



Old Luce Development Trust

Lorry Park and Industrial Estate

Community Asset Transfer

Business Plan

November 2019

Company Information

Organisation Name: Old Luce Development Trust

Legal Status: Company limited by guarantee

Company Number: SC538942 (27 June 2016)

Scottish Charity No: SC 049400 (21 June 2019)

Date of Incorporation: 27 June 2016

Registered Office: Public Hall,
22 Main Street
Glenluce
NEWTON STEWART, DG8 0PR

Legal Advisers: [REDACTED]
McComick Nicholson
66 Victoria Street
NEWTON STEWART, DG8 6DD

Bankers: Clydesdale Bank
83 Victoria Street
NEWTON STEWART, DG8 6NL

Accountants: Gordon Reid Accountancy

Surveyor: [REDACTED], AHR Crossan & Co

Business Adviser: [REDACTED], CaskieCo

Administrative Office: Public Hall (as above)

Company website: <https://www.oldluce.org.uk/development-trust/>

Social media: <https://www.facebook.com/pg/OldLuceDT/posts/>

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Executive Summary - Community Asset Transfer Business Plan

An opportunity has arisen for the community (OLDT) to take on ownership and operation of the lorry park on North Street and Woodside Industrial Estate, Main Street, Glenluce from the local authority. Dumfries and Galloway Council has agreed Stage 1 of a Community Asset Transfer (CAT) of the site to the Trust and to progress the application to Stage 2.

A Community Consultation carried out in 2015, and on which all of the Trust's projects are based, identified the need for more parking in Glenluce Main Street as a priority together with increasing the local economy and providing more employment¹.

People like living in the village but feel it has deteriorated over the years; key services have been lost, shops have closed, buildings lie empty and open spaces have the potential for positive development. More employment and training opportunities, particularly for young people were highlighted as priorities for future development.

The two sites could, if brought into community ownership and developed, begin to address both the agenda of improving parking and increasing employment. The Council has indicated that it will consider a Stage 2 application if a robust fully costed business plan is produced.

Lorry Park, North Street, Glenluce

This site is a former railway station yard which is largely given over to vegetation but has some old hard standing. It is used as a lorry park at weekends when locally based lorry drivers leave their units there (usually four vehicles) and an assortment of other “abandoned vehicles”, boats etc. The site is marked in red on the plan below, with the hard standing highlighted in green. The blue area indicates an access road to neighbouring houses which requires to be maintained.



Site plan



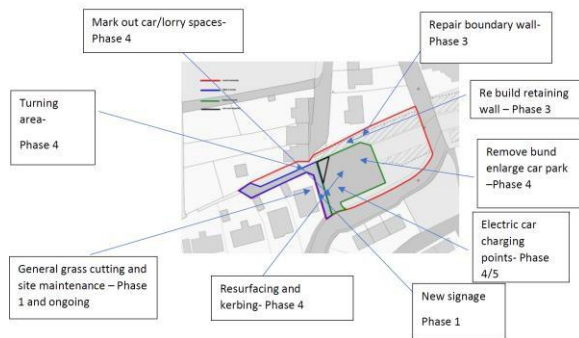
view from bridge



hard standing

¹ Research Report for a Community Action Plan, Dec 2015. Community Enterprise

Old Luce Development Trust –Lorry Park and Industrial Estate Business Plan



	Lorry Park
Phase 1	£ 6,048.00
Phase 2	£ 3,633.84
Phase 3	£ 66,743.46
Phase 4	£ 84,495.60
Phase 5	£ 26,651.52
Phase 6	£ 4,089.96
Total	£ 191,662.38

Proposed phased development and summary costs

Woodside Industrial Estate, Glenluce

The industrial estate is currently operated by the Council and comprises four industrial units which could now benefit from some maintenance and aesthetic improvement, a large yard given to hard standing and used as an open storage area by one of the tenants [REDACTED] and a grassed area not currently used. The site is accessed from the main road through the village and by some steps from the Main Street which are currently in a state of disrepair and closed because they are deemed dangerous. There is an additional area of the site which if cleared and drained can be developed.



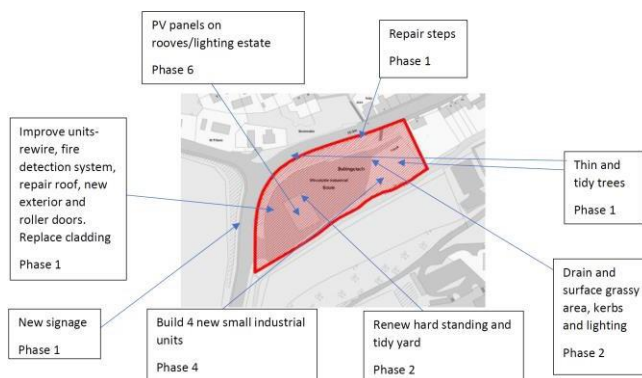
Site plan



Units/ yard



step access to site



	Woodside
Phase 1	£ 114,534.00
Phase 2	£ 97,595.82
Phase 3	£ 27,762.84
Phase 4	£ 2,639.70
Phase 5	£ 2,719.08
Phase 6	£ 35,560.98
Total	£ 280,812.42

Proposed phased development and summary costs

The Trust plan to take on both sites and carry out a phased programme of improvements. Income will be derived from continuing to let the industrial units to the current tenants with improvements to both sites enabling potential future development

of the sites to add small industrial starter units, co-working or studio space as future demand dictates.

An income of approximately [REDACTED] can be achieved by letting the four units and discussions with both tenants during the preparation of this business plan suggest they are happy with the proposed CAT plan and to continue their tenancies.

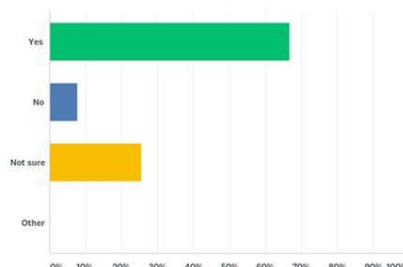
Consultation undertaken with the current tenants identified upgrade/refurbishment works that they considered as being needed immediately should the Trust be successful in having the asset transferred into community ownership.

Any improvements to the estate are seen as a bonus as it has seen very little investment in recent years due to local authority austerity measures. Improvements in both sites will be funded through a combination of funds available for local development. Initial discussions have proposed transfer of each site to OLDLT from the Council for £1 each if a sound business case can be made by the Trust.

Community Consultation

The local community was consulted on what they felt the priorities for the sites were and whether they supported the CAT. A public meeting was held in June to seek ideas and discuss issues, an online and paper-based survey was conducted over June/ July, tenants and local government officers were consulted and the final plans are now being presented for community approval.

Q1 Would you like to see Old Luce Development Trust (OLDT) take on ownership of the North Street Car and Lorry Park and the Woodside Industrial Estate and develop them for community benefit?



Support for proposed Community Ownership of the North Street Lorry Park and Woodside Industrial Estate is considerable with **67% of respondents saying would like to see the Trust take on ownership and develop the sites for community benefit.**

The Lorry Park and Industrial Estate have been valued at £100,000² and £300,000³ respectively. Community ownership would add £400,000 to the Trust's Asset Register whilst providing a modest income to cover operational costs. The Trust is well placed to identify and draw down windfarm funds to improve both sites through a phased programme so it represents a good investment in line with its priorities for developing the village as a place to live and work in in the longer term.

The following Gantt chart shows the potential timeline for delivery of the CAT. The Stage 2 application would be submitted late November 2019 and could achieve Council compliance in December 2019 when it would then pass into their process for assessment and scrutiny. It would be considered by the Local Area Committee in February or March 2020 and go for final approval at Finance, Procurement and Transformation Committee in May or June 2020. Once approved the Council has six months to complete transfer so ownership should take place around January 2021 when improvement works can start.



The income and expenditure cash flow can be summarised as follows. Section 10 has a breakdown by year and month. Community ownership and operation of both sites will bring in a small profit each year of just under £6,000 resulting in a profit of around £30,000 over 5 years. A sink fund is also built up over this period totalling £15,000.

³ AHR Crossan & Co



1. Introduction

- 1.1. Old Luce is located in Dumfries and Galloway, south west Scotland. It lies in the Rhins, in the county of Wigtownshire. The parish comprises three villages: Dunragit, Auchenmalg and Glenluce and is around 10 miles (16km) long and 8 miles (13 km) wide covering some 40,350 acres (16,330 ha). The area is largely rural and remote, the closest town being Stranraer to the west and Newton Stewart to the East, both about 20-30 minutes' drive away.

The area currently has significant socio-economic issues: an aging population, large wealth disparity and high youth unemployment. In common with many rural areas it has seen a loss of services and increasing social disengagement of the population.

- 1.2. Old Luce Development Trust (OLDT) was formally constituted as a company limited by guarantee on 27th June 2016. This followed a community consultation in 2015 which identified ways to improve the social and economic outcomes within the parish.

It is this Community Consultation report that forms the basis for all of the Trust's projects and against which the Trust measures itself against.

The Trust is governed by an elected board of nine directors. Membership of the Trust is open to all adult residents of the Old Luce parish and it currently has 197 current members. The Trust's aim is to:

"Enhance the local community to improve choice and opportunity for all"

through the objectives of connecting people, enhancing the natural environment, improving the built environment and providing opportunities for jobs and volunteering (OLDT Business Plan 2018).

The Trust's objectives, as shown in the documents lodged with Companies House and the Office of the Scottish Charity Regulator, are:

- The advancement of community development, including the advancement of rural regeneration
- The provision of recreational facilities, or the organisation of recreational activities, with the object of improving life
- The advancement of citizenship

- The advancement of environmental protection or environmental improvements
- The advancement of the arts, heritage, culture or science

Old Luce will receive significant sums of money over the next 25 years from community benefit funds related to neighbouring windfarms giving the community opportunity to plan for the longer term and bring about lasting benefits for those living there.

Projects so far

1.3. The Trust has undertaken a number of projects in line with its plan including:

- Developing the Village Square – funding in place (windfarm) and works due to get underway soon
- Glenluce to Dunragit Link Path improvements complete and path open (windfarm)
- The Glen – improvements underway and due to be completed shortly (Scottish Government Funds)
- Brambles café is awaiting the outcome of a planning application with a view to redevelopment (windfarm)
- Interim management of the Glenluce Village Hall with a view to community ownership. Improvements have been made to interior and heating system (windfarm)
- Exploration of a community hub for Dunragit – preferred site has been valued and negotiations are ongoing with site owners (windfarm)
- Christmas lights – installed in 2017 and further developed in 2018 with repairs to damaged lights (windfarm)
- Back Burn – replacement of the footbridge and improvement of the paths – completed (windfarm)
- Community website – creating a single point of contact for the parish online (windfarm)
- Created employment with the appointment of an Employment and Development Officer for 3 years, supported by an administrative assistant (windfarm).

Most of these projects have now been completed and only two still require input from the Board of Trustees (Brambles⁴ and Dunragit Hub).

