So you want a new group meeting place?

A guide to guarantee a successful project

Chapter

1. Introduction
2. Where do you start?
3. Why, where, what and when
4. Group governance and potential legal problems
5. So you have decided to proceed
6. Project management
7. The budget
8. The build process
9. Business plan
10. Funding
11. During the project
12. Grand opening
13. The future
14. Further advice and sources of information
15. Acknowledgements

Note
Although in some parts of the British Isles Scout Counties are known as Areas (Wales) or Islands, and in one case Bailiwick, for ease of reading this publication simply refers to County/Counties. In Scotland there is no direct equivalent to County or Area. In Scotland, Scouting is organised into Districts and Regions, each with distinct responsibilities.
1. INTRODUCTION

Following the launch of the Development Grants Board’s Building Fund pilot project in September 2008, it was clear that many Groups wished to build a new meeting place or carry out major refurbishments to their existing meeting place. While many enquiries to UK Headquarters started by seeking access to funding, it became evident that much more support was needed over a broader spectrum.

This resource brings together much of the good practice and lessons learned from the Groups who were part of the pilot project. It includes general support, ideas and suggestions, however, much of the detailed advice, information and support you need will have to be sourced locally.

Before you turn to the relevant chapter to address your query, please take a moment to read this resource from the beginning. It might start an alternative line of thinking and suggest a different way for you to resolve the problem. Equally it may confirm that your original decision was the correct one.

Remember – the resource is built on the lessons learnt by others across a range of projects, supplemented by the expertise and advice of a range of professionals. We would like to thank everyone who contributed and also wish you well with your project.

2. WHERE DO YOU START?

There may have been considerable discussion about building a new headquarters for your Group. But before crystallising your thoughts, it would be helpful to undertake a self-examination of your Group. Just how strong is the Group in leadership, parental, Group Executive Committee and other support and what do you think you can realistically achieve?

Some Groups may find it difficult to raise £100,000, whereas others may see no problem in raising £500,000. Be realistic. Also, Section Leaders cannot run their Sections and also ensure the completion of a building programme, so parental and community support is essential. If your Group does not benefit from this support at the moment we suggest strongly that you take time to build up your supporters before starting on any major project.

To help gain a real picture of your Group at this moment, a SWOT analysis may be helpful to detail the strengths, weaknesses, opportunities and threats. Such an analysis goes hand in hand with a Group Development Plan or a RAG (Red/ Amber/Green) assessment – your District and County team will be able to help you with these.

In undertaking such a review, it may become apparent that certain facilities are more important than others. You may also find that, if you adopt a different approach, there may be an opportunity to develop a project in conjunction with another Scout Group, the local Guides, a church, local school, education authority, or other organisation.

You should also consider how your project relates to your District’s development plan, as well as plans your County/Area or Region (Scotland) might have for the wider metropolitan area, and possibly the adjoining County. Is the Group in the right location, within a strong enough community, and will the cost and effort justify the project?

3. WHY, WHERE, WHAT AND WHEN?

Following the SWOT analysis, gather more information by asking your Group some basic questions.

Why do you think you need a new building or need to refurbish the existing headquarters? Is the Group growing – if so will the growth be maintained or become even greater if you build? Or is the current building so dilapidated that it is a danger to anyone entering the structure – if so, is there an interim plan to keep the Group running while immediate repairs are carried out?

It is a sad fact that many Groups try to continue to use their premises even though they know it is unsafe. This is done in the belief that if the building closes, the Group will fold. There needs to be an appreciation of the risk that leaders/ The Group Executive Committee are exposing members to, but there are usually ways to find alternative temporary accommodation. If you think it is so unsafe that inspectors would close the building, then in all likelihood you are right and you should move elsewhere. It is not worth waiting for an accident to happen.

Is there an alternative to your need? ‘We have had our own meeting place for over 70 years now. It used to be a builders’ yard until they moved. We just can’t do without our own place.’

This is a common story heard throughout the country, yet the fact that you have always had your own meeting place does not necessarily mean it is the best resource to have for the future. And there may be alternatives.

Consider these options:
- What other community facilities are there within your surrounding area?
- Are they fully used or do they have space/times available which you might be able to use?
- Have other community facilities in your area, including other Scout premises, had grants to rebuild or refurbish in the last three years?
- Can different Sections meet in different places?
- What would the differences in cost be if you had to rent/lease other premises?
- Could you use a commercial storage facility for your equipment rather than your own meeting place?
- What could you do by selling off your land/building to a developer – what options would that open up to you?
- Given the work that is going to be required to raise the substantial funding, find a new meeting place and enlist people to help, is the inconvenience worth it?
Make sure you have really thought about all the other options before you begin a search for your own meeting place.

**Where** do you propose to build the new headquarters? Does the group own the site and, therefore, are you proposing a straight replacement by way of enhanced accommodation? Or is there some radical thinking that two nearby Groups should join forces or even relocate into a new housing development to provide a youth facility and immediate growth. In this case, there may be an opportunity to get the developer to assist with land provision plus construction costs – this might be required by the local planning authority as a condition of planning consent. Is the existing site so large that part could be sold for redevelopment, with a new headquarters provided as part of the new development?

**What** do you really need and what can you afford? Is there really a need to rebuild when a major refurbishment is a more affordable proposition? By remodelling or extending the existing building, would you achieve what is required for the foreseeable future? There is no sense in trying to build a sports centre when a Scout meeting place is what is required. A hall the size of a badminton court may address your needs, rather than an indoor football pitch. Think hard about how you use the building currently, but also think about the future use and how space could be better used.

**When** is all this going to happen? A lot will depend on your detailed planning, costing and availability of funding. However, is it possible to achieve your goal by increments? Would a phased development be more achievable, maintain everyone’s interest and not overextend the fundraising team?

This is not a matter of dampening enthusiasm but to be realistic about what can be achieved. With some lateral thinking, opportunities which were not obvious at the beginning may become self-evident and give an added impetus to the whole project.

**4. GROUP GOVERNANCE AND POTENTIAL LEGAL PROBLEMS**

There are some legalities to bear in mind. Please note, the following is very general and not intended as a comprehensive list of important matters. Groups should obtain more specific, local legal advice before proceeding.

**Obtaining adequate legal advice**

In land matters, it is very important that the Executive Committee – as the Charity Trustees responsible for the Group’s affairs – ensure that they are acting legally and with due care. Thus, if actually selling/buying land they must instruct a qualified solicitor/conveyancer to undertake the sale or purchase on their behalf. When entering leases, they must ensure that, if in any doubt, they should instruct a qualified solicitor/conveyancer to undertake the matter for them. In building or renovation projects, they should ensure that they appoint a suitably qualified or able project manager to oversee and coordinate the project.

