f0b631578af25e/HS\\_10.2\\_Food\\_Safety\\_and\\_Kitchen\\_Hygiene.pdf](https://assets.publishing.service.gov.uk/media/5aec31ea40f0b631578af25e/HS_10.2_Food_Safety_and_Kitchen_Hygiene.pdf)

# Lifts and Cleaning

## Lifts

- Thorough examination every 6-12 months in addition to routine maintenance
- <https://www.hse.gov.uk/pubns/indg339.pdf>

## Cleaning

- Hazardous substances – COSHH regulations
  - Working at height and alone
  - <https://www.hse.gov.uk/coshh/industry/cleaning.htm>
- 
- Decorative colored shapes (green, pink, orange) are located at the bottom of the slide.

# Compliance



Decorative elements at the bottom of the slide include a green shape on the left, and a pink and an orange shape on the right.

# Insurance


- Essential to protect the organisation and the asset
- Charities obliged to take steps to protect their asset
- Legally required to have public liability insurance and, if employing staff, employers liability insurance
- Also necessary: building and contents
- Consider trustee liability and other insurances related to your operations
- Clarity on insurance in relation to hiring out space
- Make sure your insurer understands how you operate the building
- <https://www.gov.uk/government/publications/charities-and-insurance-cc49/charities-and-insurance>

# Building Security and Alarms

## Building Security

- Routines for closing the building
- Working alone in the building
- Access with a reception
- Access without a reception

## Alarms and Keyholders

- If you have an alarm – must have keyholders
  - Keyholders are people who can be contacted out of hours
  - Usually live locally or have transport
  - Good practice even if you do not have an alarm
- 



# Safeguarding

- All community organisations must have safeguarding policy
- Particularly relevant if working with children or vulnerable adults
- How organisation will safeguard people from harm
- Proportionate to the size of the organisation, its activities and the groups of people it works with
- How concerns can be raised
- How concerns are dealt with
- Identifies a lead on safeguarding
- However, safeguarding is everyone's responsibility
- [Safeguarding and protecting people for charities and trustees - GOV.UK](#)

# Licences and Activities

Licences required will depend on activities and services:

- Premises licence – required if serving alcohol or providing regulated entertainment.
- Music licence PPL PRS – required if playing recorded music including background music, activities such as exercise classes, or public performances
- TV licence – required if showing live TV or iPlayer
- Film licence – a public performance licence is usually required to show films even if no admission fee is being charged
- Gambling licence for certain fundraising activities etc.
- Activities which may be governed by specific legislation – e.g. Children Act

# Equality, Diversity and Inclusion

Legal requirement to comply with Equality Act 2010 but community organisations usually try to go above and beyond

If a community building is open to the public, it is classed as a service provider under the Equality Act 2010 so must not

- Refuse to serve someone based on a protected characteristic
- Provide a lower standard of service
- Harass or victimise someone
- Apply a policy or rule that puts people with a protected characteristic at a disadvantage (unless it can be justified)

[Equality Act: guidance for charities - GOV.UK](#)

# Equality, Diversity and Inclusion

## Duty to make reasonable adjustments

- Physical access adjustments
- Communication adjustments
- Policy adjustments
- Anticipate and plan for these adjustments

## Equality and diversity in employment and volunteering

- Fair recruitment practices
- Avoid discrimination in pay, conditions, dismissal or promotion
- Prevent harassment and victimisation
- Make reasonable adjustments for disabled staff and volunteers

# Data Protection

Duty to comply with data protection laws if you collect, use or store personal data

Most organisations must register with the Information Commissioner's Office (ICO) for a small fee

Personal data includes

- Names, addresses, emails, phone numbers
- Bank or payment details
- Health or disability information
- Photos or CCTV footage
- Attendance lists, sign-in sheets
- Records of volunteers, staff, or service users
- [Advice for small and medium organisations | ICO](#)