⁴ Funding is already in place to undertake its redevelopment

A new opportunity

11. An opportunity has arisen for the community (OLDT) to take on ownership and operation of the lorry park on North Street and Woodside Industrial Estate, Main Street, Glenluce from the local authority. Dumfries and Galloway Council has agreed Stage 1 of a Community Asset Transfer of the site to the Trust and to progress the application to Stage 2. A fully costed business plan is required to make a robust case for the asset transfer, detailing all associated costs (as outlined in the invitation to tender) and the plans the community has to develop and operate the sites. The sites are located at each end of the village as shown on the map.



Aerial view of Glenluce sites for CAT

12. In line with Dumfries and Galloway Council's asset transfer process OLDLT requires a clear vision supported by the community which shows how the asset will benefit local people and that it has a clear, sustainable, practical business plan with identified funding. The business plan should dovetail with the Stage 2 Community Asset Transfer (CAT) application and ideally meet the requirements of any other potential funders.
13. The CAT application, once completed, will be presented to the Local Area Committee and the Finance, Procurement and Transformation Committees of the Council where Councillors will consider a range of factors including:
 - Whether it will promote economic development, regeneration, public health, social or environmental wellbeing
 - Whether it is supported by the local community
 - Will reduce inequalities and who it will benefit
 - How the project will be managed once in community ownership

14. This business plan has been compiled for OLD T by multi-disciplinary team including Dumfries based surveyors AHR Crossan & Co who delivered the physical aspects of the plan (valuation, survey, drawings and costings) with CaskieCo providing the community consultation and business planning.

2. Community Asset Transfer of Lorry Park, North Street Glenluce and Woodside Industrial Estate, Glenluce - Business Description

- 2.1. The Community Consultation carried out in 2015 identified the need for more parking in Glenluce Main Street as a priority together with increasing the local economy and providing more employment⁵.

People like living in the village but feel it has deteriorated over the years; key services have been lost, shops have closed, buildings lie empty and open spaces have the potential for positive development. More employment and training opportunities, particularly for young people were highlighted as priorities for future development.

- 2.2. The Trust has identified two sites currently owned by Dumfries and Galloway Council (D&GC) which if brought into community ownership and developed could begin to address this agenda. Both sites are on the Council's Asset Register and as mentioned above a Community Asset Transfer Stage 1 application has been lodged.

Lorry Park, North Street, Glenluce

- 2.3. This site is a former railway station yard which is largely given over to vegetation but has some old hard standing. It is used as a lorry park at weekends when locally based lorry drivers leave their units there (usually four vehicles) and an assortment of other “abandoned vehicles”, boats etc. The site is marked in red on the plan below, with the hard standing highlighted in green. The blue area indicates an access road to neighbouring houses which requires to be maintained.



Site plan



view from bridge



hard standing

⁵ Research Report for a Community Action Plan, Dec 2015. Community Enterprise

Woodside Industrial Estate, Glenluce

- 2.4. The industrial estate is currently operated by the Council and comprises four industrial units which could now benefit from some maintenance and aesthetic improvement, a large yard given to hard standing and used as an open storage area by one of the tenants () and a grassed area not currently used. The site is accessed from the main road through the village and by some steps from the Main Street which are currently in a state of disrepair and closed because they are deemed dangerous.



Site plan



Units/ yard



step access to site



grassy area

- 2.5. Permission was granted from the Council to enabled the Trust to carry out initial investigations of both sites including a topographical study (including services and utilities) of the site (Sigma) and a structural survey of the industrial units () (see supporting documentation). Nothing untoward has been found on either site as the extracts from the surveyors' report confirms.

Woodside Industrial Estate – Survey Summary Extract

- 2.6. *The structural elements of both sheds are in good condition with no significant remedial work required. The cladding is very weathered and is showing corrosion at the edges together with delamination of the plastic coating. There are also signs of minor impact damage throughout. Apart from a small leak in the roof of the smaller shed the buildings are wind and watertight.*

Refurbishment of the sheds could involve overcladding the existing cladding or replacing the existing cladding with new insulated panels. Specialist advice from companies undertaking this type of work should be sought in order to determine the costs involved. Consideration could also be given to replacing all the roller shutter doors except the one on the south western unit which has already been replaced. Replacement or refurbishment of the side access doors could also be considered. [REDACTED]

North Street Lorry Park – Survey Summary Extract

- 2.7. *Due to the condition of the retaining wall on the north west side of the lorry park it is likely to be more cost effective to take it down and rebuild it. It is proposed that the existing wall is extended up to the face of the bridge. It is important that the proposed retaining wall is properly designed to resist lateral earth pressure from the side slopes. It is also important that the side slopes remain as they are i.e. they are not steepened in any way. On the south east side it is proposed that the lorry park and area beyond the existing bund is widened. The widening should leave a level verge with 1:2 side slopes down to the lorry park. In order to maximise the area of the lorry park it is proposed that retaining walls are constructed to support the side slopes.*

Prior to any works it will be necessary to carry out a topographical survey of the whole site in order that the position and extent of retaining walls and side slopes etc can be determined.

As the proposed lorry park is to have a bituminous surface drainage will be required. Suitable drainage will also be required to ensure that water doesn't discharge onto the public road. As the proposed new side slopes and retaining wall on the south east side of the lorry park will support the public road it will be necessary to discuss the proposals with Dumfries and Galloway Council. Prior to any works on site it will also be necessary to check the entire site for the presence of public utilities. [REDACTED]



North Street Lorry Park at full capacity

- 2.8. The Trust plan to take on both sites and carry out a phased programme of improvements as described later in this document. Income will be derived from continuing to let the industrial units to the current tenants with improvements to both sites enabling potential future development of the sites to add small industrial starter units, co-working or studio space as future demand requires.
- 2.9. An income of approximately [REDACTED] is achieved by letting the four units and discussions with both tenants during the preparation of this business plan suggest they are happy with the proposed CAT plan and to continue their tenancies.

The tenants, during consultation, identified upgrades/refurbishment that they viewed as being needed immediately, those being full re-wiring of the units, the installation of a fire detection system and roof repairs.

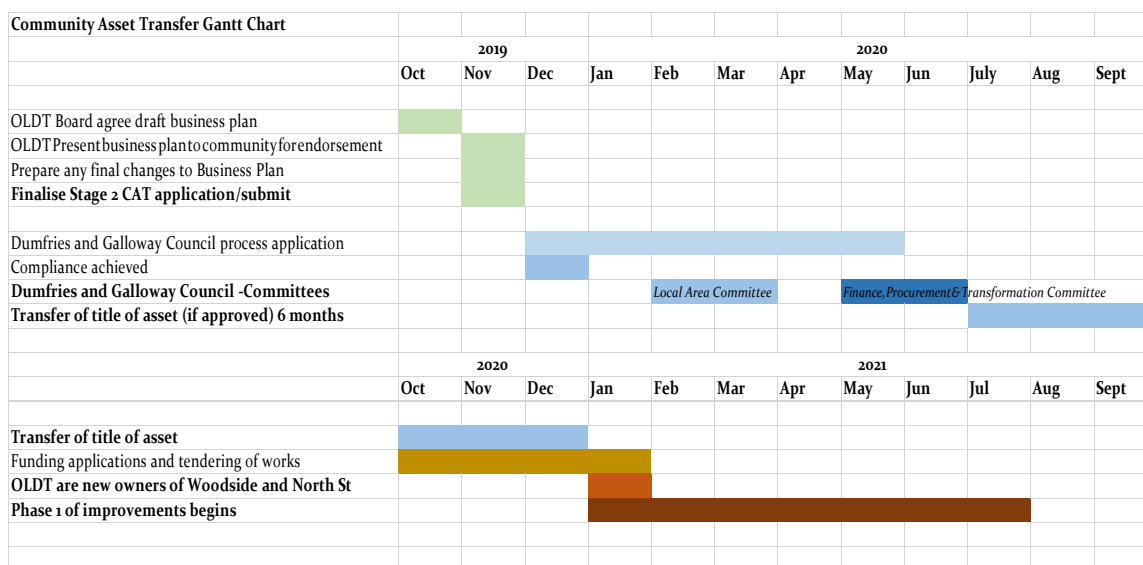
Any improvements to the estate are seen as a bonus as it has seen very little investment in recent years due to local authority austerity measures. Improvements in both sites will be funded through a combination of funds available for local development, with the above upgrades/refurbishments being undertaken as soon as possible following transfer of ownership to the community.

- 2.10. The Lorry Park and Industrial Estate have been valued at £100,000⁶ and £300,000⁷ respectively. Community ownership would add £400,000 to the Trust's Asset Register whilst providing a modest income to cover operational costs. The Trust is well placed to identify and draw down funds to improve both sites through a phased programme so it represents a good investment in line with its priorities for developing the village as a place to live and work in in the longer term.
- 2.11. A Stage 2 Community Asset Transfer application is in preparation with a view to submission in late Autumn of 2019. Initial discussions have proposed transfer of each site to OLD T from the Council for £1 each if a sound business case can be made by the Trust. This document goes on to outline the options for improvements to the sites with costs.

⁶ AHR Crossan & Co

⁷ AHR Crossan & Co

2.12. The following Gantt chart shows the potential timeline for delivery of the CAT. The Stage 2 CAT application would be submitted late November 2019 and could achieve Council compliance in December 2019 when it would then pass into their process for assessment and scrutiny. It would be considered by the Local Area Committee in February or March 2020 and go for final approval at Finance, Procurement and Transformation Committee in May or June 2020. Once approved the Council has six months to complete transfer so ownership should take place around January 2021 when improvement works can start.



3. Community Consultation and Need

- 3.1. Community consultation and engagement are essential to the CAT process, both to highlight what is needed locally and to shape the eventual plan for what is delivered. Community support for plans is essential to secure a successful CAT. OLDLT acts on behalf of the community so carried out a consultation exercise as part of this business planning process. Here we describe what was learned.

Key issues consulted on

- 3.2. As mentioned earlier, the community action plan drawn up for Glenluce in 2015 (Community Enterprise) highlighted the need for more parking in the centre of the village. The Main Street in Glenluce was built long before the advent of mass car ownership and as a result it can be difficult for those who live on the street to park outside their houses or in the case of elderly residents even be dropped off outside their houses. Some households own several cars and events in the Village Hall can also attract people travelling by car, further compounding the parking issue. We wanted to find out more about the parking issues in Glenluce.
- 3.3. Acquisition of the North Street Car and Lorry Park is intended provide space for car and lorry parking as close to the village centre as possible to try to relieve pressure on Main Street parking.

Acquisition of Woodside Industrial Estate is proposed as a source of income for the Trust as well as securing jobs in the village with the potential to create new workspace and attract further work in the longer term, will give the Trust the opportunity to commence the process of enabling the Trust to become sustainable in the long term, without continually relying on windfarm community benefit or other funders.

Improvement of both sites, which have seen little or no investment for many years will help to improve the amenity of the village, providing a cross subsidy model where income from Woodside can help maintain North Street and other community facilities.

How the community was consulted



Community consultation events 26 June 2019

- 3.4. The community covered by Old Luce Development Trust (OLDT)⁸ was consulted about plans to take on both sites. A consultation session was held in the village hall on the afternoon of 26 June 2019 and a public meeting the same evening. Both were advertised widely via the Trust's website and newsletter with 24 people attending the sessions. An online survey using Survey Monkey was run between 19 June and 22 July with 51 people giving their views.