Scotland: Charity law is different in Scotland from other parts of the UK. In Scotland Executive Committee members are not Charity Trustees unless the body concerned is registered in its own right with the Office of the Scottish Charity Regulator (OSCR). It is strongly advised that Scout bodies in Scotland embarking on a substantial building and related fundraising project should register as a charity with OSCR and obtain their own charity number. If they do not do so, they cannot refer to themselves as a charity and thus may find they are ineligible for funding from many grant bodies and trusts; they will not be able to claim Gift Aid on donations; they may also be ineligible for rates relief for their property from their local authority.

Laws relating to property are also different in Scotland and so are related parts of POR. In Scotland, for Groups and Districts, the responsible Trustees holding title for heritable property or leases are the Regional Chairman, Secretary, Treasurer and Commissioner. The Regional Executive needs to be consulted and informed.

The Scout Association’s Legal Department can provide some initial and general advice in land matters but, due to the logistics involved, is unable to give detailed advice, enter into any negotiation with other parties on behalf of Groups, or represent Groups as their solicitor/conveyancer - hence the need for local advice.

**Decision-making and Group governance: have you got Executive Committee approval?**

All substantial decisions should be evidenced by Executive Committee approval and this is especially true of decisions regarding land. This could be by the passing of a resolution or ensuring that all decisions are properly recorded in the minutes of the Executive Committee meeting. This is because, as the Charity Trustees of the Group, the Executive Committee are responsible for all decisions regarding running the Group and its land. If a building project is delegated to certain Executive or other members, the delegation itself should be recorded and matters monitored properly by the Executive thereafter. Thus, in addition to making any initial decision to proceed with a building project, the Executive should ensure that it records all progress on a regular basis.

**Type of proprietary interest in existing headquarters and land**

In order to expend monies on land – whether improving the current building or erecting a new one – the Executive Committee of the Group must ensure that the existing or intended legal interest in the land is sufficient to justify the intended expenditure. Of course the best interest to hold is freehold, however, many Groups hold a leasehold interest or a mere licence and in such cases will almost need to obtain the landlord’s
consent when improving any existing buildings on the land. With leasehold interests, the question for the Executive will be whether the term of the leasehold interest is sufficient. This is because, at the end of the lease, the land and any fixed building will usually revert back to the landlord, despite the Group having built or improved the building. Sometimes, before signing leases, Groups negotiate with the landlord that a clause be added stating that if the lease is terminated (for any reason) the landlord will pay the Group the value of the building at the time of termination. However, although always worth a try, such clauses are rarely agreed by landlords!

Assessing whether there is sufficient leasehold interest in the land to justify the expenditure can sometimes be tricky for an Executive Committee. However, the general rule of thumb is to weigh the amount of expenditure against the length of use the Group will gain. So, for example, spending £50,000 on a building will hardly be justified if the group only has three years left on its lease. Another guide, especially in ‘new’ builds is to ensure that the Group has enough time left on the land to enjoy the majority of the estimated ‘life’ of the building itself. Furthermore, it is always important to remember that the main funders expect at least a minimum of a 25-year lease before they make grants available.

Where the Group has any interest in land or building less than a freehold or a leasehold interest – for example, a licence or a tenancy agreement of other sort – then they should not undertake any substantial expenditure as such agreements can usually be terminated by the landlord at short notice.

Subletting leasehold premises
If the plan is to build new or improve existing premises with a view to then sublet to generate additional income for the Group, then it is very important to ensure that the Group’s interest in the land actually allows this. So, it is important to check with freehold land that there is no restriction about what the land can used for, and in leasehold land, whether the lease allows subletting. You may wish to think about allowing a pre-school to have occupation, during part of the day under licence. A licence document specifically states no leasehold interest is created.

Verbal agreements
Proprietary interests in land cannot be evidenced by verbal agreements: they must be in writing. So, if a Group has been occupying land historically under a verbal agreement, this should be formalised, especially where there are plans to build or improve the building or land.

Appointing Trustees to hold title to land
Unless a Scout Group, in the very rare circumstance, is registered as a company in its own right, title to its freehold or leasehold land cannot be held in the name of the Scout Group itself: it must either be held in the name of individual Trustees appointed locally or a Trust Corporation. The Scout Association Trust Corporation (SATC) is one such corporation and was formed in 1935 to ease the administrative burden on Groups having to enlist local Trustees and can hold title as Custodian Trustee on behalf of Scout (or Scout/Guide) Groups of either freehold, leasehold land (and on occasion, of sufficiently long licences).

As Custodian Trustee, the SATC has no responsibility for the day-to-day management of the Group’s land as this remains the responsibility of the Group Executive Committee.

So, whether embarking on purchasing a new freehold, a new leasehold or if considering transferring an existing freehold or leasehold interest, the Executive should consider whether the SATC may be of use. Please note, there is a standard fee applicable in appointing the SATC to hold title, and other stipulations also apply. More information can be provided by the SATC at trust.corporation@scouts.org.uk

Please note that the SATC does not operate in Scotland. For Groups and Districts in Scotland, the responsible Trustees for all matters of heritable property or leases are the Region Chairman, Secretary, Treasurer and Commissioner. The Region Executive Committee needs to be consulted and informed (see page 3).

5. SO YOU HAVE DECIDED TO PROCEED!
You may have enjoyed watching Grand Designs on television, but now you have to decide what you want and, more importantly, what can you afford? If you already have a headquarters you may think you know what you want by way of improved accommodation, but be creative and visit as many other Groups as you can and ask how their building works for them.

Do not forget that any new building will not only require planning permission but will also have to comply with the latest building regulations, access for the disabled, fire escapes and environmental considerations, so you may have to do more than just a straight replacement. It is also good practice to consult your members and current users of the building – that is, everyone. Ask the young people, leaders, parents, the Group’s supporters, others who may use the building from other local community groups. You may be surprised what you hear and gain ideas which a small committee may not have thought about. In funding terms, this is called ‘identifying the need’ and ‘consulting the stakeholders’ – without this evidence, some funders will turn you down as you have not shown that this facility is actually needed or wanted by the local community.

Prospective funders to your cause will be interested in understanding your need for a new meeting place. Speak to existing and potential users to help you identify this. Put together a short questionnaire or record meetings you have with people. Funders will be more interested in a project that supports the aims and needs of more than one community group. Think about how your meeting place could be used for more than just Scouting. What would encourage other community groups to use your building? Gather all this evidence to show the need for doing the work.