# Martyn's Law

Terrorism (Protection of Premises) Act 2025 know as Martyn's Law

- Applies to organisations holding events involving 200+ people (standard tier) and 800+ (enhanced tier)
- Implementation from late 2025 onwards – but can start to prepare
- Start a terrorism risk assessment and including this as part of your Health & Safety procedures
- Write a basic emergency action plan
- Source training in recognising suspicious behaviour
- Keep informed – sign up to ProtectUK alerts

[Martyn's Law Factsheet – Home Office in the media](#)

# Keep Records



# Assessments and Record Keeping

## Fire risk assessment



<b>Risk assessment for:</b> Locality	<b>Date:</b> Visit: 31 <sup>st</sup> October 2017 Report: 8 <sup>th</sup> November 2017
<b>Address:</b> 33 Corsham Street, London, N1 6DR	<b>Completed by:</b> Sean Conry (C

**Overall findings** – The fire alarm and detection system, fire extinguishers, the construction routes etc mean that there will be suitable arrangements in place when the actions in the assessment are addressed. The actions divide into two types, those that could be classed as snagging; and those that are management systems that need to be put in place. None of these are show stoppers that should not be occupied at this time.

**Information about this risk assessment:** This fire risk assessment was carried out to monitor and undertake a fire risk assessment under the Regulatory Reform (Fire Safety) Order 2005 in 'Fire Safety Risk Assessment – Offices and Shops'. The comments here are based on during my visit of 31<sup>st</sup> October and my discussion with Graham Finegold.

**Information about the site:** Three storey brick built terraced building with concrete floors has just been extensively refurbished which has changed the layout of the building. The staircase including fire doors on closers with intumescent strips but not cold smoke seals. The person's lift which serves all floors.

The first and second floors are currently arranged as open plan spaces. The ground floor includes a kitchenette area and will also include a glass walled meeting room. The first floor also

33 Corsham Street

## Service Visit Report

Telephone: 0800 181 363



Job Number	WO1485245	Work Order Status	Closed
ERP Ref. Number		Incident Type	M2 PPM VISIT - ScrewJack
Unit Number	PD804070	Unit Reference	-
Customer Name	COMMUNITY HUB	Latest Completion	27/10/2020 13:45
Customer Order Number		Report Date	27/10/2020 14:52
Site Address	33 CORSHAM STREET - LONDON N1 6DR -	Job Completed	Y
		Misuse/Acc Damage	N
		Total Travel to Site	0 days 0 Hours 15 Minutes
		Total Time on Site	0 days 1 Hours 30 Minutes

Works Completed	
L20 Car Enclosure & COP	
L22 Emergency Alarm System	
L23 Indicators & Call Buttons	



# Keep Records

- Even when there is no legal requirement to do so – it demonstrates compliance to board/management committee, stakeholders and insurer
- Health & Safety – notes of risk assessments, inspections, action taken
- Condition of the building and repairs and maintenance carried out
- Compliance with legal requirements
- Ensure records include name of person recording and date
- Can be useful to develop a checklist for your building

# Building Management and Maintenance

## Regular maintenance checks

### Gas

- A non-domestic Gas Safety Certificate is required
- Gas pipework, flues and appliances kept in safe condition
- Ensure an annual gas safety check on each appliance and flue
- Keep a record of each safety check
- <https://www.hse.gov.uk/gas/landlords/safetycheckswho.htm>

### Electricity

- Portable Appliance (PAT) – annually
- Electrical Installation Condition Report (EICR) – usually every five years
- Keep a record of each safety check
- <https://www.hse.gov.uk/electricity/information/testing.htm>

# Repair, Maintenance and Refurbishment

## Check your responsibility

<b>Repairs</b>	These are generally reactive, when a problem arises. These range from minor issues such as a leaking pipe or a broken window to major issues such as storm damage to the roof.
<b>Maintenance</b>	Examples include painting external woodwork, clearing gutters and internal decoration. Maintenance will depend on your building but is usually planned and predictable. Depending on the usage of your building, you may, for example, plan to ensure that all parts are decorated once every five years.
<b>Refurbishment</b>	Longer term renewal and replacement of, for example, the roof, heating and electrical systems, kitchen, toilets. Depending on the current condition of your building, you should be able to develop a schedule for these works.