- 3.5. Meetings were also held with the tenants of the industrial units [REDACTED] to inform them of plans and discuss their requirements for improvements etc when the Trust become their landlords. Both tenants are relaxed about the prospect and look forward to some investment in the site.

The tenants, during consultation, identified upgrades/refurbishment that they viewed as being needed immediately, those being full re-wiring of the units, the installation of a fire detection system and roof repairs.

The Trust intends that these upgrades/refurbishments will be undertaken as soon as possible following transfer of ownership to the community.

- 3.6. Various officers at D&GC have also been consulted in relation to the properties and economic development in the area.

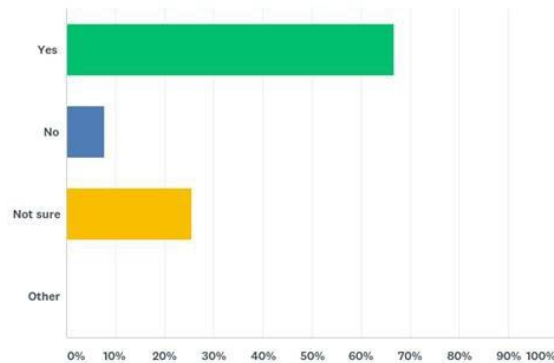
What the community told us

- 3.7. Support for proposed Community Ownership of the North Street Lorry Park and Woodside Industrial Estate is considerable with **67% of respondents saying would like to see the Trust take on ownership and develop the sites for community benefit**, 8% were not in favour of the plan and 25% unsure as they would like more information. Comments suggested that **the community**

⁸ Old Luce Parish

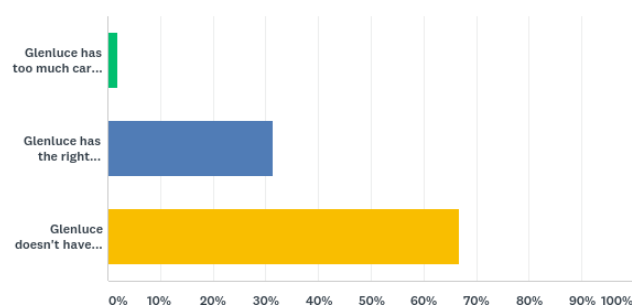
would like to see more detailed and costed plans presented to a public meeting before final endorsement on proceeding with the project.

Q1 Would you like to see Old Luce Development Trust (OLDT) take on ownership of the North Street Car and Lorry Park and the Woodside Industrial Estate and develop them for community benefit?



- 3.8. People were asked to select a statement which best describes the car parking situation in Glenluce. **67% or 34 people said that Glenluce doesn't have enough parking**, 31% felt there was about enough parking and one person 2% said that the village had too much parking.

Q2 Parking has been flagged up as an issue in Glenluce (Community Enterprise Survey 2015). Please select the statement you think best describes the car parking situation in Glenluce.



As one respondent pointed out, *“the village was built in the days of horses and carts”*, then came the days of lorries passing through the village in the Main Street and now with the by-pass many households have a number of cars and like to be able to park in front of their houses on the Main Street, particularly around

middle and lower Main Street. Another elderly resident talked of the problems parking for those picking her up and dropping her off in lower Main Street. Comments generally describe people parking freely, with little consideration for others and existing car parking is largely unused with the exception of lorries at weekends. More signage as to where to park and promoting Lady Stair Park was suggested.

- 3.9. When asked specifically if parking in the Main Street of Glenluce is difficult more than half, **53% said they Sometimes found parking in the Main Street difficult**, 25% or a quarter said they did find parking difficult with 18% not reporting any problems. 4% or 2 people don't drive, have a car or park in Glenluce.

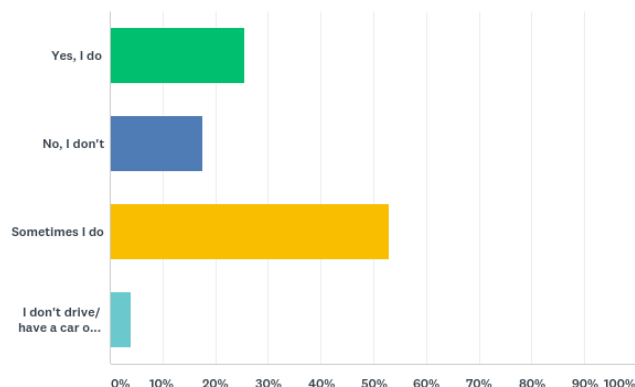
Several parking “pinch points” were highlighted:

- around the hall and shop when there are events/activities on in the hall
- the Doctors surgery in Upper Main Street.

Neither has dedicated parking space.

People described the lack of parking as putting them off attending meetings and functions in the village hall with others saying they have tried to walk when in the village as parking is not easy.

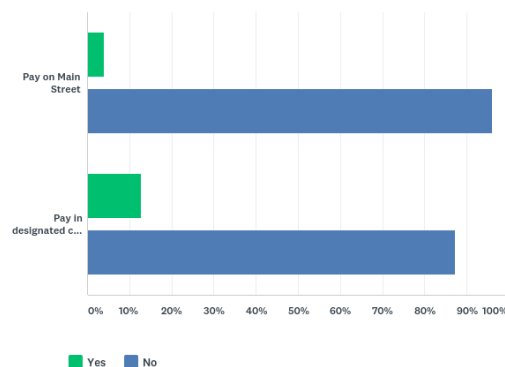
Q3 Do you find parking in the Main Street, Glenluce difficult?



When it comes to peak times for parking being a problem in Main Street Glenluce Special events such as the Annual Tractor Festival create parking challenges but there is an ongoing problem every day with **at least a third of respondents saying that parking in the evening on Main Street is a problem, every evening.**

- 3.10. When asked if people would be prepared to pay a small amount for parking on the Main Street, 96% of respondents were against this with only 4% or 2 people prepared to consider such an option. When it came to paying for parking in a designated car park 87% said no with 12% prepared to consider paying. Those who live on the Main Street would be very reluctant to pay to park there and there was a view expressed that “*locals wouldn’t pay for what they have had free for years*” while another felt that although it might be unpopular if it was well publicised and the benefits highlighted then it works in cities so why not a village like Glenluce. A desire to see secure designated parking was expressed as was the potential to rent a garage.

Q5 Do you think people would be prepared to pay a small amount to park on the main street or in a designated car park?



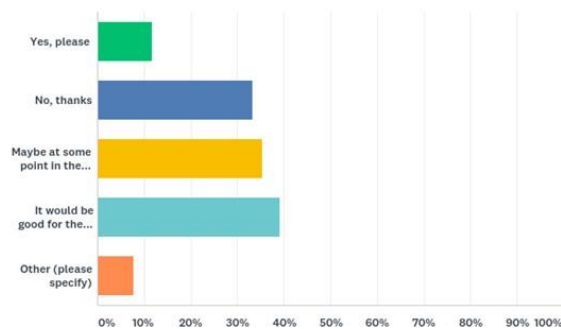
Electric Car Charging Points

- 3.11. Installing an electric car charging point - opinion was split on whether this was a useful addition to the community or not:

12% said, yes, please
 33% said no thanks
 35% maybe at some point in the future
 40% suggesting it would be good for the village to have some charging points

Comments generally felt that it would be an underused facility but there was also recognition that it was the direction of travel and that vehicle charging points would be necessary in the future.

Q6 Would you use an electric car charging point in the village?

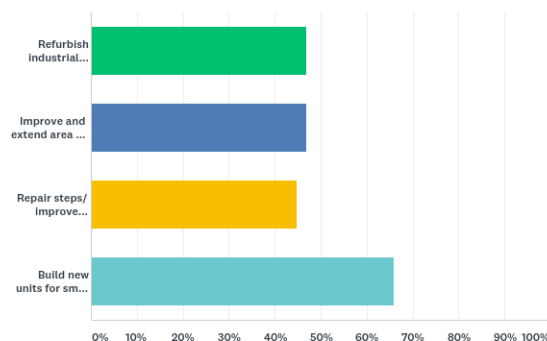


Woodside Industrial Estate Improvements

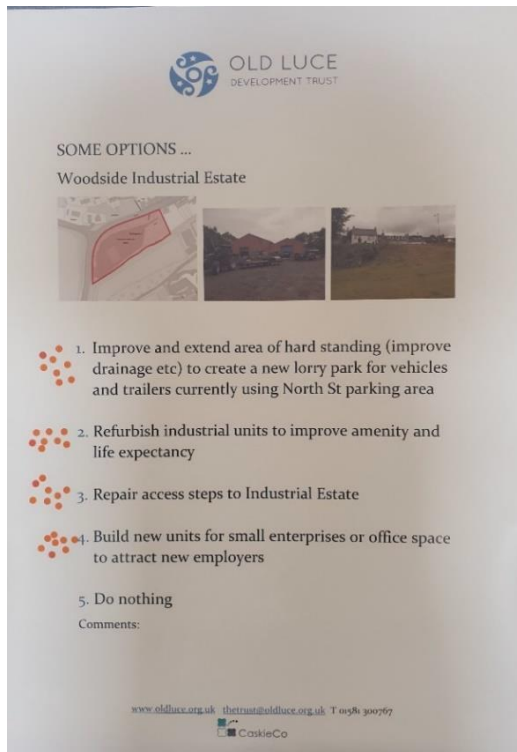
3.12. The Industrial Estate is regarded as an asset to the village and that any changes such as adding new units should be done in response to demand rather than speculatively. When asked how Woodside Industrial Estate could be improved:

- 47% of respondents felt that refurbishing the units to improve amenity and life expectancy was a good thing to do
- 47% also felt that improving and extending the area of hard standing (improving drainage etc) to create a new lorry park for vehicles, trailers etc currently using North Street would be beneficial
- 45% wanted to see the steps repaired and pedestrian access improved
- **66% wanted to see new units built for small enterprises or office space to attract new employers.**

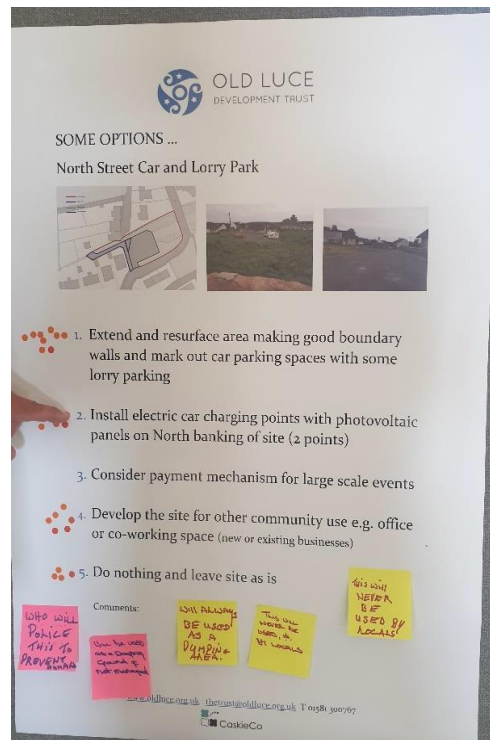
Q7 How can Woodside Industrial Estate be improved? Please tick all that you would like to see and add any comments



