

Business Plan & Additional Documents in support of a Community Asset Transfer of Duncan Place

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Business Plan

2019 – 2024

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Summary

This Business Plan summarises the case for funding a community owned Hub at Duncan Place in Leith, Edinburgh. The Duncan Place Hub will trade to deliver social impacts. It will deliver income generation from rental of offices and artists' studios to maintain the building and assist in delivering high quality community resources.

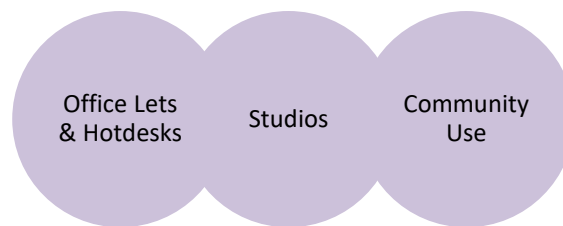
Leith is a community with a 900-year history, based around a historically strategic port and heavy industry. Now deindustrialised, programmes of regeneration have taken place over the past 40 years. Despite these regeneration programmes, areas of Leith still exhibit: lower than average income levels; higher crime levels; poorer health; poorer mental health; lower educational attainment and lower employment levels.

The Duncan Place SCIO was founded following a successful campaign to save a former community centre from demolition. The campaign has successfully led to its retention, a £2 million refurbishment and an asset transfer to the local community. DP SCIO vision, aims and objectives:

Vision	<i>Our Vision is of a happy, healthy community in Leith with a vibrant community, arts and business infrastructure.</i>		
Aims	To promote Community Development	To promote Economic Development	To Promote Arts Development
Objectives	Community ownership and control of a refurbished historic building in the heart of Leith.	Operation of a sustainable social enterprise employing 6 staff	Provide 286 sq.m of studios spaces.
	Provide 284 sq.m. of space for community use comprising 5 community spaces plus reception.	Provide 215 sq.m. of lettable office space comprising meeting rooms, lettable offices and one "hotdesk" hire space.	Support the development of upwards of 30 creatives (art, dance, drama) in the area.
	Provision of 12 formal training programmes each year with a minimum of 10 people on each pa with a focus on health, wellbeing and social inclusion.	Support the functioning of 3 companies with up to 34 staff through fixed office space.	Provide joint exhibition space for Leith artists.
	Supporting upwards of 500 unique weekly users access 50+ activities and groups	Support the functioning of 21 sole traders through flexible hot desk spaces	Promoting cross-disciplinary artists working alongside artistic network development.
	Offering touch-down space service for 10+ statutory and 3 rd sector advisory and support services.	Provision of 3 medium term vocational training and 12 short school work placements pa.	Supporting local artists profile themselves to the Edinburgh Festival audiences.

In developing its plan for the asset transfer of Duncan Place, the SCIO has proved itself to be a **strengths-based, well-connected**, entrepreneurial organisation based on **continual community engagement**, a **developer of community led projects** and rooted in **community-based leadership**. The DP SCIO’s approach is based on the provision of community development programmes which are cross-subsidised by trading activities based on market need. Duncan Place SCIO has made a market assessment of its services. Revenue forecasts are based upon local market appraisal and comparator analysis. Additionally, DP SCIO has cross-referenced its approach with a supportive policy analysis and local/national strategic plans.

Potential income streams have been identified as:



The DP SCIO have included Governance, operations and financial plans as well as a risk assessment which support the development of its sustainable social enterprise plan.

Financial Overview

Year Ending	Trading Income	Expenditure	Trading Surplus/Deficit	Grants	Total Surplus/Deficit
2020	5583	137,176	-131593	142,766	11,173
2021	115,414	251,653	-136,239	148,079	11,840
2022	167,890	176,457	-8,567	89,226	80,659
2023	185,252	180,462	4,790	11,968	16,758
2024	189,876	184,561	5,315	0	5,315
Totals				392,039	

- Refurbishment costs are met by Scottish Governments Capital Regeneration Grant Fund and Scotlands Energy Efficiency Pilot(SEEP) Fund and from CEC match funding SEEP.
- The building will be fully refurbished pre-handover.
- £164933 set-up costs has been secured from The National Lottery Community Fund.
- Cash flow support for pre- and post-opening has been secured from The National Lottery Community Fund.
- A Trading break-even position will be achieved in the 5th year of operation

Donor	2019	2020	2021	2022	2023	Total
TNL Capital Equipment	1,500	100,000	64933	0	0	166,433
Capital Grant Totals	1,500	100,000	64,933	0	0	166,433
TNL Revenue	31,731	42,766	83146	89226	11968	258,837
Revenue Totals	31,731	42,766	83,146	89,226	11,968	258,837
Overall Totals	33,231	142,766	148,079	89,226	11,968	425,270

1. Introduction & Background

1.1 Overview

This Business Plan summarises the case for a community owned Hub at Duncan Place in Leith, Edinburgh. The Duncan Place Hub will trade to deliver social impacts. It will deliver income generation from rental of offices and artists' studios to maintain the building and assist in delivering high quality community resources. The facilities will include:

- Multi-purpose community use space including lets for classes and educational activities
- Development of a programme of social and cultural events
- Offices for rental
- Studios for let.

1.2 Overview of Leith and Duncan Place

The proposed community owned Duncan Place Community Hub is in the heart of Leith, Edinburgh. Adjacent to Leith Primary School and the birthplace of golf, Leith Links, the community owned Hub will occupy a central space in the Leith community.

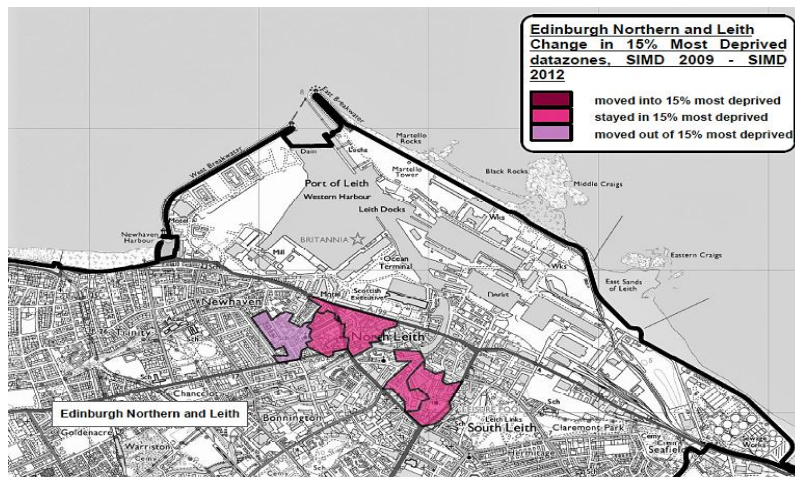


Situated next to the Firth of Forth, Leith has a significant history as a port with links across Europe from the Baltics to the Iberian Peninsula since the [13th century](#). Leith was Scotland's most important port throughout the middle ages, unfortunately ensuring that it was also a consistent target for military intervention but also positively acting as multi-ethnic melting pot. The Leith locality governed itself throughout the 19th century until 1920 when it amalgamated with Edinburgh City. To this day, many Leithers maintain a fierce identity, distinct from that of Edinburgh.

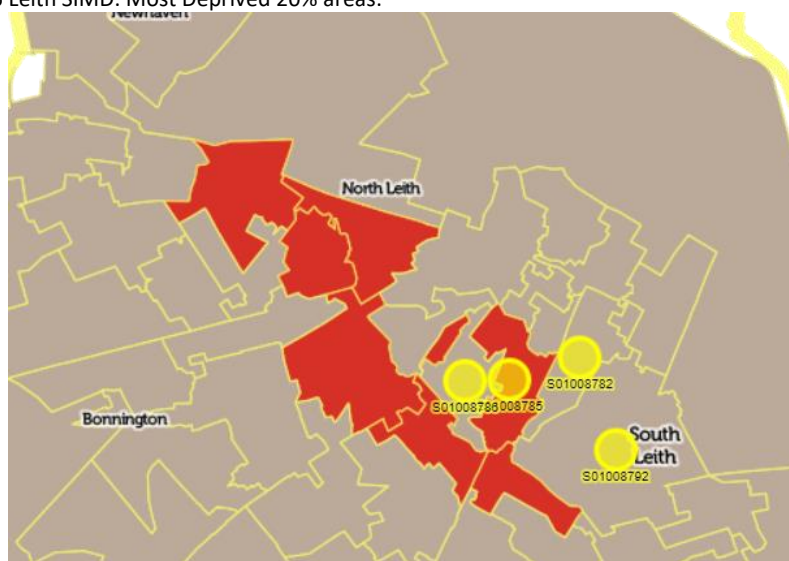
Historically, Leith [commercial activities](#) were based around the Port with sugar, wine and whisky import/export, whaling and shipbuilding. Heavy industry and milling dominated the rest of the burgh including glass, soap, biscuit, flour and lead manufacture. Deindustrialisation and depopulation marked much of Leith’s mid to late twentieth century

From the 1980s, the UK Government and local authority took coordinated action to combat the levels of poverty in Leith. This included siting new industrial units in the burgh as well as relocating the then Scottish Office at former docks site. The 1990s/ 2000s saw largescale [redevelopment](#) of the burgh with the Ocean Terminal mall, relocation of the yacht Britannia, thriving new restaurants, the establishing of the devolved Scottish administration and significant new house building taking place.

A disappointing feature of the redevelopment of Leith has been the continued concentration of poverty in key areas. Several of the areas which featured in the worse SIMD statistics in previous years maintain their place. Statistics from the 2009 SIMD are largely unchanged in 2016, highlighting persistent deprivation.



2016 Leith SIMD: Most Deprived 20% areas:



Key features of the [SIMD statistics for Leith](#) include:

- The Great Junction Street datazones in the most deprived 5% of SIMD zones in Scotland
- North Leith and Newhaven in the most deprived 10%
- 6 other datazones in the most deprived 20% in Scotland

These datazones have a population of just under 6000 people. The datazones exhibit the following issues:

- Lower than average income levels
- Higher crime levels
- Poorer health
- Poorer mental health
- Lower educational attainment
- Lower employment levels.

[Leith Neighbourhood Partnership](#) published its Poverty and Inequality Profile in 2014. It found:

- An estimated 6,360 households in Leith live on incomes below the poverty threshold, c.21% of the Leith population
- Some 7,340 households, c.24%, in Leith experience material deprivation.
- Just under 2000 Leith children live in poverty
- A significantly higher rate of people in Leith claim benefits and Jobs Seekers Allowance than in Edinburgh
- A rate of 6.9% of people with limiting long-term health problems or disability.

Stats in the more recent [North East Locality Improvement Plan](#) include 26% of children living in a low income household and school attendance being below the citywide target and city average.