# Building Maintenance Plans

Item	Frequency	Cost
Roof	60 years	£100,000
Windows	45 years	£50,000
Boiler	20 years	£20,000
Internal decoration	10 years	£12,000
Kitchen	15 years	£15,000
Toilets	20 years	£20,000

- Example – requirements and costs will depend on your building
- Frequency is from most recent refurbishment
- Surveys discussed previously will inform planning
- Planning for meeting the costs

# Regular checks and inspections

Regular checks and inspections include:

- checking passageways, access routes and fire doors for obstructions and rubbish
- checking the cleanliness of toilets and washing facilities
- water checks and water testing as identified in your risk assessment
- checking fire equipment and carrying out fire drills
- ensuring that signage is in place and readable.
- arranging gas and electricity safety checks and fire equipment checks by qualified contractors
- Inspecting and taking action on issues raised in the health and safety log

# Business Continuity Plan

Preparing for when things go wrong:

- Cancelling services and activities due to bad weather
- Dealing with problems with utilities, water and IT
- Unavailability of staff, volunteers or tutors
- Problems in the neighbourhood

Plan is an opportunity to:

- Think about dealing with problems
- Put contingency arrangements in place – e.g. contacting staff, volunteers and customers
- Supporting your community in an emergency




Dr Manjula Patel  
Murray Hall Community Trust CEO  
Locality Trustee



# Managing a community building & its challenges

Background to charity

The Bridge building

- Renovations – phase 1 & phase 2
  - Being responsible for a physical building
  - Meeting the cost of keeping a building open
  - Building use – community involvement
  - Building maintenance
  - Sustainability
  - Questions
- 

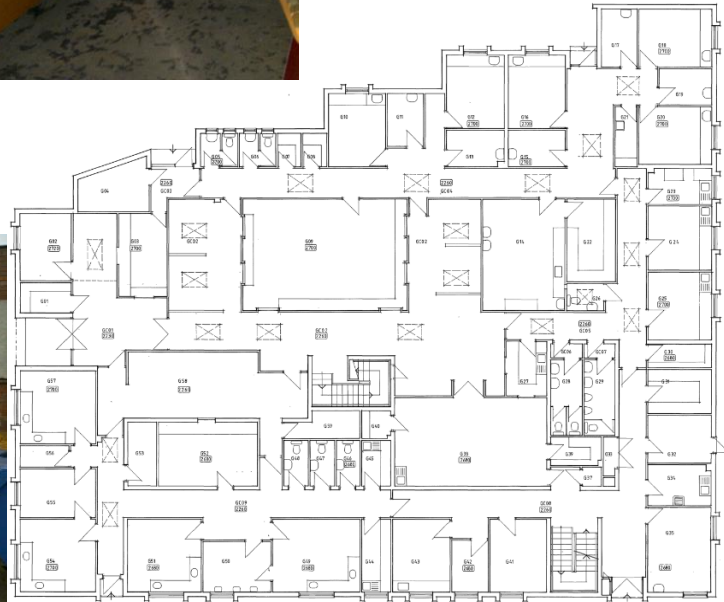
# Background to MHCT

The charity's mission is to improve people's health and wellbeing through a social model of health.

We aim to support people in the community to thrive; be empowered to exercise agency, have equal access to opportunities to live healthy lives within a supportive community so no-one is left behind.

Murray Hall Community Trust is based in Tipton, Sandwell delivers service across the Black Country (Sandwell, Dudley, Wolverhampton, Walsall) and Birmingham covering 4 Local Authorities and the 2 Integrated Care Systems (ICS).

Provide a diverse range of services and deliver community activities and events: counselling and therapy services; dementia support; end of life care; digital support; Workwell; Community Offer: hospital discharge, admission avoidance and support adults in the community; community engagement events; research projects; manage two community centres and deliver community activities.