3.13. These options received similar support when voted on during consultation sessions. See photos below.

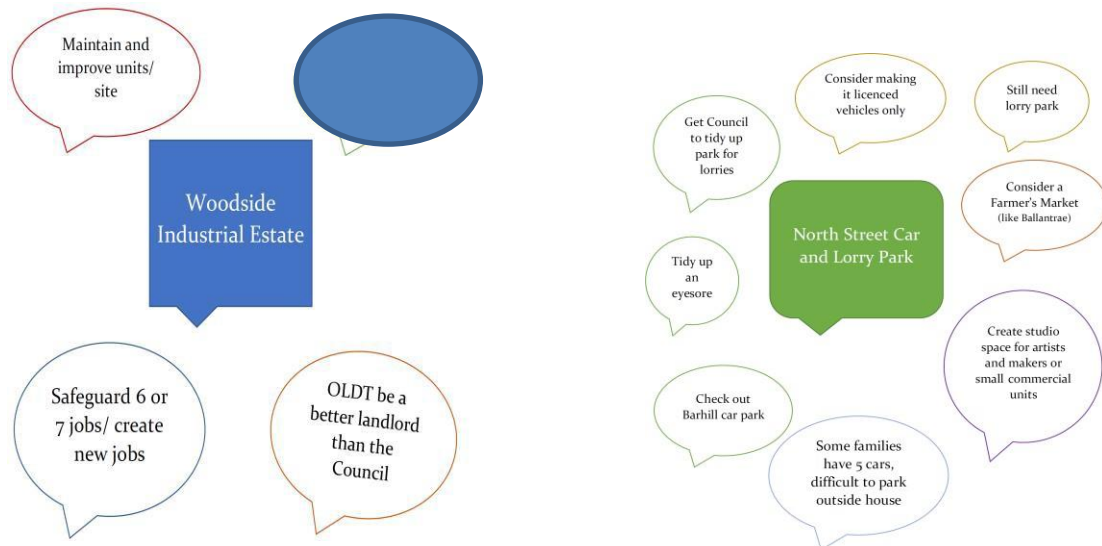


Woodside Industrial Estate



North Street Lorry Park

Doing nothing was not favoured as an option for either site with residents' keen to see costed options brought forward for them to consider at a future meeting. Suggestions put forward for each site were as follows:



Other Community issues raised

3.14. During the community consultation the following issues were also raised and while they are not the subject of this business plan, they are noted for the future attention of the Trust:

- People mentioned the community hub/ centre mentioned in the initial community consultation (2015)
- The village also would like a restaurant - a new café/restaurant (The Glen Café) has just opened under private ownership and people are keen to see it succeed
- People would like to see the old hotel developed. The land is currently zoned for housing and the land/building is owned by Dumfries and Galloway Housing Partnership
- A public meeting has been held to look at the need for a new doctor's surgery

3.15. Fifteen people (29% of respondents) provided their names and contact details expressing interest in getting involved in making things happen within the community.

3.16. A fully costed business plan was presented to a public meeting in Glenluce Village Hall on 13 November 2019 and all bar one person attending endorsed the plans.

4. National and Local Policy Context

Scottish Government

- 4.1. The Scottish Government's [Community Empowerment legislation of 2015](#) creates a scenario where communities are encouraged to make participation requests, take a greater role in Community Planning, make Community Asset Transfer requests to local authorities. It also affords communities the right to try to purchase land held in private ownership for the benefit of that community under certain conditions. It is under this legislation that OLDT wishes to seek a Community Asset Transfer (CAT) of both sites described earlier from Dumfries and Galloway Council (DGC). A Stage 2 CAT application will be prepared for discussion with DGC once this business plan receives community support.
- 4.2. The Scottish Government's South of Scotland Enterprise Bill was passed in June 2019 creating the launch of the new [South of Scotland Enterprise Agency](#) (SoSEA) to become operational in April 2020. The Agency will cover Dumfries and Galloway and Scottish Borders will address some of the issues facing the area including demographic changes, transport and digital connectivity. It will endeavour to address some of the *fragile communities* spread across there area in a similar way to Highlands and Islands Enterprise in the north of Scotland.
- 4.3. Dumfries and Galloway is also part of the [Borderlands Partnership](#) which brings together five cross border local authorities to promote economic growth in the area that straddles the Scotland England Border. The Partnership will focus on population growth and improved productivity through the themes of digital technology, innovation, low carbon and energy.



Area covered by Borderland Partnership

Local Policy

4.4. Dumfries and Galloway Council – has a vision of

*“a more **diverse** and **resilient** economy by 2020. One which is capable of taking advantage of opportunities by combining an appropriately **skilled** workforce and **connected** infrastructure to support more prosperous and **inclusive** communities where every member of the community has equality of access to that prosperity.”⁹*

4.5. Whilst acknowledging challenges such as GVA per hour worked being 82% of the Scottish average, a high and growing proportion of jobs being part-time, consistently high youth unemployment, 22% of the region classified as remote rural and 76 of the 976 data zones being classified in the 15% most deprived in Scotland.¹⁰ The population which is aging, is also declining with net out migration of young people. There are opportunities with the £12.6m investment in broadband with increasing numbers of micro businesses springing up, good transport links and the above mentioned new economic development initiatives (Borderlands Partnership and the SoSEA) which will raise the profile of Dumfries and Galloway as a place to do business, live and work.

4.6. Should OLDT wish to consider future development of either site it is worth exploring links into the above initiatives to identify opportunities. Stranraer has been highlighted as an important centre under the Borderland Partnership so its proximity to Glenluce may afford some opportunities.

Community Asset Transfer

4.7. OLDT wishes to make the case for the CAT of the proposed sites on the grounds that community ownership will enable enhancement and development of the sites to the benefit of the wider community, in the short, medium and longer term, in line with Dumfries and Galloway Council’s own vision as defined in the Regional Economic Strategy 2016 -26. Both sites have seen little or no investment in recent years resulting in a stagnation at best or deterioration in condition. Through access to a range of windfarm and community benefit monies the Trust proposes improvement of the sites in phases over the next six years. These improvements are described and costed more fully later in this plan.

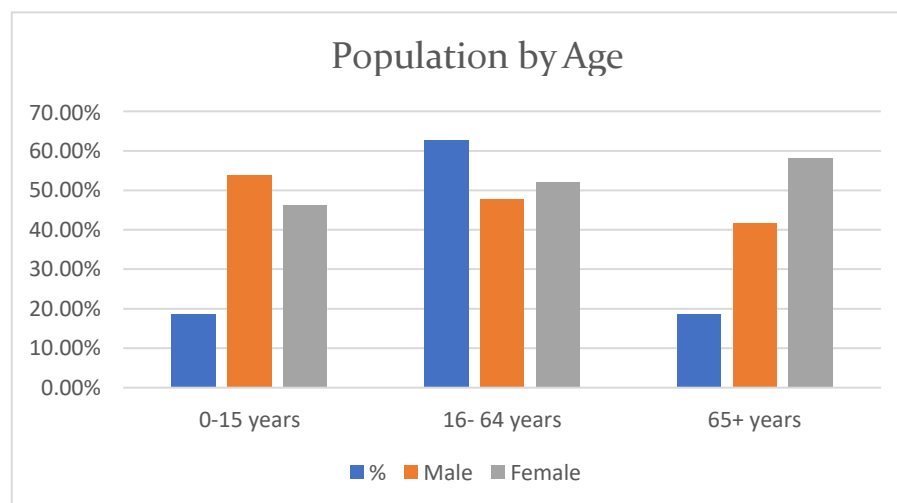
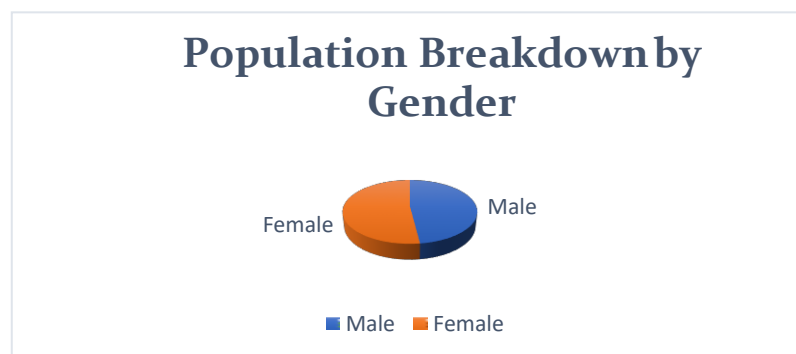
⁹ Dumfries and Galloway, Regional Economic Strategy 2016 -2026

¹⁰ Dumfries and Galloway, Regional Economic Strategy 2016 -2026

- 4.8. The benefits of community ownership will enable both sites to continue operating as they do, improving their amenity (physical appearance) and use (vehicles using site/number of jobs/employers located there) over time. Due to government austerity measures local authorities in Scotland have been prevented from investing in maintenance and improvements on sites such as those in Glenluce. Transfer of ownership offers an opportunity for a new look at the sites and a chance to develop them in line with local priorities.

Local Demographic Data

- 4.9. The population of Old Luce Parish at the last Census 2011 was 1,287. 52% are female and 48% are male as per pie chart below.



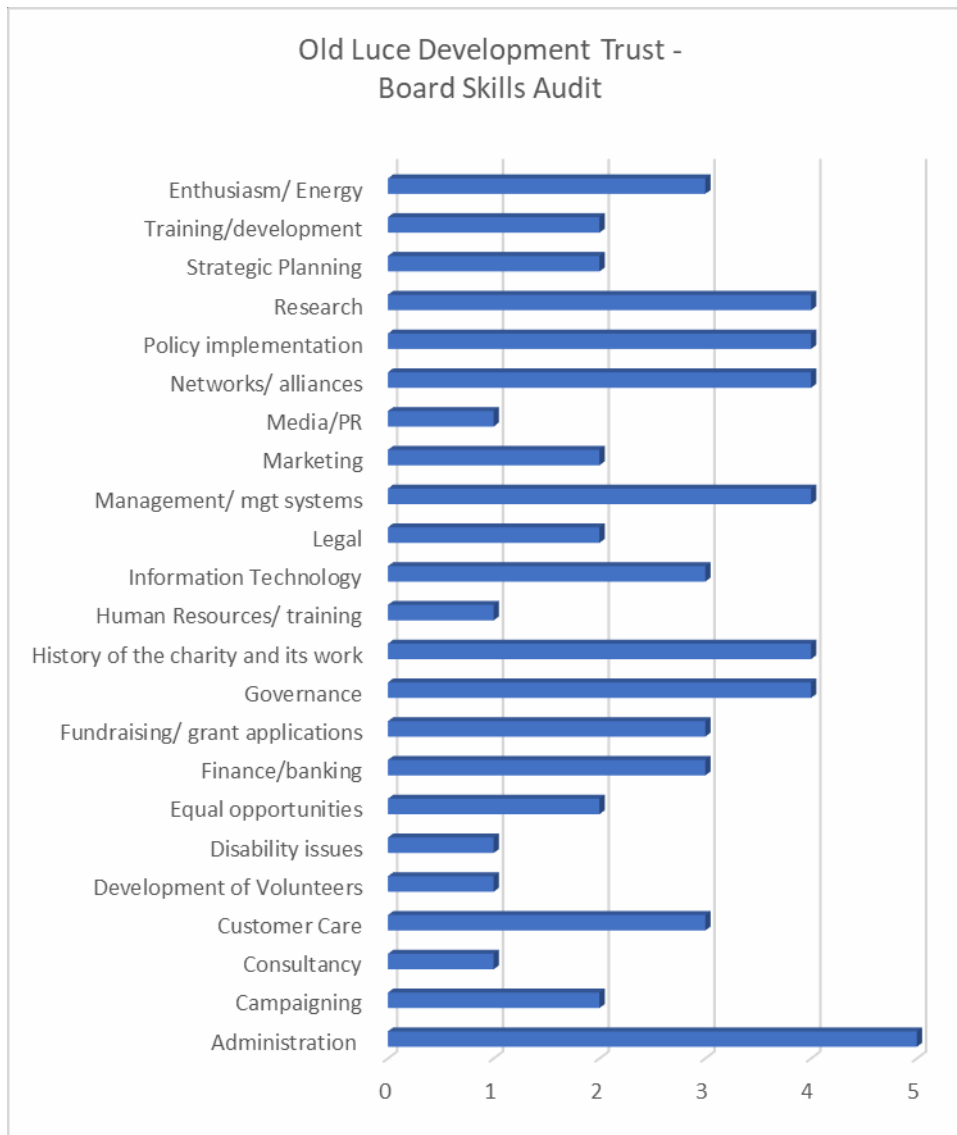
- 39% are not currently working (5.6% looking after home/family and 5.7% due to permanently sick or disabled)
- 24% have a limiting long-term illness
- 11.5% are not in good health
- 13.8% have no access to a car or van