[Edinburgh Locality and Ward Profiles, 2017](#) noted:

Issue	Leith Walk	Leith
Unemployed	4.9%	4.5%
Economically Inactive	23.4%	20.7%
Socio-Economic Cat of C1, C2, D & E	78.7%	79.8%
No Qualifications	18.7%	13.3%
Household Income less than £29000	49.7%	49.9%
Finding Difficult/Very Difficult on Household Income	31.8%	33.7%
Carer Numbers	90	65
Bad and Very bad Health Nos.	1222	1184
Living with depression	13.8%	14.9%
No home internet access	11.7%	12.3%
Feel unable to have a "say"	61.8%	62.7%



1.3 The Duncan Place SCIO, its Projects and Partnerships

Duncan Place SCIO, was founded in January 2018 to further positive social, economic and environmental developments in Leith. Duncan Place Resource Centre was a City of Edinburgh Council (CEC) operated centre managed by Community Learning and Development Staff with input from a user's group. The Duncan Place SCIO with a board of trustees and 200+ members has developed from this users group following CECs closure of the centre in 2014, gaining official SCIO status in January 2018.

The Duncan Place SCIO is a community-owned and managed Scottish Charity (SCO48100) helping the Leith community regenerate, alleviate the impact of industrial decline and create a dynamic, socially entrepreneurial and cohesive community.

The Duncan Place SCIO is rooted in volunteer leadership, direction and delivery developed through its director's engagement in the voluntary committee management of the previous Resource Centre. Successes to date have included:

- Negotiated an "in-principle" asset transfer of the 12,000sqft former Duncan Place Resource Centre
- Worked with [CECs Economic Development](#) team to apply to the Scottish Governments [Regeneration Capital Grant Fund](#) (RCGF). This partnership approach resulted in the award of £1.2m for the refurbishment of the building, completing the fundraising required for capital works to the building. CEC are to manage the refurbishment. They are they are currently bringing projects to completion within 2% of budget.
- Pitched for and won incubator support on the [Good Ideas Academy: Class of 2018](#)
- Developed a [redesign](#) of the former centre, taking community consultation into account to allow enhanced community facilities with rental space to ensure a sustainable social enterprise
- Applied to [SEEP](#), via CEC, and were awarded £264,750. This will pay for a low energy LED lighting system, an air source heating system, the monitoring equipment for this, upgraded windows, new roof lights /roof windows and for insulation.
- Persuaded CEC to cover the cost of supplying and fitting a lift at around £30k (money was ring-fenced for the installation of a lift many years ago but the work never carried out.)
- Persuaded CEC to waive the planning fees. CEC has covered the cost of preparing all the documents and paperwork necessary: Planning permission, building warrant and Listed Building Consent.

The Duncan Place group has established meaningful partnerships with a range of key bodies through the past years as a voluntary committee, solidified this year as a SCIO. These have included partnerships at a local, Local Authority and national level and include strong relationships with local voluntary organisations, the local Council as well as Housing Associations and support agencies.

Key relationships include those with:

3rd Sector:

Sikh Sanjog	The Melting Pot
Leith CABx	Spilt Milk
Men of Leith Mens Shed	InSpire Crafts
Alma Project	Wee Green
Saheilya	Link Up Womens Support
The Tool Library	Bounce Therapy
Scottish Youth Parliament	UpMo (Upward Mobility)
Superpower Agency	Multi Cultural Family Base

Statutory:

City of Edinburgh Council
Scottish Government

Emerging Social Enterprises:

Yoga Now
Daisy perinatal Support

1.4 The Duncan Place SCIO's People

The Duncan Place SCIO have an exceptionally active and strong volunteer team which is led by its Board of Directors. The board has a good demographic balance alongside the requisite skills, networks and knowledge to deliver appropriate leadership to the Duncan Place SCIO. It comprises:

- Chair: Carol Leslie, now retired, background in the building industry and extensive involvement in Duncan Place Resource Centre when previously open
- Secretary: Fiona Clandillon, Chartered Town Planner and Associate Director with Scottish Futures Trust
- Treasurer: Colm Kavanagh, Former Corporate Business Support manager for a high street bank, now working in early years with ScotGov
- Trustee: Keith Murray, Graphic Designer and Web Developer (8+ years in social enterprise)
- Trustee: Steve Paige, head of Development for Scottish Gymnastics
- Development Manager: Nicola Lamberton, 20 years' experience in Social Enterprise and Employability and extensive involvement in Duncan Place Resource Centre when previously open

Advisory board:

- Richard Maspero, Accountant & Finance consultant at Maspero Consulting Limited
- Margaret Fielding, Human Resources specialist with a local housing association
- Fiona Craig, Head Teacher of Leith Primary School
- Peter Gibb, Head Teacher of St Marys Leith (RC) Primary
- Rebecca Chad, Head Teacher of Pilrig Park Special Secondary School
- Cheryl Hitchings, manager of Central Leith After School Provision (CLASP)
- Adam Jarman BEng, AMIMechE, Mechanical Engineer specialising in Renewables
- John Booth, Director of Corporate Affairs and Marketing at Scottish Enterprise

1.5 History of Community Engagement

Duncan Place SCIO utilised extensive community consultation processes to inform the development of the Business Plan for the Duncan Place Community Hub. The following consultation measures were undertaken:

- Collected 1013 signatures on a paper petition and 387 via an online petition (total 1400) showing the community wanted to retain, not demolish, their asset.
- 383 people as followers and members on Duncan Place Facebook pages.
- 819 people reached via Facebook during the month of June 2019.
- Attended Leith Gala Day 2016 and received 216 community questionnaires.
- Attended Leith Gala Day 2017 and got 235 people signed up as members.
- Attended a participatory budgeting event, Leith Decides, and had conversations with locals and local third sector organisations about what their needs and issues in the community are.
- Gathered Expressions of interest from local community organisations which have informed the sustainability.
- Attended the Leith Creative community consultation events where local people and organisations could discuss what could make Leith better. The final report states:
- *“Ongoing projects including the Duncan Place Resource Centre; Leith Theatre; and the emerging London Road Church buyout were highlighted as examples of what we should be doing on a larger scale.”* (London Rd buy out has since fallen through.)
- Attended residents’ association meetings to keep locals informed and hear their views.
- Worked with CECs architect team to produce revised layouts of the building based on the feedback from the community and local third sector organisations. These layouts were then used to cost the refurb. This was carried out by a company called Gardiner & Theobald - a property consultancy firm that was utilised through council community benefit clauses.
- A press release of the RCGF award was distributed which gained an online reach in excess of 6000 people and was featured in The Scotsman and The Edinburgh Evening News.
- A [parliamentary](#) motion was lodged by Ben McPherson MSP congratulating the centre on the RCGF and work to date.

Digital, Social Media and Website engagement (As at July 2019)

- There are 100+ visits to the [website](#) on a monthly basis
- A Twitter account has been started and already has 303 (and growing!) followers.
- Tweets earned **13,500 impressions** in the month of September 2019

2. Vision, Aims and Objectives

2.1 Vision, Aims and Objectives

Vision	<i>Our Vision is of a happy, healthy community in Leith with a vibrant community, arts and business infrastructure.</i>		
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Objectives	Community ownership and control of a refurbished historic building in the heart of Leith.	Operation of a sustainable social enterprise employing 6 staff	Provide 286 sq.m. of studio spaces.
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	Provision of 12 formal training programmes each year with a minimum of 10 people on each pa with a focus on health, wellbeing and social inclusion.	Support the functioning of 3 companies with up to 34 staff through fixed office space.	Provide joint exhibition space for Leith artists.
	Supporting upwards of 500 unique weekly users access 50+ activities and groups	Support the functioning of up to 21 sole traders through flexible hot desk spaces	Promoting cross-disciplinary working alongside network development opportunities.
	Offering touch-down space service for 10+ statutory and 3rd sector advisory and support services.	Provision of 3 medium term vocational training and 12 short school work placements pa.	Supporting local artists profile themselves to the Edinburgh Festival audiences.

2.2 Brief Description of Proposed Duncan Place

The Duncan Place Community Hub will provide a unique, long awaited replacement for the former Duncan Place Resource Centre. Duncan Place Resource Centre was a thriving community centre focused on arts, crafts, languages and health in the community of Leith. Over 40 different groups used the centre with over 500 people per week attending. Following a city wide buildings review the former facility was closed in 2014 due to the need for extensive repair. CEC subsequently proposed the demolition of the building. However, the community approached CEC with a proposal to work in partnership to save the asset for purposes of local regeneration. The community highly valued their use of the asset and felt the impact of the loss. This in turn led to an agreement to work in partnership to create a new future for the building.



The refurbished, community owned Hub will comprise:

Ground Floor

- The ground floor will accommodate the community uses.
- The existing boys' and girls' toilets are to be stripped out to create a modern, open reception area with a direct visual link to the main entrance. Office space for the managerial / administrative team for Duncan Place Community Hub will also be located here.
- The existing metal stud partitions are to be partly stripped out creating large flexible spaces for community use.
- Five community rooms will be provided.
- Community room 1 is the smallest available and will be accessed off the reception area.
- Community rooms 2 and 3 are spacious and are connected by a new set of double doors that can be held open as required to create additional flexibility.
- Similarly, community rooms 4 and 5 will be connected via a sliding partition allowing their combined use for larger groups or events
- A new accessible W.C. with baby change facility is also to be located off the main entrance lobby.
- Community room 2 is to be served by an internal kitchen (also accessible from the shared corridor) with electronically operated roller shutter.
- The plant areas will be on the ground floor to maximise rentable space on the upper floors.

First Floor

- The first floor is to be transformed into rentable office space. Generally, the internal spaces are to remain unaltered. Previous use as classroom space means that they are of an appropriate size for office use.
- A new fire corridor is to be created to link into the new escape stair.
- One existing office area is to be sub-divided to create a meeting/reception area.
- The main male and female toilets will be situated on this level along with a communal kitchen area.

Second Floor

- The second floor is to house rentable studio spaces.
- An accessible toilet is to be created off the main stair
- The corridor is to be extended to connect to the fire escape and an intermediate smoke door is required midway along the corridor.



2.3 Contribution of Duncan Place Community Hub to Addressing Inequality and Disadvantage

Statistics which outline many of the challenges facing the community studied include:

- [The North East Locality Improvement Plan](#)
- [Leith Economic Framework](#) (Reports Item 7.3, apologies: direct hyperlink will not work)
- [SIMD](#)
- [National Records of Scotland](#) (population, housing, employment, income, benefits, health & disability)
- [Edinburgh Peoples Survey](#)

The following table looks at some of those issues these statistics raise and how the Duncan Place Hub can assist in addressing them.

Challenge	The Duncan Place Community Hub Response
Income Levels	Pro-active development of anti-poverty activities. Examples include: Partnership with CABx re income maximisation. Referrals to Edinburgh NE Foodbank re crisis intervention & exploration of other initiatives such as a community fridge . Provision of non-threatening space for statutory services drop-in advice sessions e.g. CEC Money Advice .
Lower than average skills & qualifications/ Employability	A range of pre and non-vocational starter programmes. Partnership with local FE Colleges, Job Centre Plus and employability support organisations. Partnership with local employability organisations to support people in overcoming barriers to employment. Provision of Adult learning support programmes in conjunction with CLD practitioners & 3rd Sector providers.
Larger proportion of people in poorer health	Partnership with local health staff offering smoking cessation; weight management and healthy lifestyle programmes. Self-organised support programmes in conjunction with the 3 rd sector including for example: diabetes peer support ; arthritis Living Well programmes; cancer support programmes such as here ; and Heart Start programmes.
Larger proportion of people with poor mental health and/or learning disabilities	A space to come to socialise with no pressure; develops community cohesion and individual capacity/socialisation. A range of support programmes such as: counselling and CBT in conjunction with 3 rd Sector and statutory services. Leisure & learning programmes.
Feelings of disengagement	Community owned & directed facility. A user group committee as well as the board that will be made up of members of the community, ensuring their views on Duncan Place Community Hub are heard, understood and responded to. Delivery of critical engagement community learning programmes in conjunction with 3 rd sector providers such as Workers Educational Association WEA . Proactive promotion of community development initiatives in conjunction with CEC CLD and 3 rd Sector providers.