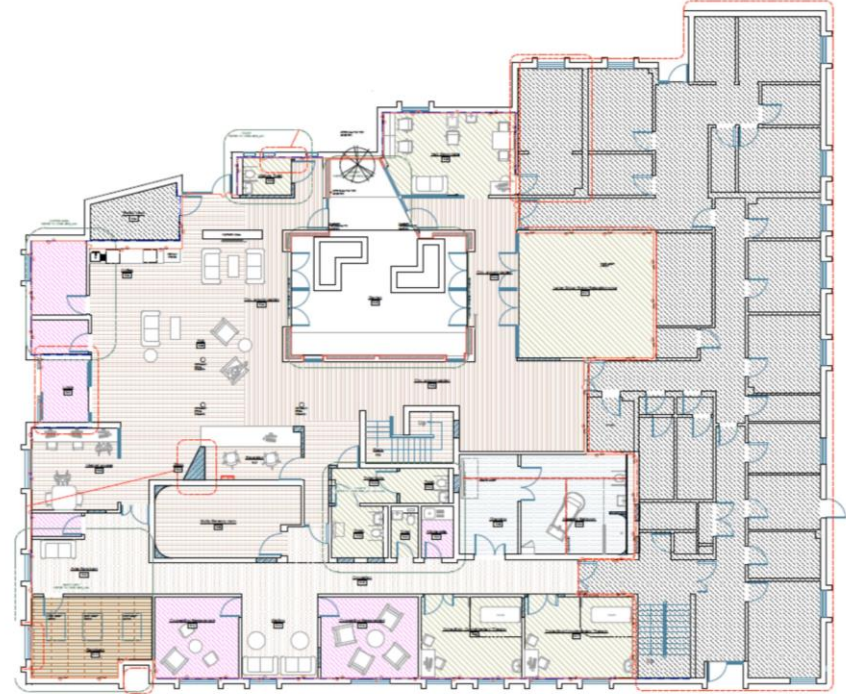


# Building Renovation Phase 1 – 2014

Phase 1 was a partnership project.  
Derelict building – lease for 30  
yrs

Capital funding £640K - NHS  
Professional project team  
Completed in 2015

Since then other funding:  
Multi sensory room  
Food pantry





# Building Renovation Phase 2 – 2024

Phase 2 Community Ownership  
Fund capital funding £349K (80%)

Fully double glazed building

Fully wheelchair accessible

Platform Lift

Small office

Community Kitchen with rising work surface

Shower wet room

Disabled access toilet

Digital Creative Centre-  
sound-proofed music room

Editing Room

Noise reducing corridor

Air heat pump system







# Responsibilities for a physical building

Securing the building

Heating

Health & Safety (inspection)

Fire alarm system

Fire hydrants

Fire drills

Security alarm

Security access

Record keeping

Refuge & recycling

Policies: H&S, CCTV, etc

Food hygiene

Legionella test

Fridge and freezer temperature

Licences

Cleaners

Repairs

Green space maintenance

Car park

Insurance

Safeguarding

Gas & electrical safety

## Costs of keeping a building open

Building was single glazed, a draughty building, disintegrating roof

Inefficient boiler – costly heating system

Security costs – alarms, shutters, call outs, guard, nurse call

Legislation and regulations – fire safety, health & safety, food hygiene

Lease agreement obligations

VAT ??

Maintenance contracts

Space hire / rental income

Cost controls





## Building use – community involvement

- Public meeting
- Neighbours
- Young people (LLLTC)
- Stakeholders
- School students
- Local residents
- Community events
- Open days
- Community survey

- Consultations
- Food pantry members
- Centre users
- Young people
- Community open day
- Free refreshments – visitors & community
- Investing in the community – Trailblazer programme

# Building maintenance

## Building

Repairs

Renewable/update costs

Painting and decorating

Deep cleaning cost – soft furniture and carpet

List of reliable trades – emergency callouts

Surveys – Drainage etc

## Annual Services

Fire alarm

Security alarm

Fire hydrants

Boiler service

Gutters & drains

Sensory equipment





# Sustainability

The building is integral to our business model, but it has its own cost centre.