The refurbishment, or in some cases minor extensions (regarded as ‘permitted development’) may require only building regulation approval. It depends on the extent of the works, but before contemplating such work, it is necessary to speak to the Local Planning Department who will advise as to their interpretation of the planning legislation.
It is useful to consider the extent of the scheme in financial terms; is it small (less than £10,000), medium (£20,000–£50,000) or large (in excess of £50,000)? The cost will depend on your preferred building option – for example, changing from brick to concrete or timber, a sectional building or a major refurbishment with new roof, double-glazed windows and asbestos removal. Whatever you decide, remember the premises are a public building and should be of the highest standard you can afford. When considering any work to the mains services you must engage a contractor who is suitably qualified and registered, such as Gas Safe registered.

First impressions count. Groups who have carried out such work have noted an immediate appreciation of the enhanced facilities by parents, who previously may not have been keen on their children joining the Group, or who have not had previous experience of Scouting. A smart modern building gives an excellent first impression to all visitors, encourages community use, bringing in valuable income and helps to encourage other people to join Scouting.

When considering potential users of the building, have you thought of any external lessees who might need their own room in addition to the hall? For a modest increase in cost, they might provide a steady income to help meet the future maintenance. You will need to think ahead as much as possible. It is now that your preparation on the Group Development Plan will come into its own.

At this stage you will be preparing a brief to give to a project manager, who could be a building surveyor, quantity surveyor or architect. It is important to have a professional to help you – see below. Your project manager will be able to draw your ideas together and create a feasibility study which will give you an idea of the likely costs before you incur the expense of detailed drawings, specifications, contracts, and so on.

A question often asked is, ‘Can you give us an outline of a typical Scout headquarters?’ The simple answer is that there seems to be no such thing as typical. Think about your own needs and those of your community.

From the Groups involved in the pilot project, here is a sample list of simple questions you can ask yourself and others:

- What do you like about your current meeting place?
- What do you not like about it?
- If you were to change it for your current use today, what changes would you make, if any?
- How would you like to use your building in the future?
- Do you need to have space to use outside the building? If yes, what for and what would that entail?
- Do you currently use the space you have well or is it full of things which are not used much?
- If money was not a problem, what changes would you like to make? Prioritise this list – what is MOST important to the majority of people and what is LEAST important?
- What do you need to do to make the building a minimum of safe, warm and dry and with enough storage for you to use?
- How many people could the Group membership grow to if the building was in better condition?
- Are there opportunities to open more Sections within the Group?
- How many more young people would benefit if the building was better?
- Can you make the building bigger?
- Can you sell some of the land to a developer to help with the costs of refurbishment or rebuilding?
- Can you do the project in phases?
- Can you move the Sections/Group to other community premises, for example, schools, community/village halls, other sports clubs, Masonic halls, church premises?
- Where else can you store equipment other than in leaders’ garages and the Scout hall?
- If the building was in better condition, what organisations in the local community would be interested in being users? Think widely for daytime use, half day/full day; weekend use; weekly/fortnightly/monthly/quarterly use? If you close in the school holidays, who could use the building then? Think about when you don’t use the building at all, and think who could use it. Talk to these groups and ask them what they would want in a building.
- How long do you expect the new building to last before doing this again?
- Consider the cost per head of refurbishing/building a new meeting place – is the cost worth it?
- How will you maintain membership during the building project and how will you plan for membership to grow?
- Who will lead the project? Who will lead your fundraising? Who will lead your Sections? These should all be different people.

This is just a sample of the type of questions you will need to ask yourself. Don’t just assume you will need or be able to have what you have always had – look to the future and don’t be afraid to say ‘no’.
6. PROJECT MANAGEMENT

One of the main lessons from the Development Grants Board's Building Fund pilot project was the need for Groups to bring in professional assistance as early as possible and to appoint a knowledgeable and able project manager. It is neither appropriate nor feasible for a Section Leader to continue to run a Section and also be responsible for a major building project on behalf of the Group. Some Groups may have access to an appropriately qualified professional to undertake legal, design or planning work on a pro bono basis, but the requirement to monitor a major building project does mean you will need someone with the necessary skills and time, and this will mean paying fees.

Before you employ an adviser, you should check that they have the necessary knowledge and expertise, as well as appropriate indemnity insurance. Take great care and, if necessary, seek further advice before entering into a contract.

The principal professional bodies whose members would be able to provide appropriate help are:

The Royal Institution of Chartered Surveyors
Parliament Square
London SW1P 3AD
Tel: 0870 333 1600
Email: contactrics@RICS.org
Website: www.rics.org

The Royal Institute of British Architects
66 Portland Place
London, W1B 1AD
Tel: 0207 580 5533
Email: info@inst.riba.org
Website: www.architecture.com

The Royal Town Planning Institute
41 Botolph Lane
London EC3R 8DL
Tel: 02079299494
Website: www.rtpi.org.uk

For free legal advice and information, there are a number of charitable bodies you may get help from:

The National Pro Bono Centre: The National Pro Bono Centre houses the profession's national clearing houses for legal pro bono work delivered in England and Wales: the Bar Pro Bono Unit, LawWorks (the Solicitors' Pro Bono Group) and ILEX Pro Bono Forum. The centre is designed to be a hub for pro bono charities in the sector and will support the wide range of pro bono projects and brokerage which the charities support, helping individuals and community groups all over England and Wales.

Web site: www.nationalprobonocentre.org.uk

None of these professional bodies are permitted to recommend one person or one professional practice over another but they can advise about the firms in your area. It is possible to view their geographical membership list online.

The Royal Institution of Chartered Surveyors have a number of faculties within their membership, including building surveyors who would help design and monitor construction plus advise how best to refurbish an existing building, and quantity surveyors who can advise on cost and construction of buildings.

Members of the above professional bodies are obliged to carry profession indemnity insurance.

The reason for this strong recommendation to seek the advice of professional bodies is that those qualified will be up-to-date with current legislation and the requirements of the local planning authority in respect of planning permission, building regulation approval, environmental assessments, (including the removal of asbestos or similar material), archaeological survey, sustainable development by way of cost and long-term maintenance. You should also be aware of local proposals such as roads, railways, availability of main services, secure access to the building for all purposes and last, but no means least, the reaction of the immediate neighbours to the existing or potential development.

Under the Construction, Design and Management (CDM) regulations you will need to appoint a CDM planning co-ordinator – your project manager will advise on the detail. The CDM planning co-ordinator is required to ensure all health and safety regulations are met during the construction period and subsequent use of the premises. This includes addressing the health and safety issues of the contractor plus any analysis of the construction and future maintenance. There should be detailed documentation available to the client at the end of the project.

The Group must ensure that the appropriate employer's liability and public liability insurance is in place before starting any such development.

You will need to check whether you or the builders are responsible for insurance covering the site and building construction. Try to avoid contracts where the builder makes you responsible for insurance. If this is not possible, please contact Unity Insurance, as additional insurance will be needed. Not only will you need adequate liability insurance but also insurance for materials on site, hired plant and equipment, and for the building as it goes up.