2.4 Fit of The Duncan Place Community Hub with National and Local Policies

The Duncan Place Hub is a strategic fit with the [Scottish Government National Performance Framework](#) and with **Scotland's Economic Strategy** (March 2015, Communities, local assets and housing) which illustrates Scottish Government's support for community led projects and the benefits it recognises can be achieved through activity such as this.

'There is a vibrant and diverse range of community-led initiatives, including managing renewable energy projects, running childcare services, preserving the local heritage, and managing forestry enterprises. The work of these groups is having an impact from our islands and remotest rural villages to the hearts of our cities and towns.....'

'When people feel they can influence what happens in their community, and can contribute to delivering change, there can be many benefits, and our aim is to support approaches that can contribute to a growing sense of democratic renewal and change.'

The [National Volunteering Strategy for Scotland](#) promotes a number of key aims including an increase in volunteering opportunities for young people; dismantling the barriers to volunteering and closing the opportunity gap; and improving the overall volunteering experience.

[Social Enterprise](#) - Scotland's Social Enterprise Strategy 2016-2026 - the ten-year, national social enterprise strategy sets out the Scottish Governments shared ambitions for social enterprise in Scotland, jointly developed with the sector. It provides a framework for action over the next decade. Social enterprise models inclusive growth and this strategy will support the aim of sustainable economic growth, tackling inequalities and building a fairer Scotland.

The Government strategy is one of raising the profile and demonstrating the value of social enterprise, opening up markets to social enterprise, increasing the range of finance available to social enterprises and developing the trading capacity of social enterprises.

The action plan - [Building A Sustainable Social Enterprise Sector In Scotland:2017-20](#), sets out important first steps that the Scottish Government will take, working across government and with partners, to deliver on their vision for social enterprise over the next three years. Subsequent action plans will follow in 2020 and 2023. The plan is being published in support of Scotland's Economic Strategy, and demonstrates in particular how social enterprises can be assisted to deliver on their ambitions for inclusive growth.

[Creative Scotland's Strategy](#) aims to strengthen opportunities for excellence and diversity across the arts to be encouraged, nurtured and sustained across Scotland, and to develop collaboration and partnership.

[Scotland's Youth Employment Strategy](#) includes promoting and increasing the number of people taking up apprenticeships and encouraging employers to work with educational facilities to help develop skills and increase employment opportunities. Modern Apprenticeships (MAs) are widely recognised as being an excellent opportunity to gain skills, experience and a qualification while in employment. The Community Hub will aim to take on a number of MAs in all commercial aspects of the enterprise.

[National Youth Work Strategy 2014-9](#) wants Scotland to be the best place in the world for children and young people to grow up and recognises the value of youth work, so supports the Community Hub focus upon a bespoke Youth space to enable growth of the Youth Project.

Leith Economy

The basis of strengthening the local economy was laid out in the “Leith Economic Framework”. The DP plans fit well with the Frameworks support of business space for SMEs and the creative community, job creation and employability.

Creative Leith

DP Plans chime well with the Creative Leith report which outlined the need for additional studio space, at low cost and in the ownership of communities. Additionally, this was echoed in the Leith Economic Framework as well as the “Desire Lines” Edinburgh report into strengthening the creative sector.

This table illustrates the Duncan Place response to these policy areas:

Policy Area	The Duncan Place Response
The Community Plan	DP will contribute directly to the Edinburgh Partnership Community Plan priority workstreams: <ul style="list-style-type: none"> • Enough money to live on. • Access to work, learning and training opportunities. • A good place to live.
City of Edinburgh Council Commitments	<ul style="list-style-type: none"> • Commitment 2: Create the conditions for businesses to thrive. Invest in supporting businesses, social enterprise, training in hi-tech, creative and other key sectors including co-operatives. Help link business with young people to ensure the workforce of the future is guaranteed work, training or education on leaving school • Commitment 7: Improve access to employment and training opportunities for people with disabilities • Commitment 31: Expand training opportunities for adults and young people linking with colleges and expanding vocational education • Commitment 33: Make early years’ provision more flexible to fit families’ needs and provide additional resources to families in difficulty so that no children are educationally disadvantaged when they start formal schooling • Commitment 34: Prioritise services for vulnerable children and families and looked after children, and support organisations working to end domestic abuse • Commitment 35: Improve access to library services and community centres making them more digital, and delivering them in partnership with local communities. • Commitment 39: Put exercise at the heart of our health strategy by increasing access to sport and leisure facilities. • Commitment 40: Work with the Integration Joint Board (NHS & Council Social Care) and other agencies to prioritise early intervention and prevention in mental health services. • Commitment 46: Continue to support the city's major festivals which generate jobs and boost local businesses and increase the funding for local festivals and events. Support the creation of further work spaces for artists and craftspeople • Commitment 51: Improve community safety by protecting local policing and empowering communities to tackle long term safety issues and hate crime in all its forms including supporting restorative justice initiatives and other projects

	<ul style="list-style-type: none"> • Commitment 52: Devolve local decisions to four Locality Committees. Establish the membership of each Committee and how devolved decision making will work to encourage the maximum participation for local groups. Explore the effectiveness of community councils and how they can be enhanced to represent their local communities
Scotland's Agenda for Cities	<ul style="list-style-type: none"> • A focus on inclusive growth where community and social enterprise are vital to retain the balance.
Scottish Economic Strategy	<ul style="list-style-type: none"> • Community led economic development • Job creation • Workspace development • Flexible hot desking • Meeting space provision
National Volunteering Strategy for Scotland	<ul style="list-style-type: none"> • Creation of a volunteer led organisation • Development of volunteer opportunities
Scottish Social Enterprise Strategy	<ul style="list-style-type: none"> • Community led • Asset ownership • Trading and promoting cross collaboration with other Social Enterprises
Sustainable Development	<ul style="list-style-type: none"> • Ethical sourcing • Living wage employer • Link to local sustainability programmes operated by the Trust
Employability	<ul style="list-style-type: none"> • Development of learning and training opportunities • Work Placements • Peer support opportunities

2.5 Fit of Duncan Place with the local Community

People-Led

Leith is 900 years old. Its role as a port historically ensured its cosmopolitan nature, a literal first port for refugees, immigrants and travellers from across Europe; a tradition which continues to this day. Through the past 30 years regeneration, Leith has maintained a strong indigenous working-class core, but this has been joined, and is set to be further enhanced, with very significant numbers of new families in its large new housing developments.

The Duncan Place SCIO has successfully contributed to the integration of those two communities by: **Continual community engagement; development of community led projects** and **community-based leadership** have all contributed to a genuinely thriving, locally community led organisation.

Duncan Place SCIO is a strongly socially entrepreneurial organisation rooted in its local community. The SCIO, although new, is built upon the many years' experience of voluntary management of the former CEC Resource Centre. The successful campaign to save Duncan Place from demolition demonstrated that it is people centred and people led. The SCIO's Board of Directors is made up of Leith residents and a User Group will be an important part of the governance for the Duncan Place Community Hub. 235 people signed up as members of the SCIO at the 1st event promoting this opportunity. Although the RCGF and SEEP funding will provide for the refurb, over 100 of this group *offered to physically* help transform the building: this demonstrates the desire and need the community has for this asset and that people are very willing to be involved.

A development officer has now been employed prior to the building re-opening. It is part of this person's role to promote membership further, to engage further with the community and involve them in the further planning and development of the service and activities that will be based in the building.

The development officer and the trustees will also continue to work with local third sector organisations who may be based in and/or deliver services from the building, identifying opportunities and commonality, where

organisations, including Duncan Place itself, can work together to support people, build capacity and resilience and to improve lives.

The involvement of local people and organisations from this pre-opening stage onwards will allow Duncan Place to return to being a well-loved resource with an ethnically and age diverse group of people attending each week. The re-opened hub will welcome and engage with as many former and new users and organisations as possible thereby contributing to a stronger, more resilient neighbourhood where people get to know each other, look out for each other, support each other and share info, advice and knowledge. This combats loneliness and social isolation and, in turn, increases health and well-being. Friendships will naturally be formed through taking part in shared activities and events. Whilst there will be groups offering targeted specific support for particular issues people require support with, part of the vision is to also have some groups that are mixed in terms of gender, health, age, ethnicity, etc. as This promotes inclusion and breaks down barriers. It contributes to targeting loneliness and social deprivation and allows natural friendships of support to build and be in place for when individuals are ready to move on safely from their support groups.

Throughout its growth and development Duncan Place will continue to listen and act on what local people and organisations say their needs are by seeking regular feedback, having an ideas and comments system, holding regular planning and review meetings, using evaluation systems and any other methods suitable. People will be at the heart of Duncan Place.

Strengths-Based

Duncan Place SCIO, and the former voluntary management committee, did not accept the local authority plans for demolition of their community facility. CEC's 2014 plans witnessed the presentation of a crisis which the community actively responded to. In responding to the threat of a cash-strapped local authority proposing to demolish the Resource Centre and selling a cleared site for development, the community mobilised. A key part of that mobilisation was drawing out the strengths residing within our community, i.e. our knowledge, skills, persistence and passion. As a result, the building was saved from demolition and £2 million+ of investment has been secured. A refurbished, community owned and directed resource will be realised from this process. A situation which could have led to the diminution of community resources has been transformed by community determination and ingenuity.

In closing the centre, CEC struggled to relocate the many groups based there. Some were relocated into other CEC centres out-with the area and some disbanded due to lack of available community space. 50% of people stopped attending their groups.

Leith is one of the most densely populated areas in the country, and with several large scale housing developments underway in the area, re-opening Duncan Place will help alleviate the lack of community space and facilities.

Leith has been a venue for considerable growth and is set for significant change in the next 10 years. The Duncan Place community consultations have demonstrated the vision that the existing community has for building the social infrastructure which will benefit their future neighbours.

The trustees and advisory board have a wealth of skills and experience including from social enterprise, planning, business banking support, accountancy, web design, human resources, supporting families, child and youth work. Leith and its people are entrepreneurial, spirited and creative and willing to challenge issues and develop solutions for their neighbourhood, rather than wait for "someone to sort that out." Duncan Place (the building and the organisation) and its partners can provide a place and opportunities for the community to develop these skills further and to become even stronger as a result. There will be opportunities for active involvement where people can share their skills and build upon them, accessing support and training when need be to reach identified goals. The strengths in the community and organisations will be utilised and grow as people feel ownership in their own and the centres future.



Connected

Duncan Place SCIO is a seriously well-connected organisation. In developing the case for the reuse of Duncan Place, significant level of partnership working has taken place at the local, regional and national level and this will continue as the project is realised.