5. The OLDT Board – Governance, Membership and Skills

- 5.1. The OLDT was established in June 2016 as a Company Limited by Guarantee with membership open to all adult residents of Old Luce Parish. The Trust has nine directors elected from the local community and became registered as a charity on 21 June 2019. The Trust has 197 members and holds its AGM in February each year.



- 5.2. As indicated in the introduction the Trust is currently managing nine significant projects across Glenluce and it employs 3 part-time staff (1- 1.25 FTE) to assist with the delivery of its activities from its registered office based in Glenluce Public Hall. The staff has a wide range of skills and qualifications which complement the Board; including HR, Finance and Equalities.
- 5.3. A skills audit across OLDT Board members was completed by five members in September/ October 2019 indicating a very high level of skill and experience across the public and private sectors, business and public service. As can be seen from the chart below all areas are covered with particular strength in administration. Governance, Management/Management systems, Research, Policy Implementation, Networks and a long-standing commitment to the history of the Trust also feature strongly. At least three board members have significant experience in finance and fundraising so they are well placed to prepare funding bids to take on assets such as the Lorry Park and Industrial Estate.
- 5.4. The Board manages a large number of projects, meeting on the last Wednesday of each month to make decisions. They have successfully delivered eight projects in the three years or so since they were established, so are well placed to deliver this Community Asset Transfer which is in line with their objectives and will further add to their portfolio.

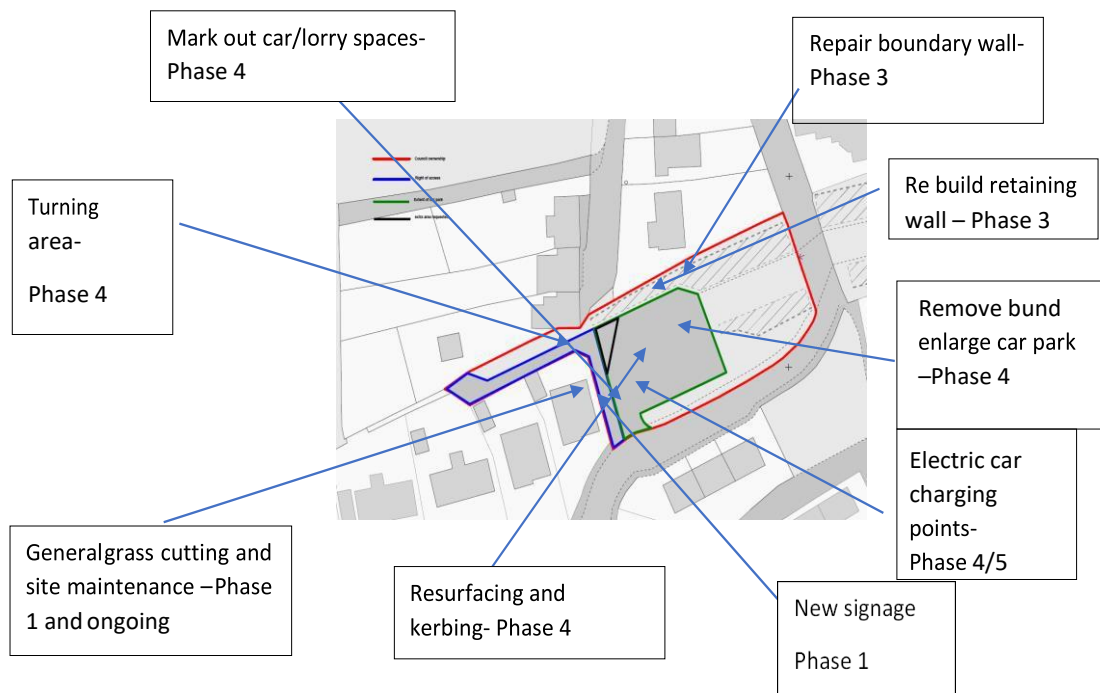


Board Skills Audit results (5 Board members)

6. Development of Sites and Future Options

North Street Car and Lorry Park – proposed works and costs

- 6.1. This section looks at the plans for improving the sites and the phasing of such works. The diagram below shows the site with the various improvements proposed identified. Work will be carried out in six phases.



- 6.2. The phases can be summarised as:

Phase 1 – grassing cutting and new signage

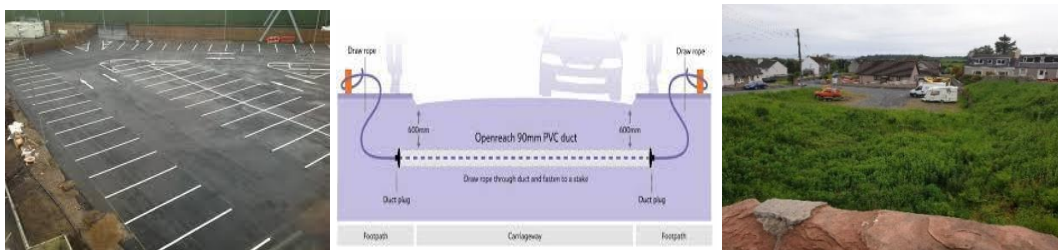


Phase 2 – grass cutting and maintenance

Phase 3 – Repair boundary wall on North banking retaining wall



Phase 4 – Enlarge parking area (remove bund), ducting for electric charging points and line marking for cars and lorries



Phase 5 – Surface/ mark out parking and turning area, install vehicle charging points



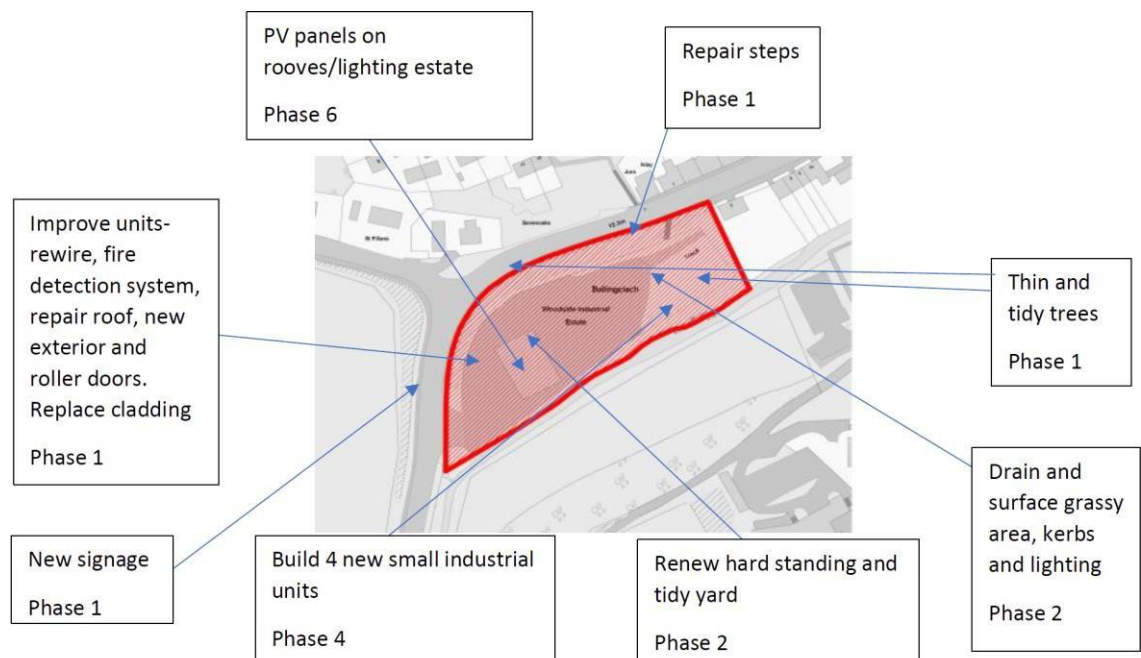
6.3. Costs for each Phase are summarised as (full detail can be found in section 9):

	Lorry Park	
Phase 1	£	6,048.00
Phase 2	£	3,633.84
Phase 3	£	66,743.46
Phase 4	£	84,495.60
Phase 5	£	26,651.52
Phase 6	£	4,089.96
Total	£	191,662.38

- 6.4. Costs for each proposed improvement have been prepared in conjunction ATH Crossan & Sons and it is proposed that when work is delivered it will be tendered and managed by a qualified building surveyor. A budget of 5% of costs has been set aside for professional management of the works.

Woodside Industrial Estate – proposed works and schedule

- 6.5. The structural survey of the buildings and site and discussions with the tenants have informed what is required to bring the units up to scratch and improve their appearance. As with the Lorry Park these have been fully costed by our surveyor (as above).