Cost model – market analysis – different cost levels (Space&co)

Increase use of facilities (funded activities for community)

Space hire to individuals and organisations

Marketing, social media

Office space – services staff

Revenue costs– staff / volunteers

Capital costs – repairs, renewable, equipment etc.





## Future development plan – Phase 2b

Re-purpose the bathroom suite to another large meeting/training room  
Create another meeting room (alcove space)  
Extend the digital hub to create a larger hub to accommodate training courses

The background is a solid yellow color. There are two large, textured orange circles. One is in the top-left corner, and the other is on the right side, partially cut off by the edge of the frame. The word "Questions" is written in a bold, purple, sans-serif font, centered horizontally between the two orange circles.

# Questions

# Tenants and Users



# Understanding your customers

- Analyse your current booking patterns:
  - Who uses the building? What for?
  - When are you busy and when are you not?
  - Are there any trends or gaps in provision?
- Market research
  - Conduct a survey or focus group with existing users
  - Compare what you provide to other community buildings and spaces to rent locally
  - Difference between customer need versus demand
  - 'Test the market' - speaking to potential new users or tenants

## Type of use

- Different types of users possible:
  - Long-term tenants
  - Sessional users
  - Office space
  - Storage
  - Hourly or half day rentals
  - Occasional/event use
- Will be determined by a range of factors ...
  - Size of the building and lettable spaces within it
  - Access considerations (e.g., wheelchairs, out-of-office-hours)
  - Facilities you can provide – staff / volunteers, reception, catering and bar, party packages
  - Mix of users – conflicts around noise, safety concerns, etc.
  - Restrictions on use – covenants and licenses around alcohol, gambling, music and performances



## Costs and pricing

- Will your **hire charges** include ...?
  - Reception services
  - Office supplies and equipment
  - IT, broadband and phone
  - Car parking
  - Utilities and water
  - Cleaning and caretaking
  - Business rates
  - Licences and insurances
  - Building maintenance costs
- Setting your **pricing policy** accordingly:
  - Many organisations have tiered pricing systems for private, individual, statutory and charity users.
  - Dependent on your local market – do your prices meet the 'reasonable' test?
  - Proportionality – factors like the size of rooms, proximity to transport links and common facilities

# Managing relationships

myCommunity

## AGREEMENTS

- Booking forms and terms and conditions for room hire
- Different forms of letting (tenancy or licence) and written agreements – seek legal advice

## INDUCTIONS AND HANDBOOKS

- For new hirers / tenants – with clear and detailed information around how to use the building and their space(s) within it
- Potentially as a 'live' document shared online to provide option for updates

## ROLES AND RESPONSIBILITIES

- Making sure these are clear and accessible to all users
- Emphasis on managing risk, policies, restrictions on building use, insurance requirements, looking after the building, and guidelines for interacting with other users

## RELATIONSHIP MANAGEMENT

- Good relationships = good tenants
- Proactively identifying and managing issues and conflicts between users
- Developing ways to maintain regular communication – e.g., meetings, emails, and social media

# Making the most of the asset: engagement, marketing and communications

- Doing with, rather than to
  - How do people feed in to and drive the project forward?
  - Accountability
  - Power of the hive mind
- Identifying audiences
  - The community or communities?
  - Funders
  - Potential and existing partners
- Different methods and language

Integral to the project, not an afterthought!