Local: built relationships with a strength and depth with the variety of local groups including churches, commercial operators, voluntary organisations, sports groups and the Community Council. Some of the organisations Duncan Place SCIO has had discussions with are in the table below. They have identified they would benefit from being in a shared hub and it is envisaged that their client group may initially attend for specialist support and go on to make use and benefit from the community activities and events in Duncan Place.

- | | | | |
|---------------|------------------------------|------------------|---------------------|
| • Sikh Sanjog | • The Men of Leith Mens Shed | • InSpire Crafts | • Upward Mobility |
| • CABx | • Multi-Cultural Family Base | • Alma Project | • Spilt Milk |
| • Saheliya | • Link Up Womens Support | • Wee Green | • Girls Rock School |

Regional: In developing plans for the Duncan Place Community Hub, a close partnership was developed with City of Edinburgh Council. The SCIO's leadership team has had an unprecedented level of support from senior level within the Council with Council officers from a wide range of teams engaging and supporting the project. These have included individuals from Community Learning and Development (CLD), Planning & Development, Education, Social Work and other services. Their expertise and advice has placed this project on a very firm and positive footing. The Duncan Place SCIO also has developed a day-to-day working relationship with elected representatives in the Council and at Parliamentary level and can rely on a high level of support and commitment from these representatives.

In developing the bid to RCGF the leader of the city council was required to rate three Edinburgh based applications in order of preference: Duncan Place was rated 1st. All 3 bids were submitted, 2 were invited to proceed and Duncan Place was ultimately the only successful bid in Edinburgh in 2018. As mentioned previously MSP Ben McPherson congratulated Duncan Place through a motion raised in Parliament and continues to offer support.

The joint planning Duncan Place has and is undertaking with 3rd Sector organisations such as Upward Mobility, Sikh Sanjog, The Men of Leith's Men's Shed, Link Up Women's Support and several others offer exemplars of how joint working should be done.

National Level: Duncan Place SCIO has wide-ranging national working partnerships including with Development Trust Associations Scotland, Scottish Government, Scotland's Energy Efficiency Partnership, Community Ownership Support Service and The Melting Pot: A pioneer in co-working environments, who also offer incubation support to new social enterprises across Scotland. (From 70+ applicants 2 of Duncan Place trustees were chosen to spend 4 days with other Scottish Social Enterprises at the start up stage intensively exploring their concepts. From this group the trustees pitched to a Dragons Den style panel and won 1 of 10 places on The Good Ideas Academy.) As well as incubation and mentoring support this has also led to "classmates" as potential future tenants and the sharing of knowledge, expertise and support. These connections have been critical to moving the enterprise forward and they will continue to be maintained and developed as the community hub establishes itself and grows whilst making a significant social impact.

What these local, regional and national connections demonstrate is that the Duncan Place Community Hub has had a high level of exposure at every level and has consistently attracted support and encouragement. This has and will continue to contribute to the development of the Duncan Place Community Hub as a vital, sustainable and well supported resource in the heart of the Leith community.



2.6 Social Impact Assessment

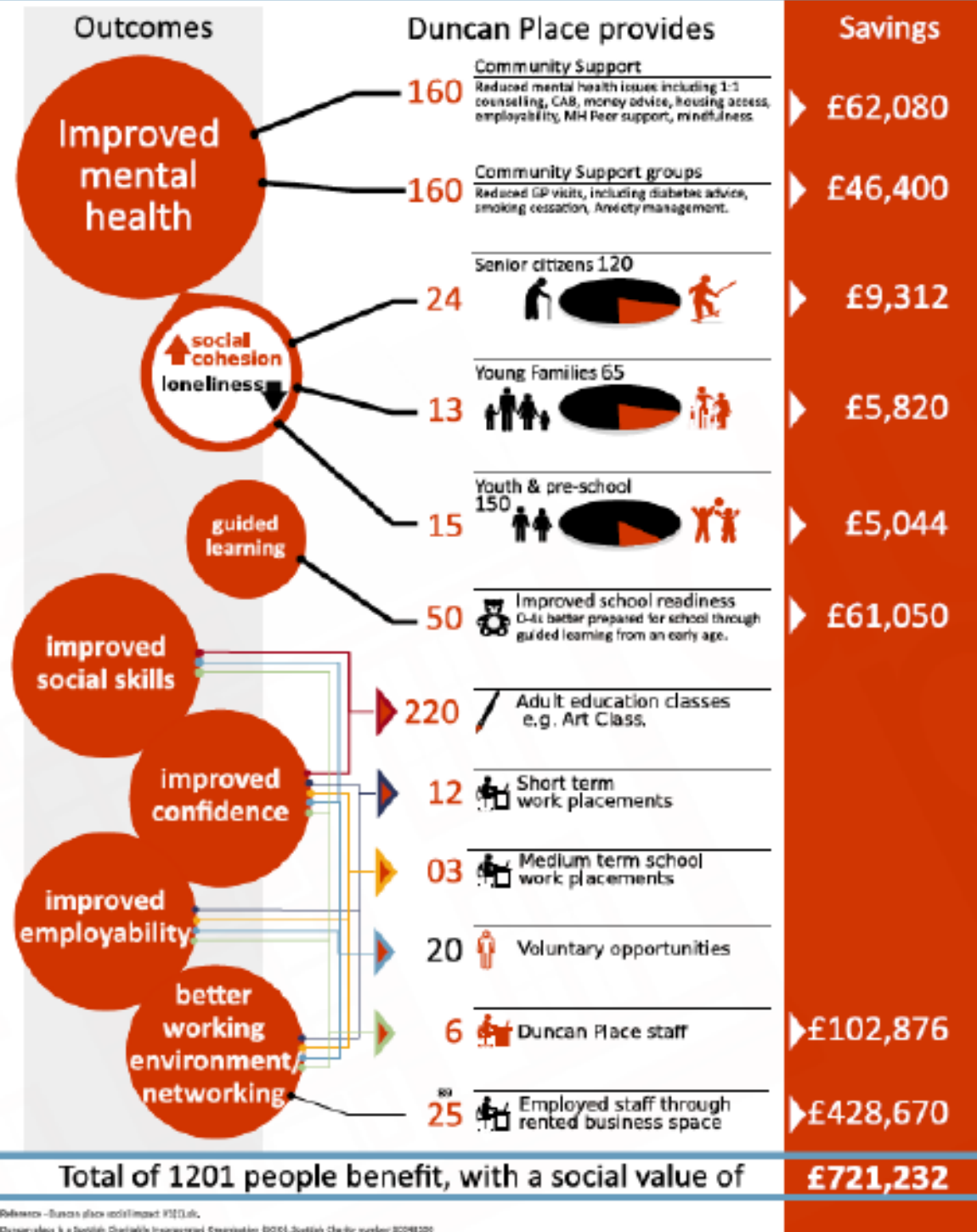
Duncan Place SCIO commissioned an independent practitioner, [Kerrien Grant](#), to undertake a social impact assessment of Duncan Places plans. This has involved using data from the Unit Cost Database provided by New Economy Manchester. This is a database which brings together more than 600 cost estimates in a single place, most of which are national costs derived from government reports and academic studies. The costs cover crime, education & skills, employment & economy, fire, health, housing and social services. The derivation of the costs and the calculations underpinning them have been quality assured by New Economy in co-operation with HM Government. The practitioner has applied the costings from this data base to the outcomes Duncan Place has been funded to achieve and has calculated a saving to statutory services of £7,212,320 over a 10 year period.

(Please see item 3 in the additional documents for workings.)

Social Impact Assessment

£7,212,320

Over 10 years



Reference - Duncan Place Social Impact 2020.doc
Duncan Place is a Scottish Charitable Incorporated Organisation (SCIO), Scottish Charity number SC048100

3. Market Analysis

In looking at the need for a community hub at Duncan Place and how it would meet the needs of the area Duncan Place SCIO studied the market using:

[Desire Lines](#)

[Leith Creative Summary](#) People and Places Make Leith Better

[Leith Creative Report](#) Understanding Leith's Cultural resources and Creative Industries

[Leith Economic Framework](#) (Reports Item 7.3, apologies: direct hyperlink will not work)

[Leith community Plan Report](#) (reports Item 3.2.1, apologies: direct hyperlink will not work)

[The North East Locality Improvement Plan](#)

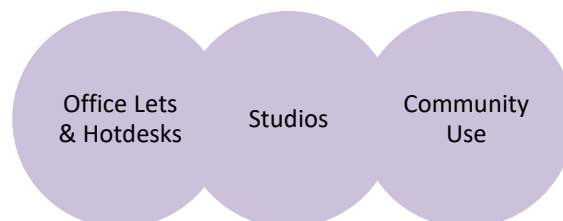
This work was carried out at the time Duncan Place SCIO were applying to The National Lottery Community Assets Fund. Although some of this information is now superseded it is still very relevant to the development of Duncan Place and Leith.

3.1 Overview

Duncan Place SCIO has made a market assessment of its services. Revenue forecasts are based upon local market appraisal and comparator analysis. The methodology included:

- Comparator analysis
- Competitor analysis
- Direct Consumer research
- Desk based research on market trends.

Potential income streams have been identified as:



3.2 Offices, Hot Desks etc

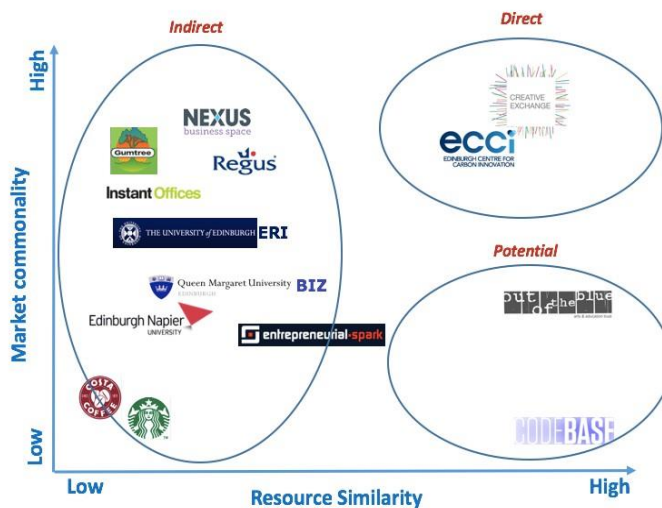
Duncan Place SCIO will provide 215 sq.m. of lettable office space comprising meeting rooms, 3 x 8-person lettable offices and one "hotdesk" hire space.

Hotdesking/Co-working Space

Hot desking was examined which required comparators to be gathered from around Scotland. The following comparators were assessed: The Melting Pot, Edinburgh; The Alliance Hub, Glasgow; Crosshill Business Centre, Fife; Norton Park, Edinburgh; Collabor8, Glasgow. The findings were that co-working spaces are offered as a flexible service which are well used, flexibly by local communities.

Comprising approximately 6-8% of office space worldwide, co-working space is a growing market (Allen, 2015). In Edinburgh, this market continues to evolve, with some market entrants, such as Kingsford (November 2015), and other market exiters, such as DeskUnion (August 2015). The Melting Pot entered this market in 2007 as one of the first co-working organisations, with many of its direct and indirect competitors emerging in the last five years. Duncan Place has worked closely in a Melting Pot incubator programme in developing this plan.