- 6.6. Works will again be carried out over a six phase schedule and can be described as follows:

Phase 1 – repair/replace roof (all 4 units), replace 3 roller shutter doors and all other exterior doors, rewire each unit, install fire detection system in each unit, refurbish steps to Main Street, thin trees surrounding site, new signage



Phase 2 – excavation of grass area, drainage of area, hardstanding including kerbing and ducting for new lights



Phase 3 – General maintenance

Phase 4 – General maintenance with option on 4 new small units on hardstanding (former grassy area)



Phase 5 – General maintenance

Phase 6 – PV panels for rooves of units and lighting for estate



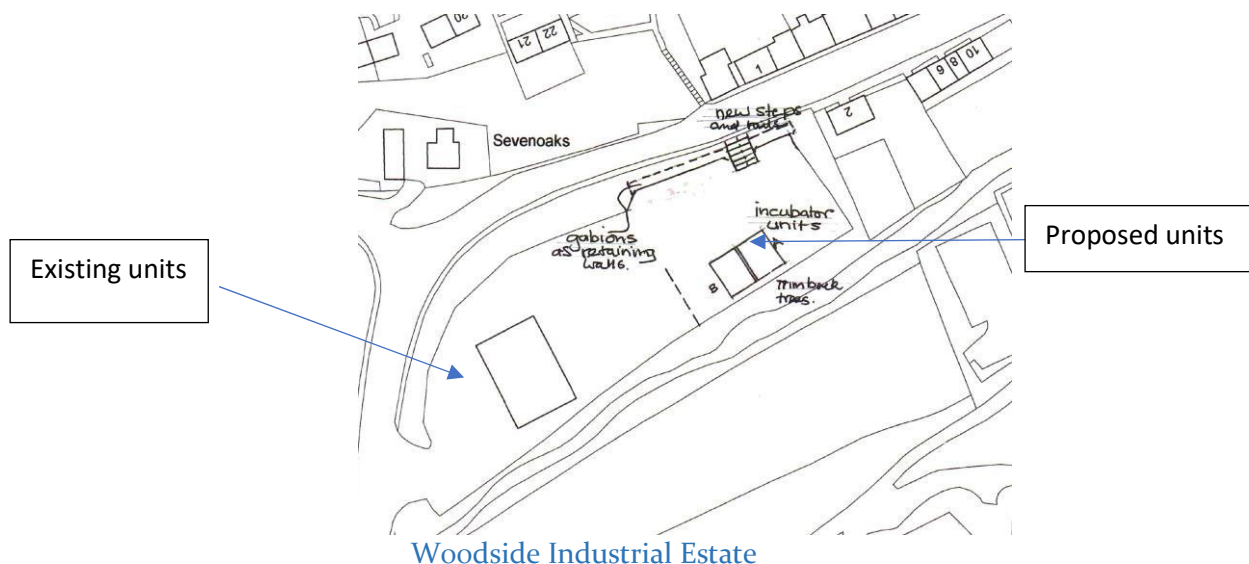
6.7. The summary costs for the phases are as per the table below:

	Woodside	
Phase 1	£	114,534.00
Phase 2	£	97,595.82
Phase 3	£	27,762.84
Phase 4	£	2,639.70
Phase 5	£	2,719.08
Phase 6	£	35,560.98
Total	£	280,812.42

6.8. It is also considered that, should there be a demand, additional units for small businesses may be added to bring further employment the village. The Borderlands Partnership and South of Scotland Enterprise Agency both come on stream in April 2020 so early discussions are planned to explore possibilities.

Potential location of 4 new incubator units at Woodside

6.9. As part of the preparation of the plan a potential site has been identified for four additional small units on the industrial Estate site. These would only be built in response to demand and can be further customised as required.

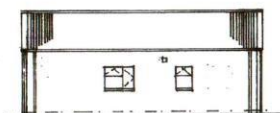


Old Luce Development Trust –Lorry Park and Industrial Estate Business Plan



Front Elevation

Scale 1:200



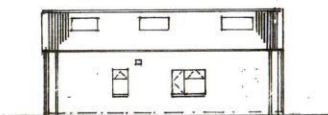
Side Elevation A

Scale 1:200



Rear Elevation

Scale 1:200



Side Elevation B

Scale 1:200

Solar Panels

A.H.R. Crossan & Co. Chartered Quantity Surveyors, Construction Cost Consultants, Valuer. 41a Castle Street, Dumfries, DG1 1DU Tel: (01387) 255 265 Mob: 07724 073 178	Project: Proposed New Commercial Units at Woodside Industrial Estate, Glen Luce. for	
	Old Luce Development Trust	
	Title: Elevations as Proposed	
	Drg No: PD/19/07.02	Date: 10.10.2019
Tel: (01387) 255 265 Mob: 07724 073 178		Checked:

- 6.10. Other options for development of the site have been suggested such as a secure parking area for longer term storage of vehicles and this will be considered as future plans are developed.

7. Strengths, Weaknesses, Opportunities and Threats

- 7.1. Old Luce Development Trust has a number of projects underway at the present time so an exercise was carried out with the Board to determine the SWOT analysis for this project. This enables an understanding of the context in which the social enterprise will work, together with things which may present challenges or new avenues to explore.

Strengths	Weaknesses
<ul style="list-style-type: none"> • Parish has a secure income and access to a range of pots of money • Project will improve amenity/appearance of village • It will give community control over key assets • It will safeguard local employment • Chance to introduce future technology (charging points) • Address community need for more parking in the village • Create space for more small businesses in medium term • Put Glenluce on the map • Trust has staff to help with capacity delivering projects • Industrial units let and tenants happy and keen to stay • Trust acquires further assets in the village 	<ul style="list-style-type: none"> • Community complacency/apathy • Lack of support from local authority • Finding funding to complete project – need to make a good case and potentially compete with other Trust priorities
Opportunities	Threats
<ul style="list-style-type: none"> • Access to investment funding • Local authority austerity • Community Asset Transfer (CAT) being encouraged • New Borderland Partnership raising profile of D&G 	<ul style="list-style-type: none"> • Attitude of Economic Development staff (negative) • Community apathy • Current tenants may leave • Other projects may usurp this one (e.g. doctor's surgery)

<p>generally can Glenluce have a slice of pie?</p> <ul style="list-style-type: none"> • New South of Scotland Enterprise Agency – how can Glenluce tap into this? 	
----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

- 7.2. The Trust was originally established to enable the local community to benefit from funding available through the Old Luce Community Fund. As noted earlier these efforts are directed at **improving choice** and **opportunity** for all. The chance to acquire the lorry park and industrial estate by means of CAT will enable the community to redevelop them to better meet needs and make the place more attractive. OLDLT has access to significant funds over the next 25 years so is able to invest in local infrastructure, having successfully developed and delivered a number of projects.
- 7.3. Acquisition of the sites will bring new assets into community ownership for the long term whilst enabling future development to address local issues, particularly employment and net outward youth migration. Two new economic development initiatives including Dumfries and Galloway should bring new opportunities for investment and creation of jobs so it could be a proactive move on behalf of the Trust to bring forward plans for the village to create some new spaces to attract new businesses to the village.
- 7.4. It can be difficult to engage communities in being enthusiastic about infrastructure projects such as this but once they see the improvements in amenity and hopefully new jobs coming out of efforts it can bring people on board.
- 7.5. Acquiring the two sites represents a significant opportunity for the Trust as it will add assets worth £400,000 to their balance sheet, provide a modest income whilst attracting potential investment to improve the stock for the longer-term benefit of the community and Trust.

8. Community Benefits of Asset Transfer

- 8.1 Old Luce will receive significant sums of money over the next 25 years from community benefit funds related to neighbouring windfarms giving the community opportunity to plan for the longer term and bring about lasting benefits for those living there, however these funds are not limitless either in value or time and it is the intent that the Trust should become financially sustainable by taking steps to establish its own income streams separately from the community benefit and other funds available.

Such income streams and property in the Trust's ownership will be used, as is required by the Trusts Constitution and regulation as a charity, solely, towards the objectives of the Trust.

- 8.2 Ownership of the Industrial Estate will provide the Trust with just such an income which could be used in various ways to sustain the day to day operation of the Trust or as a means of cross subsidising other the projects that the Trust is currently undertaking, for example, the sustainability of the Village Hall.

- 8.3 The Hall is operating a year on year deficit, just as it was while it was under Council management, but given the community uses of the hall, it would be detrimental to the wellbeing, social cohesion and sense of community spirit for the Trust no to continue managing the Hall.

- 8.4 Examples of such community benefit the continued operation of the Village Hall provides are:

- Weekly session of Chair Exercise and Boccia (separate events) and Matinee Cinema monthly/bi-monthly which are open to all but mainly attended by retired and older people.
- Yearly Seniors Christmas party

All of which contribute to the improvement of the physical health and wellbeing and reducing the social isolation of those attending

- Beavers and Cubs weekly meetings
- Cinema Nights monthly showing both Children and family movies
- Community Shop open 3 time per week, selling second hand and hand-made items
- Village events such as 'Sports Week' events and local population for both adults and children

All of which contribute to reducing social isolation and community involvement/cohesion.

- 8.5 The above example is not the only benefit to the community in this Asset Transfer but does demonstrate the transformation this Asset Transfer could achieve.

9. Risk Assessment

- 9.1. Any venture carries risks as, we saw in the earlier SWOT analysis, being aware of those risks and taking steps to mitigate them enables most enterprises to move forward. Here we identify the risks associated with OLDLT working with D&GC to transfer the sites into community ownership by means of Community Asset Transfer. A strong case requires to be made to the Council and its various internal processes satisfied that the Trust has a robust plan to take on a deliver the industrial estate and the car park, and secure investment to improve them over time.
- 9.2. A scoring system of 1 to 5 has been used to assess the chance of each risk. These are multiplied to give the combined scores which falls into one of three categories – **Green 1- 10**, **Amber 11- 15** or **Red 16 -25**.

Category	Risk Description	Chance	Impact	Score	Response/Actions
2 other projects on the go at present	OLDLT have successfully delivered 8 capital projects (see 1.3) so they have a strong track record. The Trust also has a highly skilled and experienced board but still requires to carry out due diligence on significant capital projects	1	2	2	Ensure good quality specialist input to prepare plans and board time to scrutinise them. A strong staff team to support delivery of projects
Political approval – CAT community asset transfer	Not making a strong enough case to D&GC to take on assets they were initially not keen to sell. The political climate has changed even since this project was mooted so it is more likely that it will receive political support although early indications suggested that D&GC was not keen to part with the Industrial Estate.	2	2	4	A robust business case and strong community support. Lobby local elected members and committee to ensure they understand the importance and benefits of the CAT. Raise profile in Borderlands Partnership and South of Scotland Enterprise Agency
Spiralling costs	Building costs are subject to market conditions and can rise steeply according to factors out with the control of the Trust e.g. Brexit.	2	2	4	Professionally costed plans at the outset should take account of this with provision for inflation and contingency. A phased development plan to reduce risks. Professional build supervision provided for.
Properties NOT let or void	The industrial estate properties are currently let and meeting with all tenants during the preparation of this plan suggests that they are happy to continue their tenancies after community ownership is affected. But should [REDACTED] decide to	2	2	4	Meet with tenants, discuss their requirements and endeavour to be a good landlord.

	move elsewhere this would be a significant loss as they have three out of the four units. NB a rent review is proposed in year 3 of the business plan with a modest increase suggested in line with inflation. Units should have been significantly improved by this point if phased improvements are delivered as planned.				
Car park stays a dumping ground	Concerns have been expressed that this could happen – maybe the Trust can recruit some of those neighbouring the site to act as “watchdogs” in the nicest possible way to keep an eye on how the site is used.	2	2	4	Neighbours and occasional site visits together with good signage should help improve the security of the site and reduce “abandoning” of vehicles. CCTV could also be installed linked to the Trust office.
CAT not approved by D&GC	If the CAT is not approved then the status quo will remain with the potential for the Trust to make a further application in due course.				Prepare a robust business plan and CAT stage 2 application to mitigate against this.
Other more exciting projects take precedence	As above new projects with more seeming urgency may take the Trust’s attention reducing the time and priority devoted to using existing funding resources to carry out the phased works proposed on the sites	3	3	9	This could delay the improvements but as long as essential works are carried out on the units at Woodside (rewiring and fire detection systems) then other works could be affected over a longer - term period.