# Greening your asset



## Why go 'green'?

- Co-benefits
- Community work is climate work
- Empowerment and transformation
- Policy context



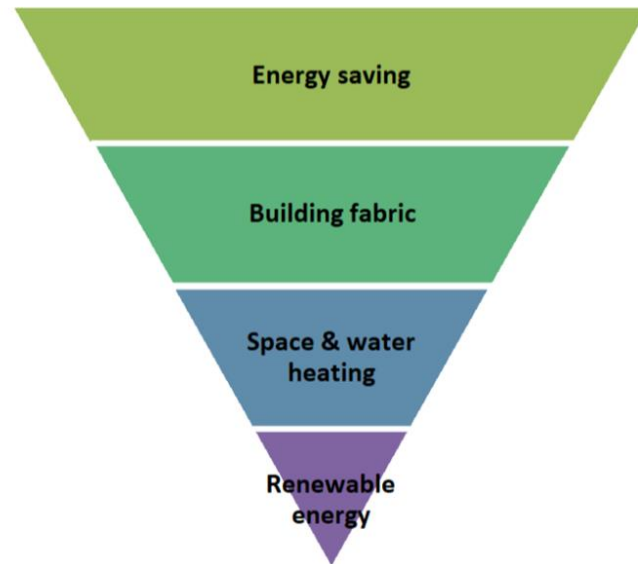
# Getting started: energy and carbon audits

- Energy use and management
- Carbon emissions
- DIY assessments
  - NatWest's [Carbon Planner](#)
  - SME Climate Hub – [Business Carbon Calculator](#)
  - Carbon Trust: SME [Carbon Footprint Calculator](#)
- Key components
  - Energy baseline
  - Assessment of inefficiencies *specific* to your building's fabric and use
  - Recommendations for interventions with estimated costs, impacts, payback periods and how they impact one another



# Energy: approaches and interventions

- A whole-building approach
- CSE's energy hierarchy
  - Energy saving
  - Building fabric
  - Heating your building
  - Renewable energy



# Considerations for historic buildings

- Approaches for adapting historic buildings for energy and carbon efficiency
- Permissions and decision making
- Common interventions where permission may be needed including advice on
  - Insulation, draft-proofing, heating systems, windows, and solar panels





## Sustainable practice and culture

- Formal organisational commitments
- Organisational culture/ behaviour change
- Practical management: plans for monitoring, devolving responsibility
- Communications: co-benefits rather than additionality
- 'Green' leadership
- Community Carbon Calculator ([Impact Tool](#))
- [Local Intelligence Hub](#)
- [Carbon & Place](#)

# Our consultancy

Locality provides paid specialist advice, support and resources for community organisations, charities, social enterprises, local authorities, and others.

We have experts across the country who can help with Governance, Business Planning, Funding, Community Asset ownership, Community engagement, Impact measurement, Marketing and more!

**Get in touch to find out more:**

<https://locality.org.uk/consultancy-services>



# Join the Locality network

- We support our members to be strong and successful, so they can transform lives and create a fairer society.
- As a Locality member you have exclusive access to peer-learning opportunities, plus advice and training from sector experts. We press decision makers for change and get your voice heard.

## 5 reasons to join

1. **Get connected**  
Practical networking to help you learn from others
2. **Get advice**  
Support to help make sure you make the right decisions
3. **Get smarter**  
Training, tools, and resources to develop your skills
4. **Get informed**  
Find out first about programmes, funding, and more to help your community
5. **Get heard**  
National campaigns to bring about the changes you want to see

**Join us:**

<https://locality.org.uk/membership/become-a-member>

The background is a solid yellow color. There are two large, textured orange circles. One is in the top-left corner, and the other is on the right side, partially overlapping the edge of the frame. The word "Questions" is centered in the middle of the image in a bold, purple, sans-serif font.

# Questions

Locality supports local community organisations to be strong and successful. Our national network of over 1,600 members helps hundreds of thousands of people every week. We offer specialist advice, peer learning and campaign with members for a fairer society. Together we unlock the power of community.



/localityUK



@localitynews



/locality

**locality.org.uk**

**Locality** | 33 Corsham Street,  
London N1 6DR | 0345 458 8336

Locality is the trading name of  
Locality (UK) a company limited  
by guarantee, registered in  
England no. 2787912 and a  
registered charity no. 1036460.

**locality**

the power of community