Edinburgh desk space providers, including Nexus and Regus, offer a working space without additional resources such as training, mentoring and events, while incubators and accelerators, many of them belonging to universities, offer intensive training and space for new start-up companies. Cafes, such as Costa and Starbucks, where people can get a coffee and work for hours are also competitors; however, the same consultative environment among peers does not exist there.



Edinburgh flexible working space competitor map.

There is space in this market for a new offering. The [Leith Study](#) Report found that *virtual offices*, where users who normally work from home or on line can obtain meeting spaces, services, and temporary office space would be a valuable economic development tool in Leith.

Assessment of competitors indicates that Leith offers an opportunity to offer a boutique approach towards hotdesk space: 7 desks potentially used by c.21+ part time desk users.

Key marketing offerings include:

- A detailed product offer e.g. desk, meeting space, internet
- Transparent, all-inclusive pricing
- Mobile-phone friendly Web/App-based booking
- Reduced rates for low take-up periods e.g. 18.00 - 22.00
- Social Media presence highlighting member successes
- A target of Leith resident sole-traders.

Office Offer

Duncan Place SCIO will offer three offices, ranging from 47 to 59 sq.m., which are suitable for 10-12 staff each. Secondary research was carried out to provide evidence as to rental charges facilities provided. The following table shows a summary of the information found for **Services Offices** available were found, summarised in the following table:

Property	Cost / Person / Month	Services included	Features
Fort Kinnaird Retail Park, Edinburgh, EH15	approximately £15 per sq. ft. plus service charge	The modern centre has a business lounge for drop in workers and a range of meeting rooms in varying sizes. Offices are furnished and reception is manned. WiFi and printing and scanning facilities also available. This centre offers all-inclusive pricing, so you can move in with peace of mind that there will be no unexpected costs each month.	Managed office -space Virtual offices Meeting rooms Furniture Reception Parking Broadband Lounge areas Modern building Shared space Bicycle parking Admin support Manned reception Manned security
South St St Andrew's Street, Edinburgh, EH2	Serviced offices from £16 per sq. ft. plus service charge	A new serviced office development in the very centre of Edinburgh. Offering accommodation for a wide range of business from 1 to 20 persons in a variety of layouts.	Virtual offices Meeting rooms Telephone answering ISDN & CAT5 Furniture Reception Video conferencing Network Voice mail Broadband Period building Admin support Manned reception CCTV Telephone system 24 hr access
Dryden Road, Bilston Glen, Midlothian, EH20	Serviced offices from £13 per sq. ft. plus service charges	A modern business centre offering fully serviced offices of varying sizes and styles. Each office is equipped with telephone lines, internet access and furniture to suit each occupant's specific requirements.	Virtual offices Meeting rooms Telephone answering ISDN Furniture Reception Network Parking Voice mail Broadband

A wrap-around package including the following would be appropriate:

- Medium to Long term let to established small operations with up to 12 staff
- Shared meeting room availability included for “reasonable-use”
- Shared kitchen facilities
- 08.30 – 21.00 opening hours
- Service charges based on pro rata consumption based on square meterage leased.

This offering will appeal to the local market and support economic development.

In The [Leith Study](#) Report, it was found that:

- Leith lost some 3,500 jobs from 2009-2013, which represents an 18% drop and is significantly more than the city average. The long-term unemployment rate in Leith remains higher than Edinburgh as a whole.
- However, there is forecast to be a net increase of 3,400 jobs in Leith over the period 2013 to 2030 – approximately 200 jobs each year.
- A 5-year estimate suggests that 100 new premises will be required city wide to meet demand, half to accommodate new growth and half to replace obsolete premises. Of these, around 38 are required in the North East sector of the city (Leith) alone.
- Many smaller-scale businesses have been attracted to Leith because of the better availability and cheaper costs of premises compared to the city centre.

The [Leith Economic Framework](#) (Reports Item 7.3, apologies: direct hyperlink will not work) noted that:

- Leith was ranked third in Scotland for new business registrations reflecting the area’s entrepreneurialism. Leith’s unusually high population density and its higher than average migrant population present rich opportunities for business growth.
- There is a shortage of affordable incubator, start up and studio space.

3.3 Studios

There is a buoyant artistic and create community in Leith, made up of artists, film makers, animators and musicians. Currently many of these people work from either home studios, kitchen tables or “any nook and cranny” they can find!

Originally it was planned that the studio space would be rented as shared artists studios. Instead, in these spaces, Upward Mobility (UpMo) will now deliver art, music and drama for young adults with autism and learning disabilities. In a really pleasing symbiotic relationship UpMo will make these rooms available on evenings and weekends for other uses. This relationship maximises use of the space for the benefit of the community. Artists & creatives will be able to access these spaces at a lower cost than renting a permanent studio.

Market Characteristics

"Sometimes, in any city, an area emerges as the hub of creative life for a whole generation of artists; and that's what's happening right now around Edinburgh's old port of Leith. It was always a feisty community with a strong sense of identity, recently gentrified through several decades of waterfront development, and now – following the recent commercial property crash, and a powerful surge of immigration in the last decade – suddenly full of people and spaces dedicated to the making of art."

-Joyce McMillan, The Scotsman, 17th June 2013

In The [Leith Study](#) Report, it was found that:

- Edinburgh's creative industries have continued to grow in numbers, size and profile.
- Edinburgh has a larger proportion of people involved in creative industries than Scotland, with Leith having a greater proportion than Edinburgh
- The research also found a unique pattern in the way creative businesses co-locate and collaborate in Leith. There is also a cluster of creative support platforms in Leith. Clusters fuel creative growth.

In The [Leith Economic Framework](#) (Reports Item 7.3, apologies: direct hyperlink will not work) it was noted that: *"there is evidence of a continuing strong demand by the creative sector for improved opportunities to network, for more affordable workspace."*

In [Desire Lines](#), A call to Action from Edinburgh's Cultural Community 2016, recommendations were made including creating more affordable studio and rehearsal space for artists to develop new work, experiment and collaborate.

In its 2015 report: [Understanding Leith's Cultural Resources](#), Leith Creative pinpointed the following:

- A total of 220 creatives responded to their survey, of which 171 were creative individuals and 49 creative organisations.
- Just under half of Leith's creatives are both living and working in Leith.
- The largest group of creatives, just over 35%, identified their home as their primary workplace.
- For over 80%, their creative practice was either a full-time or part-time job.
- More than half classified themselves as either 'Starting Out' or 'Emerging' in terms of the current stage in their career.
- Leith has four main festivals presenting a wide range of art forms to the public. Those most regularly presented are Art & Craft, Film & Media and Music. They attract 47500 visitors pa.

The research offered the following recommendations:

More affordable studio provision:

"There is a need for greater affordability in studio provision in Leith. While new key resources are becoming available in both the commercial and public sphere, this in no way meets the demand encountered for affordable and flexible space in which to make and present work. If provision is not made towards studio affordability, as rental prices increase emerging artists will be pushed out to the fringes of Edinburgh and beyond."

Security of tenure for hubs:

“The fact that two thirds of Leith’s creative hubs do not have security of tenure over their premises is a worrying finding. This demonstrates the instability of the sector, as landlords may alter agreements should more attractive external proposals be made. Strategic investment needs to be made to secure the future of Leith’s creative landscape.”

Competitors and Comparators

Leith artists’ bases provide a 564 studio or desk spaces with an approximate total of 1148 creatives working from these spaces, which are often shared. Two thirds of the organisations running these bases do not own their own premises making them vulnerable to closure, particularly in a rising property market such as that being experienced by Edinburgh and Leith specifically.

Coburg House, Leith

A hub for a creative community of artists, designers and makers. It is home to 80 artists, from a variety of disciplines including painting, printmaking, photography, illustration, design, glass, jewellery, ceramics, textiles and other crafts. The studio spaces range greatly in size, shape and type and vary in price from £150 - £450 per month. There is extremely high demand, with daily emails requesting space. Facilities include toilets, kitchens, wifi, mail service, recycling bins, basic furniture and social space.

Art community members who were interviewed felt that £1200 a year was a very reasonable price for 100 square foot of space.

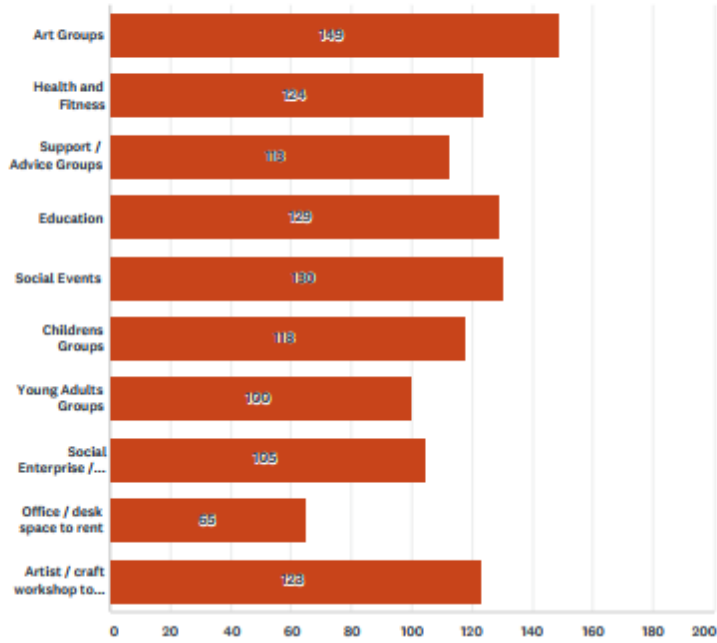
3.4 Community Facilities

The Duncan Place Community Hub plans to build on this and ensure this community resource continues to be a vibrant and fun place to be as well as ensuring valuable services can be delivered in Leith.

In total, there will be 5 community rooms on the ground floor ranging from 19.6 sq.m to 90 sq.m. Duncan Place trustees consulted with the Leith community on what they would like to see there and how they could support these community spaces. The figures below contain the most significant findings.

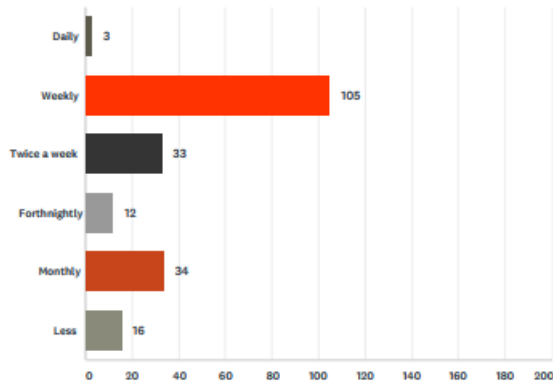
Q10 What sort of activities would you like to have available in Duncan Place? Choose as many as you wish.

Answered: 208 Skipped: 8



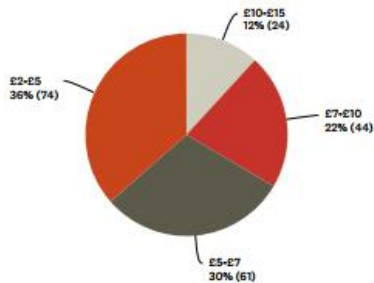
Q11 How often might you attend Duncan Place if there were activities appealing to you?