Depending on the nature of your project, you may also need some more complex insurance. Contact your insurance adviser or Unity Insurance (www.scoutinsurance.co.uk) to discuss your needs.
7. THE BUDGET

Your project manager should help you to plan budgets. There are two budget areas that must be considered when embarking on a building project: the capital costs of actually building your project; and the expenditure you will need to run the project, for example, costs of fundraising.

To start with, you should plan for the best. Don’t think about the money at the initial stage; think about what you would like to do if money was no object. It is much easier to look at it in this way and then scale back than to produce what you think you can afford and then find out that your calculations are wrong and there are extras that need to be covered. Include absolutely everything you can think of with regard to the building (including professional fees for architects, planning permission, project management costs as well as ground works and building materials, and so on). Also go for a slightly higher specification than the basic. This will help to cover the inflationary cost between fundraising and writing applications for funding and the actual building starting. You may later decide that your original proposal is too big, and want to scale back the project or work in phases.

Depending on the size and scale of your project, you may need to cost out the following activities or expenditure. Please note: this list tries to provide a comprehensive list of the costs you may need to include. Some (such as staff) may not be relevant to your project.
### The project budget

This budget may include items such as:

<table>
<thead>
<tr>
<th>Item</th>
<th>£</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction costs (sometimes called hard costs, soft costs being expenses such as fees and permits).</td>
<td></td>
</tr>
<tr>
<td>Architectural fees (usually a percentage of the project).</td>
<td></td>
</tr>
<tr>
<td>Architectural renderings. The two-dimensional images of what the building will look like. (The renderings need to be completed before the campaign is launched because they play an important role in building the case for support. The costs affiliated with the renderings will need to be funded upfront.)</td>
<td></td>
</tr>
<tr>
<td>Engineering and contractor fees.</td>
<td></td>
</tr>
<tr>
<td>Fees and permits required by local municipalities.</td>
<td></td>
</tr>
<tr>
<td>Environmental impact statements including historical impact studies if the building involves a historical structure.</td>
<td></td>
</tr>
<tr>
<td>Possible environmental clean-up if issues are found such as asbestos removal, soil remediation, and so on.</td>
<td></td>
</tr>
<tr>
<td>Furniture, fixtures and equipment.</td>
<td></td>
</tr>
<tr>
<td>Communication systems (such as telephone and internet).</td>
<td></td>
</tr>
<tr>
<td>Computer systems, including wiring.</td>
<td></td>
</tr>
<tr>
<td>Rental for meeting space during construction phase (if needed).</td>
<td></td>
</tr>
<tr>
<td>Interest on loans for construction or bridging loan while pledges are being paid.</td>
<td></td>
</tr>
<tr>
<td>Inflation (the longer the project is delayed, the higher expenses will be).</td>
<td></td>
</tr>
<tr>
<td>Contingency for unexpected expenses.</td>
<td></td>
</tr>
<tr>
<td>VAT may be payable on the expenditure, but in many cases the building costs can be zero-rated for VAT. Guidance is available on the Accounts and Insurance section of <a href="http://www.scouts.org.uk">www.scouts.org.uk</a>. However, the VAT legislation on this is complex and you are advised to contact the Finance team at Gilwell, either via the Information Centre or by email to <a href="mailto:finance@scouts.org.uk">finance@scouts.org.uk</a></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
</tr>
</tbody>
</table>
Fundraising budget

Fundraising expenses can be a separate budget and are often funded through the campaign itself. In most cases, these expenses will be included in the overall goal for the fundraising campaign, but your Executive Committee may decide to include these separately. Fundraising costs are dependent on many factors, such as the size, the duration, the geographic scope of the fundraising campaign, the amount of time required from a paid fundraiser if you decide to employ one, and the existing fundraising structure in place.

As a general rule, these costs will run somewhere between 5% and 15% of the total campaign goal. Generally the larger the fundraising campaign, the lower this percentage will be.

The following items are costs which you may need to include in your overall budget:

- Professional services – This may include a professional fundraiser, plus their expenses. Ensure you are clear what their expenses cover.
- Promotional leaflets, costs of writing and printing your business plans.
- Funder recognition – Plan in advance how you will provide recognition to funders, so you can advise them about the type of promotion they will receive, such as wall plaques.
- Fundraising events – This may include finding funders, the kickoff event, meetings, topping out and opening events. Think also about what return you expect for your fundraising activities. For every £1 you spend on fundraising, you should be aiming to receive approximately £4. It is what is known as the ROI – the return on investment.
- Support systems – Item expenses in this category will include telephone, fax, and internet costs directly related to the fundraising campaign. Include line items for postage and office supplies in this category as well.
- Travel – Travel expenses may be a factor if trips to national or regional foundations to discuss applications are required. Don’t underestimate this category, as it is often more costly than most fundraising campaigns budget for.

8. THE BUILDING PROCESS

Your project manager should be able to help you to find and select the right tradesmen and builders. The extent of professional and third-party support you need will depend on the amount of work you propose to undertake.

While this is a generic guide, we suggest you consider each area or room one at a time, for example:

**Ceiling:** Think about insulation above, lighting (protected or not necessary), and hatch to roof space.

**Walls:** Take each wall in turn – windows (double glazed, obscure glazing), doors – (internal or means of escape), radiators/heating units, power points, fitted units (especially in kitchens) including cooking facilities, hatch into main hall, toilet facilities including drainage.

**Flooring:** Entrance hall, toilets and kitchen may need tiles or other washable surface; main hall, meeting rooms and stores may have different surfaces.

The more you, as the client, resolve what you require, the easier it will be for your adviser to consider the overall project. It is necessary to think beyond the shell of the building and the provision of the main services – from bitter experience some projects had to fit out the kitchen as an afterthought! Also do not forget the grounds, including the disposal of rainwater, plus a means of access to the site, the building and parking.

You will want to consider the environment and sustainability. For example, rainwater can be recycled as grey water for toilets, plus there are various forms of heating from solar power to underground heat exchange units. You should compare the initial costs against future expenditure. The degree of sustainability you build in will help with planning permission and building regulation approval, plus potentially help to bring in grants from third parties.

Even the smallest refurbishment needs a specification so both the Group and the contractor know what is required and expected within an agreed cost and timeframe. It is essential to get competitive estimates – at least three for the projects costing up to £20,000 and four for major refurbishment or building projects.

Your project manager will be able to give advice about which contract is most applicable to your project from the suite of Joint Contracts Tribunal contracts which set out the relationship between client and contractor and range from minor works to major construction. Each contract will allow for a defects liability period, usually 12 months, during which time there will be a retention clause of 2.5% or potentially 1.5% on major works. The defects liability period relates to the construction, whereas some elements, such as boilers or double-glazing units and so on may have longer warranty periods.