9.3. The OLDLT Board will be responsible for managing the assets on behalf of the local community once they are in community ownership. They will add significantly to the Trust’s asset register and provide future opportunities for the village/community down the line. They also add liabilities should anything happen to the units or they fall vacant. Having clear management and communication channels and a phased plan for development should mitigate many of the risks associated with this.

9.4. The Trust has a strong and experienced Board supported by a well-qualified staff team. It has successfully delivered eight capital projects in the last three years so has a proven track record.

9.5. If the CAT is not approved then the status quo would remain the Council would continue to manage the site although it is currently unable to make investment to improve safety, amenity and develop opportunities. The Trust can offer all of the above so the transfer of the assets would enable the Council to better discharge its objective of “a more diverse and resilient economy.”

10.Asset Acquisition and Capital Costs

Asset Acquisition

- 10.1. North Street Lorry Park and Woodside Industrial Estate have been valued as follows:

North Street Car and Lorry Park	£100,000
Woodside Industrial Estate	<u>£300,000</u>
Total Value of both Assets	£400,000 ¹¹

- 10.2. The proposed Asset Transfer cost of the assets from Dumfries and Galloway Council is the nominal sum of £1 per asset i.e. a total of £2 for both sites.
- 10.3. Consultations with the Trust's legal, adviser [REDACTED] of McCormick & Nicholson Solicitors indicates that the conveyancing costs for the transfer of the assets into Trust ownership would be as follows:

Conveyancing (Trust costs only)	£2,500 plus VAT
Registration dues for North St	£120
Registration dues for Woodside	£480

Initial indication suggest that the leases may transfer with title and may not need to be revised initially, but [REDACTED] has indicated willingness to review this nearer the time should this be necessary.

Capital Investment in the Assets

- 10.4. The proposed development of both the Lorry Park and Woodside Industrial Estate are planned over six phases, as indicated earlier in the business plan. These capital works are scheduled and costed as follows.

¹¹ AHR Crossan & Co

Old Luce Development Trust –Lorry Park and Industrial Estate Business Plan

Old Luce Development Trust									
Lorry Park and Industrial Estate Business Plan									
Capital Expenditure									
The development of both sites is planned over a 6 phases with the costs being broken down as follows:									
Phase 1	Cost	VAT	Total						
Phase 1 - Lorry Park									
General maintenance of the area (grass cutting)	£ 2,800.00	£ 560.00	£ 3,360.00						
New signage	£ 2,000.00	£ 400.00	£ 2,400.00						
		£ -	£ -						
Phase 1 - Industrial Estate									
General maintenance of the area (grass cutting)	£ 1,900.00	£ 380.00	£ 2,280.00						
Roof repair (4 units)	£ 5,000.00	£ 1,000.00	£ 6,000.00						
Rewiring and install fire detection systems (4 units)	£ 36,000.00	£ 7,200.00	£ 43,200.00						
New exterior doors on units (4 units)	£ 4,000.00	£ 800.00	£ 4,800.00						
Replace 3 roller shutter doors	£ 15,000.00	£ 3,000.00	£ 18,000.00						
Refurbishment of the pedestrian steps to site from Main Street	£ 18,000.00	£ 3,600.00	£ 21,600.00						
Thermographic survey x 4	£ 4,000.00	£ 800.00	£ 4,800.00						
Thinning of trees surrounding site	£ 5,000.00	£ 1,000.00	£ 6,000.00						
New Signage	£ 2,000.00	£ 400.00	£ 2,400.00						
SubTotal	£ 95,700.00	£ 19,140.00	£ 114,840.00						
Project Management costs @ 5% of total	£ 4,785.00	£ 957.00	£ 5,742.00						
Total Cost Phase 1	£ 100,485.00	£ 20,097.00	£ 120,582.00						
Phase 2									
Phase 2 - Lorry Park									
General Maintenance of area (grass cutting)	£ 2,884.00	£ 576.80	£ 3,460.80						
Phase 2 - Industrial Estate									
General maintenance of the area (grass cutting)	£ 1,957.00	£ 391.40	£ 2,348.40						
Excavation of grass area	£ 28,000.00	£ 5,600.00	£ 33,600.00						
Drainage of area	£ 5,000.00	£ 1,000.00	£ 6,000.00						
Hardstanding including kerbing and ducting for new lights	£ 42,500.00	£ 8,500.00	£ 51,000.00						
Sub Total	£ 80,341.00	£ 16,068.20	£ 96,409.20						
Project Management Costs @ 5% of total	£ 4,017.05	£ 803.41	£ 4,820.46						
Total Cost Phase 2	£ 84,358.05	£ 16,871.61	£ 101,229.66						
Phase 3									
Phase 3 - Lorry Park									
General Maintenance (grass cutting)	£ 2,971.00	£ 594.20	£ 3,565.20						
Repair boundary north on North banking	£ 5,000.00	£ 1,000.00	£ 6,000.00						
Retaining wall	£ 45,000.00	£ 9,000.00	£ 54,000.00						
Phase 3 - Industrial Estate									
General maintenance of the area (grass cutting)	£ 2,034.00	£ 406.80	£ 2,440.80						
Replace cladding (4 units)	£ 20,000.00	£ 4,000.00	£ 24,000.00						
Sub Total	£ 75,005.00	£ 15,001.00	£ 90,006.00						
Project Management Costs @ 5% of total	£ 3,750.25	£ 750.05	£ 4,500.30						
Total Cost for Phase 3	£ 78,755.25	£ 15,751.05	£ 94,506.30						

Continued over

Old Luce Development Trust –Lorry Park and Industrial Estate Business Plan

Phase 4							
Phase 4 - Lorry Park							
General Maintenance (grass cutting)	£	3,060.00	£	612.00	£	3,672.00	
Enlarge parking area	£	30,000.00	£	6,000.00	£	36,000.00	
Hard standing including kerbing and ducting for vehicle charging points	£	34,000.00	£	6,800.00	£	40,800.00	
Phase 4 - Industrial Estate							
General maintenance of the area (grass cutting)	£	2,095.00	£	419.00	£	2,514.00	
Sub Total	£	69,155.00	£	13,831.00	£	82,986.00	
Project Management Costs @ 5% of total	£	3,457.75	£	691.55	£	4,149.30	
Total Cost for Phase 4	£	72,612.75	£	14,522.55	£	87,135.30	
Phase 5							
Phase 5 - Lorry park							
General Maintenance (grass cutting)	£	3,152.00	£	630.40	£	3,782.40	
Surface/ mark out parking spaces and turning area	£	4,000.00	£	800.00	£	4,800.00	
Vehicle charging points	£	14,000.00	£	2,800.00	£	16,800.00	
Phase 5 - Industrial Estate							
General maintenance of the area (grass cutting)	£	2,158.00	£	431.60	£	2,589.60	
Sub Total	£	23,310.00	£	4,662.00	£	27,972.00	
Project Management costs @ 5% of total	£	1,165.50	£	233.10	£	1,398.60	
Total Cost for Phase 5	£	24,475.50	£	4,895.10	£	29,370.60	
Phase 6							
Phase 6 - Lorry Park							
General maintenance	£	3,246.00	£	649.20	£	3,895.20	
Phase 4 - Industrial Estate							
Roof Photo Voltaic Cells	£	18,000.00	£	3,600.00	£	21,600.00	
Lighting for Estate	£	8,000.00	£	1,600.00	£	9,600.00	
General maintenance of the area (grass cutting)	£	2,223.00	£	444.60	£	2,667.60	
Sub Total	£	31,469.00	£	6,293.80	£	37,762.80	
Project Management costs @ 5% of total	£	1,573.45	£	314.69	£	1,888.14	
Total Cost for Phase 6	£	33,042.45	£	6,608.49	£	39,650.94	
Total for All Phases - both sites							
	£	393,729.00	£	78,745.80	£	472,474.80	
Add inflation @ 3% for phases 1 - 6	£	11,811.87	£	2,362.37	£	14,174.24	
Contingency @ 10% (original costs)	£	39,372.90	£	7,874.58	£	47,247.48	
OLDT-WorksPhase-Costs4.1- 25Nov19							

10.5. Options for further developments - indicative costs:

Incubator Unit (4)	£160,000
Studio Space	£ 80,000
Secure lock up for	
Boats, caravans etc ¹²	£ 10,000

10.6. The Trust is currently registering for VAT so would be able to claim the VAT back on capital expenditure. Funding the various stages is expected to be

¹² Potentially generating a further small rental income

drawn down from the range of funds available, although the primary funder is anticipated to be the Old Luce Community Fund. It is also anticipated that the new economic development initiatives referred to above come on stream there may well be the opportunity to lever in funds

- 10.7. The Trust will seek advice from its VAT adviser in relation to its position with regard to optimising its situation with regard to tax in relation to its rental income and any potential Capital Gains liabilities.

Cashflow Summary

- 10.8. The income and expenditure cash flow can be summarised as follows. Section 10 has a breakdown by year and month. Community ownership and operation of both sites will bring in a small profit each year of just under £6,000 resulting in a profit of around £30,000 over 5 years. A sink fund is also built up over this period totalling £15,000.

Old Luce Development Trust Lorry Park and Industrial Estate Business Plan Cashflow Summary Year 1- 5						
INCOME	Year 1	Year 2	Year 3	Year 4	Year 5	
Woodside Industrial Estate						
	£ 4,485.00	£ 4,620.00	£ 4,764.00	£ 4,908.00	£ 5,052.00	
	£ 5,640.00	£ 5,808.00	£ 5,980.00	£ 6,160.00	£ 6,344.00	
	£ 3,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00	
North Street Car and Lorry Park						
No income at present	£ -	£ -	£ -	£ -	£ -	
Total	£ 13,125.00	£ 13,428.00	£ 13,744.00	£ 14,068.00	£ 14,396.00	
EXPENDITURE						
Woodside Industrial Estate						
Insurance of units (buildings)	£ 4,485.00	£ 4,620.00	£ 4,764.00	£ 4,908.00	£ 5,052.00	
Management of Estate	£ 5,640.00	£ 5,808.00	£ 5,980.00	£ 6,160.00	£ 6,344.00	
Maintainance budget/Sink Fund	£ 3,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00	£ 3,000.00	
Total	£ 13,125.00	£ 13,428.00	£ 13,744.00	£ 14,068.00	£ 14,396.00	
Profit/Loss	£ 5,974.00	£ 5,671.00	£ 6,296.00	£ 5,972.00	£ 5,644.00	
Total at Bank	£ 5,974.00	£ 11,645.00	£ 17,941.00	£ 23,913.00	£ 29,557.00	