Answered: 203 Skipped: 13



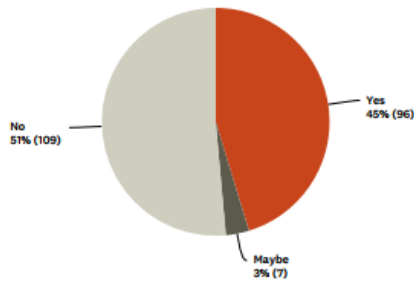
Q12 How much would you expect to pay for an activity? After the buildings running costs are paid, any profit will be reinvested in the building and the community.

Answered: 203 Skipped: 13



Q14 Would you be willing to help out with the re-opening? There will be short, one-off opportunities as well as more in depth longer commitment help required: everyone is welcome to join in where they can. Even making a cuppa and providing a wee bit of elbow grease will be appreciated! Clicking yes or maybe will show you some examples.

Answered: 212 Skipped: 4



Other ideas for activities given at Q.10

<p>“Workshop space for larger activities including if possible outdoor working space! We run a charity and social enterprise carrying out creative reuse of reclaimed materials (especially timber) and training community groups including schools in tool use and sustainable construction. But finding an affordable and big enough space to work including some outdoor space has been a real issue. Most artists workshop spaces are too small or lack adequate natural light and ceiling heights. We also need suitable electricity supply for machine tool work.”</p>		
Drumming	Dance	Football for girls
“All worthy - so which is currently least well supported city wide.”	“All of these sound fab - a growing community hub is what we need. Thanks for all the effort so far in saving and developing a much needed space.”	Groups for older people - social, personal histories / memories. Play / poetry readings, music.
Meeting Space	Cooking club for men	Reiki & massage
dependency recovery groups	Hacklabs	Community Centre for Leith
Inexpensive space for Social Events	Computing IT/ Ipad/lunch clubs	Men’s support groups / men’s shed
Youth Start up - business/political ideas for young.	Cafe, Cooking Classes, live music/Comedy recovery, movie showings facility!	“Some form of not for profit social hub would be welcome in Leith.”
Social/Community Hub	Community Mural Work	Dog training/open days. Different age groups.
Cafe. Drama Gymnastics, Dance Sports	“I would like to be part of a community that had these facilities.”	Craft and recycle workshops for adults with learning disabilities and kids
“Something for the young and others. Something to do or go to in the evenings weekends.”	International / cultural meetings for people from other areas / countries to get to know Leith / language	“I operate an enforcement team in Leith (CEC) Would be good to hold surgeries / drop in advice days.”
Tech Base - Makery and I.T. resource centre	Historic Leith Exhibitions. Events.	Community based ESOL classes
Holistic Therapy	Polish Cultural Groups	Affordable children’s music & coding lessons
Gymnastics	Bike Cafe	Spanish / English Exchange
“Duncan Place used to run ESOL classes - we miss these at Stanwell Nursery.”	ESOL Community English Classes	Various support services - drop in
Holistic Therapy	Polish Cultural Groups	Affordable children’s music & coding lessons

Of 216 people who answered the questionnaire at Leith Gala Day 2016 52% said they would attend weekly and 16% twice per week. Like any community centre the cost and range of activities will vary:

- 36% of respondents said they would pay £2-£5
- 30% answered £5-£7
- 22% answered £7-£10
- 12% answered £10-£15

The trustees and wider community want to ensure that activities are available and affordable to all who wish to take part and will explore and consult with the community on how to achieve this. Concepts identified to date are:

- Pay it Forward scheme.
- A voluntary amount of £0.50 - £2.00 added to each class fee that covers or reduces the cost for those who cannot afford it.
- With 1 in 5 people living in poverty then course fees could be designed to allow for one free or reduced place for every five people paying.
- After revenue costs are covered a percentage of rental income may be specifically allocated towards reduced or free course fees.

These screengrabs show the previous activities and attendance stats at the former Duncan Place Resource Centre.

Duncan Place Resource Centre - Classes and Groups January – March 2014

ADULT EDUCATION PROGRAMME (starts w/c 27th January 2014)	DAY	TIME	DURATION
Jewellery Silver (All)	Monday	10.00 – 12.00	Cancelled
Wood Carving (Beg)	Monday	15.00 – 17.00	Cancelled
Wood Carving (All)	Monday	18.30 – 20.30	8 weeks
Exercise Plates (Beg)	Tuesday	09.30 – 11.30	14 weeks
Jewellery Silver (Beg)	Tuesday	12.30 – 14.30	14 weeks
Stained Glass & Mosaic (Post Beg)	Tuesday	12.30 – 14.30	14 weeks
French Potting (Beg)	Tuesday	15.00 – 17.00	Cancelled
French Potting (Beg)	Tuesday	18.30 – 20.30	Cancelled
Stained Glass (Beg)	Wednesday	10.00 – 12.00	14 weeks
Upholstery (Beg)	Wednesday	12.00 – 14.00	14 weeks
Tai Chi (All)	Wednesday	19.00 – 21.00	10 weeks
Furniture & Household Up-cycling	Wednesday	19.00 – 21.00	Cancelled
Art Oil Painting (All)	Thursday	10.00 – 12.00	8 weeks
Portrait Painting & Drawing (All)	Thursday	13.00 – 15.00	8 weeks
Yoga Hatha (Beg)	Thursday	13.00 – 14.30	14 weeks
Woodwork (Beg)	Thursday	18.45 – 20.45	14 weeks
Woodwork (All)	Friday	09.30 – 11.30	14 weeks
Woodwork (Beg)	Friday	13.00 – 15.00	Cancelled

The new programme of Adult Education classes starts week beginning 27th January 2014. For further information on these and other Adult Education classes running in venues across the city please call 0131 556 1978 or check online at www.edinburgh.gov.uk/adulteducation

Classes do not run during the mid term school break 17 – 21st February or Easter Holidays 9 – 22nd April 2014. A short 5 week programme of classes will be available at some venues and starts 28th April but no Adult Education classes will run on Monday 6th and 19th May 2014.

For more information on Community Groups or Youth and Children's clubs running at the Centre please contact the office on 0131 556 1966. Our Youth and Children's clubs will commence week beginning 19th January 2014. Please refer to back page for Youth clubs running in the Spring Term.

OUR COMMUNITY GROUPS January – March 2014	DAY	TIME
Digital Skills Academy	Monday (restarts 6/01/14)	09.30 – 12.30
Knitting Group	Monday	09.30 – 11.00
Academy Arts	Monday / Friday	09.30 – 12.00
The Alma Project (All Groups)	Monday	12.30 – 14.30
Parent and Toddler Group	Monday	14.00 – 16.00
Family Crafts (Family Learning)	Monday (3/02/14 – 24/03/14)	15.15 – 16.15
Parent and Toddler Group	Tuesday / Wednesday	9.30 – 11.30
Bump to Buggy	Tuesday	12.30 – 14.30
Leith Community Council Meeting	Monday (approx. once per month)	19.00 – 21.00
Digital Skills Academy	Tuesday (restarts 7/01/14)	13.00 – 16.00
Leith School of Art – Art Class	Tuesday	14.00 – 16.30
Senior Woodwork	Tuesday / Thursday	09.30 – 12.00
NE Mental Health Team - January	Tuesday / Thursday	10.00 – 12.00
Jewellery / Silverwork Club	Tuesday / Wednesday	10.00 – 12.00
Computer Group - m	Tuesday / Thursday	10.00 – 12.00
The Alma Project – Art Studio	Tuesday	11.30 – 13.30
Fab4 Youth Group	Tuesday (approx every 2nd Tuesday)	19.00 – 20.30
Upholstery Club	Tuesday	19.00 – 21.00
Guitar: Acoustic	Wednesday	10.00 – 12.00
Alma Project – Creative Writing	Wednesday	14.00 – 16.00
Adult Literacy Group	Wednesday (15/01/14 – 20/03/14)	18.00 – 20.00
Lock and Draw	Wednesday (15/01/14 – 26/03/14)	18.30 – 20.45
Changeworks – Haggiscon	Thursday (last Thursday of month)	9.30 – 12.00
NE Mental Health Team – Pottery	Thursday	10.30 – 12.00
Cafe Group	Thursday (16/01/14 – 27/03/14)	10.30 – 12.30
Alma Project – Drama	Thursday (Starts 6/02/14)	11.30 – 13.30
Play at Home for Shakti families	Thursday (16/01/14 – 13/03/14)	12.30 – 14.30
Alma Project – Mixed Media	Thursday	13.30 – 15.30
Lock and Draw	Thursday (16/01/14 – 27/03/14)	18.30 – 20.45
Woodcraft Powerpod Ventures	Thursday (restarts 16/01/14)	18.15 – 19.30
Zumba (dance / aerobics)	Thursday (restarts 16/01/14)	18.30 – 19.30
Sewing Club	Friday	9.30 – 11.30
Outdoor Project – Arabic	Friday (28/2/14 – 4/04/14)	10.00 – 12.00

Duncan Place Resource Centre
4 Duncan Place, Edinburgh
EH6 8HW

EDINBURGH THE CITY OF EDINBURGH COUNCIL

WEB SITE: www.duncan-place.org.uk

PARTICIPATION REPORT Statistics taken from www.join.edinburgh.gov.uk site

	Sep 2013	Oct 2013	Nov 2013	Dec 2013	Total
Male	532	639	653	316	2,140
TOTAL Female	1,609	1,786	1,837	797	6,029
Under 12s	30	62	93	22	207
Over 12s	10	18	53	1	82
16+	22	40	32	8	102
Adult	1,755	1,870	1,910	863	6,398
60+	189	255	267	153	864
Physical disability	38	45	58	40	181
Learning disability	86	95	94	21	296
BME	1,340	1,361	1,461	635	4,797
Literacy issues	11	11	11	11	44
New learner	2	18	13	2	35
Local learner	1,788	1,958	2,073	1002	6731
TOTAL PARTICIPANTS	8169				

4. Products and Pricing

4.1

Income Source	Assumptions	Maximum Annual Income (£)	Steady state Annual Income (£)
Office 1	48.9 sq.m. @ £150	7335	From mnth 6: 7335
Office 2	47.1 sq. m. @ £150	7065	From mnth 13: 7065
Office 4	59.4 sq. m. @ £150	8910	From mnth 25: 8910
Office 3 - Hotdesks	7 desks @ £150 pcm	12600	50%: 6300
Studio 1	2 @ £150 pcm	3600	75%: 2700
Studio 2	3 @ £150 pcm	5400	75%: 4050
Studio 3	4 @ £150 pcm	7200	75%: 5400
Studio 4	4 @ £150 pcm	7200	75%: 5400
Studio 5	5 @ £150 pcm	9000	75%: 6750
Studio 6	6 @ £150 pcm	10800	75%: 8100
Community 1	19.6 sq. m. @ £10 ph x 60 hpw x 40 wks	24000	40%: 9600
Community 2	35.2 sq. m. @ £15 ph x 60 hpw x 40 wks	36000	40%: 14400
Community 3	90 sq. m. @ £30 ph x 60 hpw x 40 wks	72000	40%: 14400
Community 4	53.5 sq. m. @ £20 ph x 60 hpw x 40 wks	48000	40%: 19200
Community 5	33.6 sq. m. Reserved free	0	0

*60hpw = min opening hours

Reserved free space = loss of income to provide low cost community space: in reality this will be spread across the rooms / activities

Financial projections are not based on 100% occupancy.