One of the main purposes of this preliminary work is to finalise what is required by the Group/District/County and ensure that the brief is correct. You do NOT want to change your mind halfway through the contract as this will incur major additional costs; however, it is necessary to allow 10% contingencies to meet unforeseen problems, price fluctuations of materials, and so on.

Having received the quotations, your project manager will be able to advise you on value for money. However, remember to gross up the costs to allow for fees payable to the local authority’s planning department and building control, plus the professional fees and VAT as applicable.

You should agree with your project manager the frequency of their reports on costs and progress in order to coincide with your own building sub-committee and Group Executive meetings.
9. BUSINESS PLAN

What has this got to do with the redevelopment of a Group headquarters? Basically, all the things we have talked about in the previous chapters need to be captured within the project’s business plan. This will not only help you to consolidate the information you have gained, but give you a concise idea of what you are aiming to achieve. Getting to this point may take over a year, but the work you do in advance will pay off.

While a formal business plan is usually only required for larger projects involving a more complex mix of capital/revenue funding it is also a useful tool for smaller projects. It can be used to define the mission, evaluate growth and provide guidance for enabling greater success. While each project will benefit from its own plan, the detail required will vary with the size of the project. Notably, some funders will require a plan as part of the funding bid and may suggest what they want it to contain. Any preliminary work will simply need to adapt to fit the funder’s requirements.

The business plan is where you convince the world that there is a genuine need for your proposed project and that your Group can meet the need. From experience, external funders want to know what the Group/District has in mind over the next five years or so before considering releasing any funding. How will the proposed project help the development and growth of Scouting in particular, and youth work or the community in general; how is such a development going to benefit the wider community; and is the proposed scheme viable? The ideal would be that any new facility will benefit MORE young people than currently and MORE people within the wider community – does your project achieve this? Why should they support you and not the group down the road?
A business plan should include the following information, which will then need to be tailored depending on the audience.

<table>
<thead>
<tr>
<th>Introduction – who are you?</th>
<th>In other words, are you reliable and respectable, with a strong track record of good work, successfully completed?</th>
</tr>
</thead>
<tbody>
<tr>
<td>The need – what is the need that you intend to meet?</td>
<td>This should not simply be an emotive statement, but should include factual evidence about, for example: whether the situation is local or national; how many people it affects; and why it is urgent.</td>
</tr>
<tr>
<td>Solution – what is the solution that you offer?</td>
<td>This is where you can describe what you are intending to do, the results you expect and how these will be measured. You may want to use examples of how similar projects have worked.</td>
</tr>
<tr>
<td>The benefits – what do you hope to achieve and how many people will it benefit?</td>
<td>What will be the end result, how long will it take and how many different types of people will it have an impact on? It’s important in this area to think outside of the norm.</td>
</tr>
<tr>
<td>The justification – why should you do it?</td>
<td>This is where you establish your credibility. What other work have you done? Have you had good publicity for this? Do you involve volunteers and/or beneficiaries in your work? Do you have a track record in attracting funding?</td>
</tr>
<tr>
<td>Finance – how much do you need?</td>
<td>You need to have a clear idea of the total amount, who you intend to approach for the money, and how the total could be broken down for donors who want to contribute but could not possibly fund the whole thing.</td>
</tr>
<tr>
<td>The future – what future do you have?</td>
<td>If you can show that you have thought ahead and attempted to achieve long-term stability, funders will be more inclined to support you.</td>
</tr>
</tbody>
</table>
10. FUNDING

By now you will have invested time in identifying what you need and created a robust business plan. If you don’t have sufficient funds to complete your project, you will need to look for external sources to help.

You have a clear idea of how much this proposal is going to cost and an understanding of the current funds available to you. Before you embark on looking for income sources to fill this gap, the next stage is to develop a capital funding campaign or appeal.

A capital appeal

The aim of a capital appeal is to get the most amount of money from the fewest possible sources in the shortest possible time.

Capital campaigns can be expensive to run and need to be carefully costed and resourced from the beginning. Key to this will be the feasibility study that should be undertaken to ascertain whether a capital project is viable, along with what people, resources and investment are needed before any major commitment or expenditure is made.

Fundraising remains a highly competitive activity, with many other Scout Groups and more charities all seeking funds, and ever larger targets being sought. As a consequence, donors have become more selective, techniques more sophisticated, and there is a greater need for professionalism in running an appeal.

Although the funding landscape has changed dramatically over the past few years (present economic situation, reduction in disposable income, cuts in government spending) the theory behind a capital appeal remains consistent.

As a general guideline, the bulk of the funding will come from a few carefully cultivated, significant gifts:

- 20% of donors will provide 80% of the funding (Pareto Principle)
- Of these 20%, one donor will usually provide at least 10% of the total
- The top 10 to 15 gifts usually account for 45 to 55% of the total.

Gifts like these are usually received from well established relationships that have been developed and nurtured over time. Gifts can come from major donors, trusts and foundations or businesses, but at the beginning of the capital project, most of the work will revolve around a very limited ‘prospect base’; identifying possible donors and then establishing whether they are suspects – those suspected of being able to make a significant donation – or prospects – those with the means and commitment to the cause who are able to provide funding.
**Using a consultancy or professional fundraiser**

Some of the most successful capital campaigns either use consultancies or professional fundraisers to support them, or have a dedicated volunteer champion. It can be difficult to run a successful capital campaign alongside normal Scouting without a dedicated team of people.

Consultancies are useful in campaigns of this nature as they have vast experience of running capital campaigns with different organisations. They can give advice on current trends and may have contacts to major donors that you may not have locally. Their objective view is particularly helpful when putting together the feasibility study and case for support. They are also good for keeping up the momentum.

Capital campaigns will have times where energy is at a low ebb and external forces are key to keeping things going.

There are costs involved in using a professional fundraiser, and this can at times be a cause for concern, but the returns can speak for themselves. Using a fundraiser can also help to speed up the process and give you additional manpower where you may need support internally. Most costs can be attached to donations received as a percentage. This means that, in many instances, you will not need to budget additional expenditure and will only pay for what you receive.

**How do funders feel about this?**

This is no different to what is known as a standard full cost recovery system, and the majority of donors contributing large gifts to a capital campaign are familiar with the use of specialist consultancies. Remember POR: Rule 3.60 Professional fundraisers A. Groups may not appoint a professional fundraiser without the approval of the District and County Executive Committees who will ensure that the requirements of the legislation are fully complied with.