11. Cashflow forecast – 5 Years

11.1. Cashflow Year 1

Old Luce Development Trust Lorry Park and Industrial Estate Business Plan Cashflow														
INCOME														
Year 1	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total	
Woodside Industrial Estate														
North Street Car and Lorry Park														
No income at present	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Total	£	£	£	£	£	£	£	£	£	£	£	£	£	£
EXPENDITURE														
Woodside Industrial Estate														
Insurance of units (buildings)	£ 373.75	£ 373.75	£ 373.75	£ 373.75	£ 373.75	£ 373.75	£ 373.75	£ 373.75	£ 373.75	£ 373.75	£ 373.75	£ 373.75	£ 4,485.00	
Management of Estate	£ 1,410.00	£ -	£ -	£ 1,410.00	£ -	£ -	£ 1,410.00	£ -	£ -	£ 1,410.00	£ -	£ -	£ 5,640.00	
Maintainance budget/Sink Fund	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 3,000.00	
Total	£ 2,033.75	£ 623.75	£ 623.75	£ 2,033.75	£ 623.75	£ 623.75	£ 2,033.75	£ 623.75	£ 623.75	£ 2,033.75	£ 623.75	£ 623.75	£ 13,125.00	
Profit/Loss	-£ 442.19	£ 967.81	£ 967.81	-£ 442.19	£ 967.81	£ 967.81	-£ 442.19	£ 967.81	£ 967.81	-£ 442.19	£ 967.81	£ 968.09	£ 5,974.00	
Total at Bank	-£ 442.19	£ 525.62	£ 1,493.43	£ 1,051.24	£ 2,019.05	£ 2,986.86	£ 2,544.67	£ 3,512.48	£ 4,480.29	£ 4,038.10	£ 5,005.91	£ 5,974.00		
Assumptions														
Rental Income is paid monthly in advance by direct debit														
OLDT is currently registering for VAT														
Insurance premium for Public Liability (property) lorry park £285 pa. Premium for buildings with rebuild value of £1m approx £4,200 (Keegan and Pennykid) subject to confirmation														
Lorry Park maintenance £2,800 pa (4 cuts @ £700), Industrial Estate maintenance £1,900 pa (4 cuts pa @ £400 – 3 x weedkilling @£100) = £4,700 + VAT = £5,640 divided into 4 installments														
This includes a sink fund of £3,000														
Cashflow 3.1 10Nov19														

Old Luce Development Trust –Lorry Park and Industrial Estate Business Plan

11.2. Cashflow Year 2

Old Luce Development Trust													
Lorry Park and Industrial Estate Business Plan													
Cashflow													
INCOME													
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Year 2													
Money in Bank	£ 5,974.00												
Woodside Industrial Estate													
North Street Car and Lorry Park													
No income at present	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Total	£	£	£	£	£	£	£	£	£	£	£	£	£
EXPENDITURE													
Woodside Industrial Estate													
Insurance of units (buildings)	£ 385.00	£ 385.00	£ 385.00	£ 385.00	£ 385.00	£ 385.00	£ 385.00	£ 385.00	£ 385.00	£ 385.00	£ 385.00	£ 385.00	£ 4,620.00
Management of Estate	£ 1,452.00	£ -	£ -	£ 1,452.00	£ -	£ -	£ 1,452.00	£ -	£ -	£ 1,452.00	£ -	£ -	£ 5,808.00
Maintainance budget/sink fund	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 3,000.00
													£ -
													£ -
Total	£ 2,087.00	£ 635.00	£ 635.00	£ 2,087.00	£ 635.00	£ 635.00	£ 2,087.00	£ 635.00	£ 635.00	£ 2,087.00	£ 635.00	£ 635.00	£ 13,428.00
Profit/Loss	£ 5,478.56	£ 956.56	£ 956.56	-£ 495.44	£ 956.56	£ 956.56	-£ 495.44	£ 956.56	£ 956.56	-£ 495.44	£ 956.56	£ 956.84	£ 11,645.00
Total at bank	£ 5,478.56	£ 6,435.12	£ 7,391.68	£ 6,896.24	£ 7,852.80	£ 8,809.36	£ 8,313.92	£ 9,270.48	£ 10,227.04	£ 9,731.60	£ 10,688.16	£ 11,645.00	
Assumptions													
Rental Income is paid monthly in advance by direct debit													
No allowance for inflation on income													
Inflation on insurance and management of site at 3%													
Sink fund in addition to cash at bank - £6,000													
Estate management costs + 3% - £5,640 + 3% = £5,809 divide into 4 installments = £1,452													

Old Luce Development Trust –Lorry Park and Industrial Estate Business Plan

11.3. Cashflow Year 3

Old Luce Development Trust Lorry Park and Industrial Estate Business Plan Cashflow													
INCOME													
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Year 3													
Money in bank	£ 11,645.00												
Woodside Industrial Estate													
North Street Car and Lorry Park													
No income at present	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Total	£	£	£	£	£	£	£	£	£	£	£	£	£
EXPENDITURE													
Woodside Industrial Estate													
Insurance of units (buildings)	£ 397.00	£ 397.00	£ 397.00	£ 397.00	£ 397.00	£ 397.00	£ 397.00	£ 397.00	£ 397.00	£ 397.00	£ 397.00	£ 397.00	£ 4,764.00
Management of Estate	£ 1,495.00	£ -	£ -	£ 1,495.00	£ -	£ -	£ 1,495.00	£ -	£ -	£ 1,495.00	£ -	£ -	£ 5,980.00
Maintenance budget/sink fund	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 3,000.00
													£ -
													£ -
Total	£ 2,142.00	£ 647.00	£ 647.00	£ 2,142.00	£ 647.00	£ 647.00	£ 2,142.00	£ 647.00	£ 647.00	£ 2,142.00	£ 647.00	£ 647.00	£ 13,744.00
Profit/Loss	£ 11,173.00	£ 1,023.00	£ 1,023.00	-£ 472.00	£ 1,023.00	£ 1,023.00	-£ 472.00	£ 1,023.00	£ 1,023.00	-£ 472.00	£ 1,023.00	£ 1,023.00	£ 17,941.00
Total at bank	£ 11,173.00	£ 12,196.00	£ 13,219.00	£ 12,747.00	£ 13,770.00	£ 14,793.00	£ 14,321.00	£ 15,344.00	£ 16,367.00	£ 15,895.00	£ 16,918.00	£ 17,941.00	
Assumptions													
Rental Income is paid monthly in advance by direct debit													
Rent review with modest increase of 5% allowance for inflation on income													
Inflation on insurance and management of site at 3%													
Includes sink fund of £9,000 in addition to bank													
Estate management costs + 3% - £5,809 + 3% = £5,983 divide into 4 installments = £1,495													

Old Luce Development Trust –Lorry Park and Industrial Estate Business Plan

11.4. Cashflow Year 4

Old Luce Development Trust													
Lorry Park and Industrial Estate Business Plan													
Cashflow													
INCOME													
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Year 4													
Money at bank	£ 17,941.00												
Woodside Industrial Estate													
North Street Car and Lorry Park													
No income at present	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Total	£	£	£	£	£	£	£	£	£	£	£	£	£
EXPENDITURE													
Woodside Industrial Estate													
Insurance of units (buildings)	£ 409.00	£ 409.00	£ 409.00	£ 409.00	£ 409.00	£ 409.00	£ 409.00	£ 409.00	£ 409.00	£ 409.00	£ 409.00	£ 409.00	£ 4,908.00
Management of Estate	£ 1,540.00	£ -	£ -	£ 1,540.00	£ -	£ -	£ 1,540.00	£ -	£ -	£ 1,540.00	£ -	£ -	£ 6,160.00
Maintainance budget/sink fund	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 3,000.00
													£ -
													£ -
Total	£ 2,199.00	£ 659.00	£ 659.00	£ 2,199.00	£ 659.00	£ 659.00	£ 2,199.00	£ 659.00	£ 659.00	£ 2,199.00	£ 659.00	£ 659.00	£ 14,068.00
Profit/Loss	£ 17,412.00	£ 1,011.00	£ 1,011.00	-£ 529.00	£ 1,011.00	£ 1,011.00	-£ 529.00	£ 1,011.00	£ 1,011.00	-£ 529.00	£ 1,011.00	£ 1,011.00	£ 23,913.00
Total at bank	£ 17,412.00	£ 18,423.00	£ 19,434.00	£ 18,905.00	£ 19,916.00	£ 20,927.00	£ 20,398.00	£ 21,409.00	£ 22,420.00	£ 21,891.00	£ 22,902.00	£ 23,913.00	
Assumptions													
Rental Income is paid monthly in advance by direct debit													
No allowance for inflation on income													
Inflation on insurance and management of site at 3%													
Includes sink fund of £12,000													
Estate management costs + 3% - £5,983 + 3% = £6,162 divide into 4 installments = £1,540													

Old Luce Development Trust –Lorry Park and Industrial Estate Business Plan

11.5. Cashflow Year 5

Old Luce Development Trust													
Lorry Park and Industrial Estate Business Plan													
Cashflow													
INCOME													
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total
Year 5													
Money at Bank	£ 23,913.00												
Woodside Industrial Estate													
North Street Car and Lorry Park													
No income at present	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Total	£	£	£	£	£	£	£	£	£	£	£	£	£
EXPENDITURE													
Woodside Industrial Estate													
Insurance of units (buildings)	£ 421.00	£ 421.00	£ 421.00	£ 421.00	£ 421.00	£ 421.00	£ 421.00	£ 421.00	£ 421.00	£ 421.00	£ 421.00	£ 421.00	£ 5,052.00
Management of Estate	£ 1,586.00	£ -	£ -	£ 1,586.00	£ -	£ -	£ 1,586.00	£ -	£ -	£ 1,586.00	£ -	£ 1,586.00	£ 6,344.00
Maintainance budget/sink fund	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 250.00	£ 3,000.00
													£ -
													£ -
Total	£ 2,257.00	£ 671.00	£ 671.00	£ 2,257.00	£ 671.00	£ 671.00	£ 2,257.00	£ 671.00	£ 671.00	£ 2,257.00	£ 671.00	£ 671.00	£ 14,396.00
Profit/Loss	£ 23,326.00	£ 999.00	£ 999.00	-£ 587.00	£ 999.00	£ 999.00	-£ 587.00	£ 999.00	£ 999.00	-£ 587.00	£ 999.00	£ 999.00	£ 29,557.00
Total at bank	£ 23,326.00	£ 24,325.00	£ 25,324.00	£ 24,737.00	£ 25,736.00	£ 26,735.00	£ 26,148.00	£ 27,147.00	£ 28,146.00	£ 27,559.00	£ 28,558.00	£ 29,557.00	
Assumptions													
Rental Income is paid monthly in advance by direct debit													
No allowance for inflation on income													
Inflation on insurance and management of site at 3%													
Includes sink fund of £15,000													
Estate management costs + 3% - £6,162 + 3% = £6,346 divide into 4 installments = £1,586													

11.6. Assumptions and comments – these are currently included on each of the spreadsheets.

12. Appendix 1- Documents required to support CAT

- 12.1. [REDACTED] Consulting, Inspection of Buildings Report, January 2019
- 12.2. Sigma Report on services
- 12.3. OLD T Articles of Association
- 12.4. Evidence of community support – consultation survey results
- 12.5. Quotes to support business plan 3.1

OLD T/FINAL/SM/28Nov19