5. Governance

5.1 Governance

The board of Trustees are jointly and severally responsible for the overall governance and strategic direction of the SCIO (Scottish Charitable Incorporated Organisation), and financial health, probity of its activities, developing Duncan Place's aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines.

All trustees have undertaken training to ensure they are aware of, and understand, their individual and collective responsibilities, including that they should not be overly reliant on one or more individual trustees in any particular aspect of the governance of the charity. For example, all trustees should be able to read the financial accounts to a level that they can ask questions and comprehend answers of a general nature. Their main responsibilities, main duties, statutory duties and who they are accountable to is laid out in trustees documentation. Furthermore, role descriptions (including purpose, responsibilities, duties and reporting guidelines) are in each place for the secretary, treasurer and chair. There is also an induction checklist for new trustees.

The Duncan Place SCIO is committed to locally based control and direction of local projects. It is planned that:

- The Duncan Place SCIO operates the new Community Hub
- A core of three directors will form a strategic management team, meeting at least monthly
- The three Duncan Place SCIO trustees will individually concentrate on staffing, finance and operations whilst all three will take responsibility for overall strategy
- The trustees will be assisted by the Centre Manager and Finance Administrator (job descriptions for these have been developed) will carry out all implementation and bring written reports to the three in advance of the monthly Strategic Management team meeting
- The trustees meetings will have a standard agenda and written report format
- The strategic management team (SMT) will report to the Duncan Place SCIO board
- Although the Duncan Place SCIO board will have overall control of Duncan Place, the Board will have a default position of supporting the SMT.

5.2 Board Development

The Duncan Place SCIO board recruitment is based around three principal themes:

- Director's **experience**
- Director's **skills**
- Director's **networks**.

The Board regularly reviews its membership against these attributes, recruiting additional members as appropriate. It has written Job Descriptions for Board a new member induction plan and commissions training for its members on Good Governance on a periodic basis. The Board plan on recruiting additional members from the new groups which emerge from the offerings at the Duncan Place. Some potential tenants have already enquired about this possibility.

5.3 Legal Identity

Duncan Place SCIO has reviewed its governance options including establishing a trading arm to operate the new Duncan Place. In assessing governance options, they considered:

- Ease of administration
- Minimisation of taxation
- Maximisation of external funding
- And, the protection of individual business operation streams.

Based on the following advantages, we opted not to form a trading subsidiary but continue operation via charitable status:

- Any donors could claim tax relief through [Gift Aid](#)
- Maintenance of existing discretionary rates relief
- Ability to trade in non-charitable activities up to [certain limits](#) without corporation tax issues
- No additional reporting duties e.g. Companies House etc.
- Not being exempt from paying VAT when trading but it being [eligible for some VAT reliefs](#).

6. Operations

6.1 Pre-Build Plans

To ensure that the process of establishing the Duncan Place takes place smoothly and minimises risks, we will appoint a Project Management Group (PMG). The PMG will consist of: three Board members of the Duncan Place SCIO and be serviced by an Project Liaison Officer The PMG will have delegated authority for decision making between Board meetings to specified limits.

Indicative Timeline:

Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 97	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15
Appointment of PMG	■														
Project Manager appointed		■	■												
Building Project Plan				■	■										
Procurement Process				■	■										
Build Process						■	■	■	■	■	■	■	■	■	
Pre-Opening Planning											■	■	■	■	
Handover															■

6.2 Pre-Opening Plans

Activity	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Week 7	Week 8	Week 9	Week 10	Week 11	Week 12	Week 13	Week 14	Week 15	Week 16
Staff Recruitment																
SMT Recruitment Formation																
Board Development																
Building Completion & Sign-Off																
Financial Systems Set-up & Training																
Website Set-up																
Marketing Drive																
Equipment Purchases																
BT & utilities																
Staff Induction																
Services Contracts – refuse, sanitary, photocopying etc																
Standard Sub Lease developed																
Operating agreements with users																

6.3 Post opening Planning

Activity	August	September	October	November	December	January	February	March	April	May	June	July	August
Staff Recruitment/Induction													
Staff training													
SMT Mtgs. Monthly													
Board Development													
Operational Planning													
Annual Budgeting													
Contracts & Services Review													
Outreach and Development													
Holiday Programme Prep & Marketing													
Holiday Programme Delivery													
Office Rentals													
Events Marketing & booking													
Staff Appraisal & Development													

6.4 Operational Planning

Alongside the budget, the Hub Manager will develop a solid, grounded five-year Operational Plan based on commitments made in the business plan and funding applications. The Operational Plan, like the financial one, would be updated on an annual rolling basis. It would address:

- **Targets:** Specific, measurable and time scaled targets for all operational business areas.
- **Staffing:** a staffing plan detailing key areas of responsibilities, reporting functions, appraisal and development methodology and targets
- **Governance:** a plan for a revised governance programme ensuring that the Duncan Place SCIO fully reflect the on-going changes on the island including membership participation.
- **Finance:** a clear link will be maintained between the Operational and Financial Plans.
- **Process:** the process of operational planning will be led by the centre manager but will have the full participation of the board and a reporting mechanism to Duncan Place SCIO members at its core.

An example programme of activities with attendance levels has been developed which has been used to inform the required staffing levels

Example Programme Duncan Place with estimated footfall

	Monday	Tuesday	Wednesday	Thursday	Friday	Sat AM
Community Room 1						
08.30-10.30	Employability 1:1 1	Money Advice 1:1 1	Counselling 1:1 1	Housing Access Support 1:1 1	Smoking Cessation 4	Learning to relax 4
11.00-13.00	Employability 1:1 1	Money Advice 1:1 1	Counselling 1:1 1	Housing Access Support 1:1 1	Diabetes Support 4	
13.30-15.30	Employability 1:1 1	Money Advice 1:1 1	Counselling 1:1 1	Housing Access Support 1:1 1	DP Maintenance Volunteers 4	Sat PM / Sunday: Available by arrangement
16.00-18.00	Autism support 4	MH Peer Support for women 4	MH Peer Support for men 4	The Art of Online Job Applications 4	The Art of Online Job Applications 4	
18.30-20.30	Addiction Support 4	Literacy & Numeracy 4	Building Resilience 4	Anxiety Management 4	Success in interviews 4	
Community Room 2						
08.30-10.30	0-4 Play Café	0-4 Play Café	0-4 Play Café	0-4 Play Café	Sunrise dancers 10	Bike Café 10
11.00-13.00					Multicultural before & afternoon teas 30	
13.30-15.30	15	15	15	15		Sat PM / Sunday: Available by arrangement
16.00-18.00	P1 Crafts 15	P2-4 Junk Craft 15	P5-7 Junk Craft 15	Young Enterprise Club 10	P3-5 Youth Club 30	
18.30-20.30	Beavers 15	Cubs 15	Scouts 15	Woodcraft Folk 15	P 6-7 Youth Club 30	
Community Room 3						
08.30-10.30	0-4 Play Café	0-4 Play Café	0-4 Play Café	0-4 Play Café	Early risers maintenance group	Hack Club 10
11.00-13.00					Family Cinema Club: set up, film, craft, snack	
13.30-15.30	As above	As above	As above	As above		Sat PM / Sunday: Available by arrangement
16.00-18.00	Kids Choir 30	Junior Artists 10	World Citizen Group 10	Multi-generational Leithers 20	P3-5 Youth Club As above	
18.30-20.30	Rainbows 15	Brownies 15	Guides 15	Community Choir 40	P 6-7 Youth Club as above	
Community Room 4						
08.30-10.30	Tea & Chat Club 8	Tots & Seniors Get together 16	Baby Signs Communication 8	Language Breakfast Club 8	Memories Breakfast Club 8	Entrepreneurs Incubation Support 6
11.00-13.00	Cooking & lunch club for men 10	Cooking & lunch club for single parents 10	Lunch club	Lunch club	Ipads for the terrified 8	
13.30-15.30					Mobile Mini Films 8	Sat PM / Sunday: Available by arrangement
16.00-18.00	Computer Drop In 6	Gaming Juniors 12	Gaming Seniors	Computer Drop In	S1-S3 Youth Club 30	
18.30-20.30	Jewellery Making 12	Tai Chi 12	Meditation	Stained Glass	S4-S6 Youth Club 30	
Community Room 5						
08.30-10.30	Parents & Toddlers 8	Seniors Stretchers 10	Bump to Buggy 10	Breakfast Social Club 8	Seniors Oil Painting 8	Leith Dads 12
11.00-13.00	Men in Mind 10	Mosaics 10	Budget Batch Cooking 10	All ages Percussion 10		
13.30-15.30	Mindfulness 10	Upcycling 10	Sewing Machine Skills 8	Look & Draw 10	Kids Ukulele 10	Sat PM / Sunday: Available by arrangement
16.00-18.00	All ages Digital Skills 10	All ages Knitters 10	Family Board Games 20	Print Making 10	S1-S3 Youth Club aa	
18.30-20.30	Portrait Painting 10	Charcoal Drawing 10	French Polishing 10	Fencing 10	S4-S6 Youth Club aa	
Estimated no per day	183	179	177	191	243	41
Total no of visits per week: 1014						

To ensure the building is available for use to as many members of the community as possible an access statement has been developed.

“The building has external ramped access and is barrier free with one principle entrance into an open full building height lobby/reception area with stairs and lift access to all floors.

The ground floor accommodates all of the principle public facilities: kitchen, one accessible toilet, one toilet cubical, reception area and access to large community spaces and a lift access to the first and second floors.

First floor and second floor accommodates the more private office type spaces accessed via the main stairway or the lift. The first floor has toilets to cater for the whole building, a kitchen and communal space for the offices. The second floor has access to split level office space off the stairs as well as large studio and office space on the same level as the lift. This floor also has a disabled access toilet.

The main parking is located to the right-hand side of the site and is accessed directly off the road that runs in a north/south direction past the building. Full pedestrian access from this car park to the Duncan Place entrance crosses no roads. Additional free on-street parking is available.

In general design for the disabled will follow the guidelines of BS8300-2001 Code of Practice for Design of Buildings and the Needs of Disabled People.”

The full statement gives further details on disabled parking, ramp access, power assisted doors, WCs, induction loops and signage.