If you decide you wish to just use volunteers to raise the funds, one piece of advice is to have a ‘fundraiser champion’ – someone who will lead your appeal. This person need not do all the work themselves, but should be the key person who can talk about the project and gather other people to help with different aspects of organising events, writing funding bids, undertaking research, and all the other roles. The champion needs to be a different person from your project manager, but working in harmony throughout the project.
STAGES OF A CAPITAL APPEAL

A capital appeal can be divided into three stages;

1. Research and planning: without doubt the most important stage, this is all about how much money can be raised and where it will come from. This stage could take up to 50% of the time allocated for the appeal to run. This is the feasibility element of the campaign and will help you understand whether you have a good opportunity to raise the funds you need. It will include:
   • interrogating your records of existing supporters
   • uncovering existing relationships not held on records
   • building new relationships.

2. Private phase: identifying and working with high-value supporters to raise between 40 and 50% of target figure.

3. Public phase: communicating the success so far and asking others to join in. This shouldn’t happen until 40 to 50% of the appeal target has been reached.

THE FEASIBILITY STUDY

To get an objective view on your plans, your feasibility study should be conducted by someone outside of your current planning team. As outlined above, there are a number of agencies who can help you with this work and feasibility study costs can range from £5,000 to £40,000 (depending on the scale of your development). This may seem a lot, but consider this cost against the whole amount of your potential project. If you have someone in the Group or local community who has the professional skills to do this for you, then great – it may be a task you could approach a local company to do for you as part of their support to the community.

If you cannot engage external support, then your feasibility study should research the following areas:

The outcome of the feasibility study is not to be ignored. While you may really want the redevelopment and there is a real need for it, should the feasibility study not identify full support for the campaign then it would be unwise to go ahead. Equally if there is not enough evidence of warm prospects (potential donors) the timing may need to be amended to enable the appeal more time to acquire additional prospects/donors.

<table>
<thead>
<tr>
<th>Your case for support</th>
<th>What is the simple argument (in Plain English) to why you are implementing this proposal? Can you test this case with any potential donors or people outside of your committee who will give you an unbiased view?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership</td>
<td>Do you have the buy-in and commitment of your senior team, volunteers and Trustees? Will they open up their contact books, help with networks? Are they prepared to ask people to donate?</td>
</tr>
<tr>
<td>Prospects</td>
<td>Do you have a list or database of the people or organisations you are going to ask? Or can you identify these people through existing contacts – who is already close or connected to your Group?</td>
</tr>
<tr>
<td>Plan</td>
<td>How are you going to raise the funds, including the budget, timetable and approach?</td>
</tr>
</tbody>
</table>
APPEAL MANAGEMENT

The most successful approaches are peer to peer (80% of those asked face to face for a gift by a person they know and respect for a cause to which they are warm, will say yes). Therefore success in all aspects of the campaign will depend upon the recruitment of influential and committed volunteer leaders, prepared to lead by example, who will promote the project to their peers.

Within the leadership strand of your feasibility study you will need to identify at least 3-5 people who could join an Appeal Board. They need to be:

- successful in what they do
- relatively affluent (with few exceptions)
- influential
- need to have the skills needed for the project

These will be very busy people but you must recruit ‘doers’ to your board. They may be able to make a financial commitment and/or give quality time to the campaign. Their role is:

- To participate mainly as individuals but meet occasionally as a group
- To set an example by contributing early, at a level appropriate to their financial circumstances
- To help identify access to the priority prospects (potential high value donors) and assist in approaching them
- To be positive in promoting the campaign.

The larger the number of active, committed and influential members that can be recruited, the greater the reach of the board and the more effective it will be (unless they are all in the same networks). You can recruit people just for a year, to do a specific task, and then recruit different people later to undertake different tasks. Try not to recruit people and expect them to help you for years on end. They might, but far better to recruit someone to do a part of the work successfully and engage a new person with different skills, talents and knowledge as your project moves on.

CASE FOR SUPPORT

Your case for support will have its roots in your business plan. However, for fundraising purposes you will need to be much clearer on how the project will impact on its beneficiaries (e.g. young people, volunteers and the wider community).

This is your opportunity to tell your story clearly and passionately. It needs to include:

- The project, what it involves, the need it addresses and the cost
- The impact and benefits of the new projects to the wider community
- Its cost-effectiveness and value for money, and the partnerships already in place
- The project’s deliverability and the reputation of the people delivering it – that the project is in good hands and represents a low risk to the reputation and the cash of the donor.

INCOME SOURCES

Due to the large amounts of money normally involved in building projects, you will find that your funding comes from a variety of sources.

This may include:

- Trusts and Foundations
- Lottery funding
- Landfill tax funding
- Local Government funding
- Individual donors
- Legacies
- Capital loans
- Corporate support
- Fundraising events
- Gifts in kind – materials and equipment, not hard cash
- Free labour

TABLE OF GIFTS

You will want to focus most of your early effort into identifying and engaging with donors who will be able to donate the largest gift.

The table of gifts example below, gives an overview for a £1,000,000 campaign. It works on the assumption that you will need to have at least four prospects to every one individual that will donate.

Please note that in the current climate, when approaching trusts and foundations we are seeing a 1 in 9 return in successful applications. Do not underestimate the number of people you will need to engage to see a successful gift. Multiple applications can be sent out at the same time. Funders talk to each other and like to see that you are approaching different sources for help.
Once you have secured your lead gift, you will find it easier to draw others in, especially if that donor is able to assist with the Fundraising team.

The Private phase should be led by the Fundraising Champion and members. The public phase will launch your campaign to the general public. This can also include current supporters for additional one-off and regular gifts towards the campaign as well as targeting potential new supporters. It is recommended that the public phase has a high profile press launch, with celebrity and/or ambassadorial support. How well do you know your local radio and press?

In one of the pilot project groups, the local radio and paper of the town got right behind the town centre Group, and became a local sponsor. This gave the Group a huge amount of free publicity and much support to events they laid on.

### Further Advice

The Fundraising team at HQ have a variety of sources that may be able to help you get started. In particular you should look at the general advice given in the following:

- Factsheet FS190018, ‘Fundraising for local Scouting’ available from the Scout Information Centre or the website [www.scouts.org.uk/fundraising](http://www.scouts.org.uk/fundraising)
- View Fundraising for local Scouting (FS190018)

Also see factsheet FS190026, Fundraising FAQ’s available from the Scout Information Centre or from the website [www.scouts.org.uk/fundraising](http://www.scouts.org.uk/fundraising)

- View Fundraising FAQs (FS190026)

Use the Association’s Impact Study: [www.scouts.org.uk/impactstudy](http://www.scouts.org.uk/impactstudy) - there is a specific digest for statistics and facts to be used in funding applications. There are many sources of information on Trusts and Foundations and other sources of Funds and these are updated regularly by the publishing organisations:

- NCVO Funding Central website: [www.fundingcentral.org.uk](http://www.fundingcentral.org.uk)
- Charity Commission grant finder: [www.grantfinder.co.uk](http://www.grantfinder.co.uk)
- GRANTfinder is the UK’s leading grants and policy database and includes details in excess of 7,000 funding opportunities. Their services include access to: a flexibly searchable database; Newsflash service; deadlines listing; and Research Help Desk. Information is continuously updated. GRANTfinder subscribers include: local authorities; the voluntary and charitable sector; universities and colleges; housing associations; the health sector; and business support organisations.
- DSC trust finder (there is a cost to this): [www.trustfunding.org.uk](http://www.trustfunding.org.uk)
- CharityBank: [www.charitybank.org](http://www.charitybank.org)
- Also for suppliers and consultants refer to the Institute of Fundraising Directory: [www.directory.institute-of-fundraising.org.uk](http://www.directory.institute-of-fundraising.org.uk)

Regrettably the funding world changes a lot and one thing we have not been able to include in this resource is a list of places where you can go to make an application easily. Headquarters, even with the resources it has, does not hold a list of such places in order to advise you and has not got the resources to help you look for funds.

With thousands of Groups chasing the same money, you need to stand out from the crowd and look locally for what you can find and be realistic in your goals. That has been the experience of the pilot project Groups who have all contributed their advice to this resource, with many of them exceeding their original plans. Do your homework, ask around, share what you are doing with your community and be positive.

It is difficult to get that early money but when potential supporters see that the project is getting to be more a reality, many are more inclined and even like to donate to fill that remaining funding gap. They also want to know that someone has done some of the early work to find out who you are and verify that you are someone who is trustworthy enough to support.
11. DURING THE PROJECT

The project has already undergone months of preparation, and will go on for months and years after the project has become ‘public’. Planning was the beginning along with recruiting the right teams. This is the point at which the public face of the project is seen, and this is often the only part that most people will see, so it’s important that publicity, communication and activities provide a clear and positive message of what is happening.

Kick Off Event

You may want to decide when to go ‘live’ with information about the project. You could hold a kick off event. The focus of the event can not only announce the launch of the project, but can be used to recognise funders who have already given and inspire others to give to the project.

Kick off events can range from a formal black tie dinner to a series of luncheons held in different geographic locations. Regardless of the venue, it is important to remember that the event should not happen until about 50% - 60% of the goal has been raised; it is important not to release information about the project too early.

Project management

During the project there are a number of things which will need to be planned, managed and monitored. It may be useful for you to separate these into different areas and teams. Your project manager may oversee the project and the building work itself, but you may want to have a different team managing the continued fundraising, promotion and support.

You should ensure that there are regular updates planned into the year, as this will provide you and the Executive committee with the information needed to:

- Analyse the current situation
- Identify problems and find solutions
- Discover trends and patterns
- Keep project activities on schedule
- Measure progress towards objectives and formulate/revise future goals and objectives
- Make decisions about human, financial, and material resources.

It is important to monitor and evaluate the successes and failures of any project – while it is running and after it has ended. This will enable you to understand and learn from any successes and failures on the project and apply them to any future funding proposals. You may also need to report to your funders about progress or issues that have cropped up.

If you are unsuccessful with a Group application, go back and ask why. Some funders may not do this but others might, but remember, someone may have put a better case together than you have. The thing to do is to learn and keep going.

Continuing to meet while the Building Project is carried out

While this can be a problem it can also provide opportunities of becoming directly involved with different organisations in the local community whereby they provide temporary accommodation. The building should not continue to be used if it is a danger to young people or once the actual building work has started.

One Group participating in the project decided to “transfer” each Section, complete with leaders and members, to a different venue while the building work was undertaken. In this way the Group continued to maintain its own identity and at the appropriate time seamlessly transferred back into their new HQ.

It is important that the section leaders maintain the quality of the programme and section meetings during this time, which is why we suggest that section leaders are not involved in the project. There is a potential that Groups could suffer if the focus becomes the building rather than the young people.

One of the big learning points from the pilot project was that during the building period, the Groups were not only asked to provide funders with information about the progress of the project work, but were also asked to annually undertake a revision of their development plan – to sit down in the normal way and assess everything to do with the Group other than the building project. For all the Groups involved, this enabled them to identify other positive things which were happening; sections growing, the need for new leaders, they saw more parents become involved in helping on section meetings and camps; they also looked at the programme quality and leader training.

What was important in doing this was that the building did not become the only focus for the Group and that the GSL and section leaders could keep their focus on the normal running of the Group. This is important as it would be easy for the programme and the young people to suffer.

Community use

One outcome of the project for those Groups, who had refurbished or rebuilt their HQs, was that their HQ became attractive to other external organisations. As the buildings were now of an acceptable standard, playgroups, sports groups, social services groups and others asked if they could meet in the building. This has produced an income which helps to maintain the building. One Group had enough letting income to not only cover all the annual utilities and other bills for the following year, but also a further surplus to add to the income of the Group.

There are other benefits too:

- The building is used more so can be warmer in the evenings when Scouting wants to use it.
- The building is more secure as more people are in the building when previously it was lying empty.
- More people see Scouting providing something back to the community and in turn this may lead to more people wanting to join.
- Scouting returns to be at the heart of the community.
- It may also reduce your insurance premiums as insurers like the additional security and regular use.
In planning your new building, think of Scouting being at the heart of the community – rather than what can the community do to support Scouting, but what can Scouting do to support the community? If the Group has bled the local community dry over a number of years with its fundraising appeal for the new or refurbished meeting place, what can you give back to other young people, adults, families and organisations in your area?

As the project is underway, some of this interest can be generated prior to completion, and can feed into the future funding of the building, its running costs and maintenance as many of the Groups in our pilot project have experienced.

12. GRAND OPENINGS

Grand opening and saying thank you

Remember all those who assisted both within the Group and outside, particularly those who have provided external funding either in cash or in kind.

Invite the local Mayor/Chairman of the Council(s), Provost (Scotland) Chairmen of Rotary, Lions, Round Table, Head teachers in whose catchments area the Group is based, MP, MSP/AM/MLA local clergy – think laterally as to those who could help spread the word that your Group is now in the latest HQ and is serving the local community. Recommendation is the best form of advertising.

After all the hard work, remember to say thank you to the parents, the builders, those who have hosted you in other community premises, invite former members to return to see ‘their old place’ done up and use the occasion as a way to encourage them to return and get involved again. All the building project groups grew their membership after the works had been completed due to the enthusiasm generated by accomplishing this great project.

Press and publicity

There are lots of tools available to help you promote Scouting, whether it’s to parents, other parts of the community, or the wider media.

If you have a local Media Development Manager or an ARC Communications (Scotland) you should use their expertise. There are also a number of resources about promoting Scouting available on the Members Resources of www.scouts.org.uk . There is also a full-time media team at Gilwell Park, who works with local and regional Media Managers, young spokespeople and the national press who may be able to give you guidance and advice. Each Country HQ may also have specialist staff who may be able to assist.

What are the facts?

When starting out writing your press release make sure you answer the following questions. Who was there? What happened? When it happened? Where it happened? And why the event occurred. Make sure you summarise the whole story in the first paragraph of the release. The remainder of the release is a detailed expansion of the facts.

What is the story?

The key fact to hold on to is that the story is not about the size or nature of the funds that have become available to Scouting. The story is about what the funding will enable Scouting to achieve and how the funds are going to be used. In your release you should explain how the money that was given is going to help Scouting and what specifically will change as a result of the funds being made available. Talk about the different activities they will be able to do now that they have the new building and all the new equipment. Keep coming back to the new adventures that the funding will enable our Members to have.

How do I get the right quote?

When writing the release be sure to include a quote. Make sure you get a quote from a young person or leader that is benefitting from the building. Getting a firsthand response from someone involved in the story will bring the story to life. A good example of a leader talking about a building grant would be;

“This grant will mean that we can provide a great new facility that makes it possible for our Scouts to have an adventure every week of the year”

“I’m so happy my Scout Group has got a grant from Norfolk Community Foundation. Now we have a climbing wall in the HQ. I can have a go at climbing every week. I used to be scared of heights now I love climbing. It’s a real challenge.”

What about a picture?

When taking the picture to go with your press release try to be as creative as possible. Posed, static shots aren’t nearly as good as action shots. With a new building, take pictures of scouts doing an activity within the building.

Life after the project

The project is over and generally the first thing everyone is ready to do is to kick back and relax after the final celebration.

However, before the glow of a successful project fades, you should think about how you can “capitalise” on its success to build a stronger development programme for the future. One of the major benefits of a successful project is that it leaves the Group much stronger than it was prior to the project.

Staying in touch with funders on a regular basis, keeping them updated on the progress of the project are important. Inviting all funders to the opening when the new facility is completed are steps that sometimes get overlooked. But remember, the key to successful fundraising is relationships, relationships, relationships; so, in order to build these good relationships you need to maintain good funder communications. They could help you again in the future.
13. THE FUTURE

Post build (Smelling of paint all shiny and new).

Having completed the major work not all is finished, for the HM Revenue & Customs Valuation Office representative or Local Authority Assessors (Scotland) will wish to visit for the purposes of creating a Rating Assessment or amending the existing one. While it is possible to Appeal against the Assessment it is worthwhile comparing the Assessments on other HQs in the area. Do not forget the Local Authority will give 80% relief on the Council Tax payable and may in certain circumstances remit the total liability. (NB. This is not guaranteed in Scotland unless you are registered with the Office of the Scottish Charity Regulator as a charity). You need to check what your local Council’s attitude to charities is.

Maintenance, cleaning, long term repairs, replacement and insurance will all need a budget. So what do you need to do to look after probably what is now your biggest asset?

Maintenance

Groups need to think about the next 10 years and looking after their building. View Managing a safe Scout premises (FS320010) is a good place to start. It is a good idea to appoint someone to manage this process, and to keep good records on what has been done.

Fire Safety

Since October 2006 all non-domestic premises have been obliged to comply with the Regulatory Reform (Fire Safety) Order 2005 and Fire (Scotland) Act 2005 in respect to making them safe from fire. Managing fire safety (FS320007) gives advice to find simple ways to achieve this.

As with all safety in Scouting, we all share a responsibility to be vigilant, those managers of the premises including the relevant Executive (Trustees) must ensure that action is taken to comply.

Insurance

Now that you have a lovely new building you need to insure it as a building which has been handed over and is in use. The sum insured should be the rebuilding cost excluding foundations and the cost of bringing services to site. Most policies then index link this figure which keeps you in line with inflation for materials and labour costs but we would recommend that you review the figure every 3 to 5 years. The best way to do this is to get a rebuilding valuation survey. Perhaps there is someone in the group who will give their services for free.

Anything integral to the building like a fitted kitchen, partition or radiators should be included in the buildings sum insured. If your kitchen is free standing it should be included in the contents figure. Don’t forget about outdoor kit, what about picnic benches and activity equipment when organising your insurance.

If you are in doubt over whether or not to tell your insurers something, tell them. All material facts must be disclosed or you stand the chance of invalidating your insurance policy. An example here would be: Your new building will be left unattended and unchecked for six months or your new building is right next to a river. If you are planning on letting the building to other community groups or for having parties, tell your insurers. Many see this as a favourable thing and it will be considered a material fact. If you now have paid cleaners or maintenance staff who work under your control and with equipment provided by you, it may be necessary to have employers’ liability insurance.

14. FURTHER ADVICE AND INFORMATION

Insomniacs Guide to Insurance can be downloaded from the resources area of Unity Insurance Services Ltd. There is a whole section on building new premises and insurance implications. www.scoutinsurance.co.uk

For frequently asked questions and help and guidance for fundraising for Scouting please take a look at our Fundraising pages www.scouts.org.uk/fundraising

More information about online fundraising and Virgin Money Giving can be found at: www.scouts.org.uk/donate

Help and advice registering your group as a charity and HMRC information can be found at www.scouts.org.uk/giftaid

More information about The Scout Association’s Development Grants Board can be found here www.scouts.org.uk/grants

Grantfinder – an online fundraising database www.grantfinder.co.uk

For help searching for grants and trusts to apply for funding for your projects take a look at the following links:

The National Council for Voluntary Organisations www.ncvo-vol.org.uk

Fit 4 Funding – The charities information bureau www.fit4funding.org.uk

The Association of Charitable Foundations www.acf.org.uk

Funding Central – an online funding database www.fundingcentral.org.uk

Youthlink Scotland www.youthlinkscotland.org

Entrust – the managing body for Landfill Tax www.entrust.org.uk

The BIG Lottery www.biglottery.org.uk
The Community Foundation Network – brokers of local and national funds to local organisations

www.communityfoundations.org.uk

ACKNOWLEDGEMENTS

We are indebted to a number of Groups who have contributed to the making of this resource including:

- Henlow Clifton Scout Group
- 11th Workington (1st Harrington) Scout Group
- 18th Truro (St George’s) Scout Group
- 64th Birmingham Scout Group
- 4th Melton Mowbray Scout Group
- 1st Witham Scout Group
- 2nd Paulton Scout Group
- 12th Warrington East (1st Birchwood) Scout Group
- 20th Whitley Bay Scout Group

Thanks go to the many volunteer and staff colleagues who contributed to the writing of this resource.