Staffing

Post	Responsibilities	Hours
Project Liaison Officer	Ensure the smooth transition of the asset transfer	21 hours pw (12 months contract)
Centre Manager 2 x 3 days pw	Responsible for <ul style="list-style-type: none"> - Operations - Marketing - Finances - Staffing - Strategy 	42 hours pw, 2 x 3-day pw posts
Finance/Administrator	Responsible for <ul style="list-style-type: none"> - Budgeting - Accounting - Financial reporting - Reception - Admin 	14
Administrator	Responsible for <ul style="list-style-type: none"> - Reception - Administration 	28
Centre Assistants x 3	Responsible for <ul style="list-style-type: none"> - Reception - Caretaking - Cleaning - Routine maintenance - Health & safety - First Aid - PAT Testing 	17.5
Community Development Assistant (subject to review – may be delivered as sessional posts)	Responsible for <ul style="list-style-type: none"> - Outreach - Community work - Youth programme - Learning programme 	17.5

Principles of staffing

- 80.5 hours per week opening hours (supernumerary manager(s))
- 62.5 hours gives Mon-Friday 8.30 a.m. till 9 p.m. Single Person cover although the manager and/or the admin staff will generally be in the building during standard working hours
- 3 hours Saturday opening single person cover
- Additional weekend opening by paid arrangement
- Plus 3 hours per day additional staff cover for flexibility, holiday and illness cover

7. Risk Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong Community Anchor Organisation • Entrepreneurial leadership • Current Building management and operations experience • An asset-based organisation with significant local presence • Detailed business & financial plan • Good statutory sector partnerships 	<ul style="list-style-type: none"> • Underwriting of the initial Duncan Place cash-flow • Finance for initial set-up is dependent of external decision makers
Opportunities	Threats
<ul style="list-style-type: none"> • Vibrant, active, interested and growing community • Positive market analysis & community consultation • Growing population, particularly young families 	<ul style="list-style-type: none"> • Funders make negative decisions • Trading does not develop as anticipated

Risk Profile

Risk	Likelihood	Mitigation
Funders refuses funding for set-up/ Cash-Flow	Medium	<ul style="list-style-type: none"> • Work with EVOC funding support staff • Consider Resilient Scotland 50/50 loan/grant funding
Trading activities don't develop as planned	Low	<ul style="list-style-type: none"> • Marketing effort • Grant funding acquisition • Community based fundraising
Financial Management goes awry	Low	<ul style="list-style-type: none"> • New systems development planned • Finance admin recruited • Managerial oversight of finances • SMT oversight of Operations staff • Duncan Place SCIO oversight of SMT
Tenants prove problematic	Low	<ul style="list-style-type: none"> • Careful vetting • Clear specification • Quarterly monitoring
Compliance problems e.g. children's/youth programmes	Low/Medium	<ul style="list-style-type: none"> • Qualified youth worker (Community Development Asst.) • Appropriate policy framework in place & utilised • Detailed H&S policies in place with paid staff oversight

8.0 Finance

8.1 Financial Overview

Year Ending	Trading Income	Expenditure	Trading Surplus/Deficit	Grants	Total Surplus/Deficit
2020	5583	137,176	-131593	142,766	11,173
2021	115,414	251,653	-136,239	148,079	11,840
2022	167,890	176,457	-8,567	89,226	80,659
2023	185,252	180,462	4,790	11,968	16,758
2024	189,876	184,561	5,315	0	5,315
Totals				392,039	

8.2 Key Issues in Finance

- Refurbishment costs are met by Scottish Governments Capital regeneration Grant Fund and Scotlands Energy Efficiency Pilot(SEEP) Fund and from CEC match funding SEEP.
- The building will be fully refurbished pre-handover.
- £164933 set-up costs has been secured from The National Lottery Community Fund.
- Cash flow support for pre- and post-opening has been secured from The National Lottery Community Fund.
- A Trading break-even position will be achieved in the 5th year of operation.

8.3 Funding Plan

The National Lottery is financing the furnishing and revenue support necessary as follows:

Donor	2019	2020	2021	2022	2023	Total
TNL Capital Equipment	1,500	100,000	64933	0	0	166,433
Capital Grant Totals	1,500	100,000	64,933	0	0	166,433
TNL Revenue	31,731	42,766	83146	89226	11968	258,837
Revenue Totals	31,731	42,766	83,146	89,226	11,968	258,837
Overall Totals	33,231	142,766	148,079	89,226	11,968	425,270

End of Business Plan

Item 2 Map of Duncan Place and Environs

The building shown in pink with the area to the north bound by the broken pink line is the subject of the CAT application.



Item 3 Social Impact Assessment

2.1 Duncan Place Social Impact Assessment, with monetary values assigned where appropriate.

Leith Population in June 2017, taken from the Leith Locality Profile		23,163	Saving to statutory services over 10yrs £7,212,320
Number of people in the 8 most deprived wards of leith		6,000	

*The values given here are based upon the Unit Cost Database provided by New Economy Manchester , March 2015 values, updated to 2019/20 values at a 3% annual increase.

OUTPUT	OUTCOME	Regular attendees annually	Value*	Total annual value	Notes
Increased opportunities for activity and engagement for older people, leading to:	increased social cohesion, reduced loneliness and improved mental health	120			Estimated 5% of the Leith 65 and over population accessing services regularly = 120 people aged 65 and over
Reduced mental health support needs for older people	Improved mental health and well being and reduced use of NHS community mental health services by 2 session per year	24	£194 per session	£9,312	Estimated 20% of those attending having reduced mental health needs as a result = 24 people. Cost per session of community mental health provision = £194. Support reduced by 2 sessions.

Increased activities for young people leading to increased social opportunities, leading to:	increased social cohesion, reduced loneliness and improved mental health	150			Estimated 5% of the Leith under 16 population accessing services regularly = 150 young people
Reduced mental health support needs for younger people	Improved mental health and well being and reduced use of NHS community mental health services by 2 session per year	15	£194 per session	£5,820	Estimated 10% of those attending having reduced mental health needs as a result = 15 young people. Cost per session of community mental health provision = £194. Support reduced by an average of 2 sessions each annually
Young families to meet and socialise	increased social cohesion, reduced loneliness and improved mental health	65			Estimated 5% of the Leith under 5s population accessing services regularly
Reduced mental health support needs for young families / parents	increased social cohesion, reduced loneliness and improved mental health	13	£194 per session	£5,044	20% of those attending having reduced mental health needs as a result = 13 people. Cost per session of community mental health provision = £194. Support reduced by an average of 2 sessions each annually.
Community support resulting in reduced mental health issues including 1:1 counselling, CAB, money advice, housing access, employability, MH Peer support, mindfulness	Improved mental health and well being and reduced use of NHS community mental health services by 2 session per year	160	£194 per session	£62,080	Estimated 1% of the Leith 16-65 population accessing services and experiencing improved mental health. Cost per session of community mental health provision = £194. Support reduced by an average of 2 sessions each annually.

Community support groups resulting in reduced GP visits, including diabetes advice, smoking cessation, Anxiety management	GP visits reduced by 2 hrs per person annually	160	£145 per hour	£46,400	Estimated 1% of the Leith 16-65 population accessing services. GP cost per hr = £145
Improved School readiness	0-4s better prepared for school through guided learning from an early age.	50	£1,221 per child	£61,050	Play café planned to run 4 days per week for 30 children. Estimated 50 children (0-4s) benefitting overall, approximately 4% of the Leith under4's population. Improved school readiness costed at £1,221 per child.
Adult education classes/ art classes - 220 course places annually	Improved social skills and confidence	220			Estimate of 22 courses with 10 people on each course annually
12 short term work placements annually	Improved confidence and employability	12			Work placements will increase confidence and employability. Not costed as will not lead directly to a qualification, although increased confidence and skills have a potential to lead to improved life chances and employability.
3 medium term school placements	Improved confidence and employability	3			Work placements will increase confidence and employability. Not costed as will not lead directly to a qualification, although increased confidence and skills have a potential

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					to leads to improved life chances and employability.
Volunteering opportunities	Increased opportunities for gaining new skills, socialising and contributing towards the community	20			Volunteering will increase confidence and skills. It will not save funds for Statutory organisations directly, as these roles are unlikely to be paid posts otherwise. However, there is a recognition that volunteer hours contribute significantly towards the social impact delivered by Duncan Place.
6 new jobs created directly through employment at Duncan Place	Increased employment opportunities locally.	6	£17,146 per employee	£102,876	Cost of a person being supported by benefits as opposed to working = £17,146 annually
An approximate 25 fte jobs supported through provision of business space	Improved working environment and opportunity to network	84	£17,146 for each 25 fte equivalent	£428,650	90 jobs projected as a result of Duncan Place. 6 direct employees (listed above), together with 84 mainly part time jobs housed within the building. This equates to approximately 25 ftes annually, and is costed accordingly as 25 fte jobs as opposed to benefits at £17,146 annually.

Total number of people benefitting across all activities and employment. Total estimated value of the social impact created by Duncan Place Annually.		1102		£721,232	This equates to just over 4% of total population of Leith and almost 17% of people living in the most deprived wards in Leith, the target population of Duncan Place activities.
Over a 10 year period, without inflation, this equates to a saving of :				£7,212,320	Approximate saving for statutory services as a result of Duncan Place activities over a 10 year period.

2.2 Locality Profile used for the social impact assessment

<http://www.edinburgh.gov.uk/info/20247/edinburgh-by-numbers/1393/locality-and-ward-data-profiles>

Leith Locality Profile

			Leith	% Duncan Place beneficiaries		
			Actual	1%	5%	10%
Total population	NRS - Population Estimate	Jun-17	23,163	232	1158.15	2316.3
Population: male	NRS - Population Estimate	Jun-17	11,744			
Population: female	NRS - Population Estimate	Jun-17	11,419			
Age: 0-4	NRS - Population Estimate	Jun-17	1,285	13	64	129
Age: 5-11	NRS - Population Estimate	Jun-17	1,417			
Age: 12-15	NRS - Population Estimate	Jun-17	474			
Under 16s			3,176	32	158.8	317.6
Age: 16-24	NRS - Population Estimate	Jun-17	1,699			
Age: 25-44	NRS - Population Estimate	Jun-17	10,558			
Age: 45-64	NRS - Population Estimate	Jun-17	5,298			
16- 65			15,856	159	792.8	1585.6
Age: 65-84	NRS - Population Estimate	Jun-17	2,144			
Age: 85+	NRS - Population Estimate	Jun-17	288			
65 and over			2,432	24	121.6	243.2
Total households	Census	Mar-11	11,246			

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1 Person: Pensioner	Census	Mar-11	893			
1 Person: Other	Census	Mar-11	4,192			
1 Adult, plus children	Census	Mar-11	592			
2 Adults, no children	Census	Mar-11	3,568			
2 Adults, plus children	Census	Mar-11	1,039			
3+ Adults, no children	Census	Mar-11	757			
3+ Adults, plus children	Census	Mar-11	205			
People in the 8 most deprived wards of leith			6000	60	300	600

2.3 Costs and references used in the Social Impact Assessment

Costs taken from the New Economy Manchester unit-cost-database

*The values given here are based upon the Unit Cost Database provided by New Economy Manchester, March 2015 values, updated to 2019/20 values at a 3% annual increase.

3% increase
annually

Annual estimated cost from New Manchester Unit Database	Mar-15	15-16	16-17	17-18	18-19	2019-20
cost of someone on benefits as opposed to being in a job	£14,790	£15,234	£15,691	£16,161	£16,646	£17,146
GP costs per hour	£125	£129	£133	£137	£141	£145
Mental health community provision per session	£167	£172	£177	£182	£188	£194
Improved school readiness	£1,053	£1,085	£1,117	£1,151	£1,185	£1,221

% estimates of numbers of users taken from local knowledge and previous experience of staff and Board.

10 % of young people suffering from mental health issues
1 in 10 five to 16 year olds have clinically diagnosable mental illness

<https://www.audit-scotland.gov.uk/report/children-and-young-peoples-mental-health>

By the time they're 16, roughly 3 children in every class will have experienced a mental health problem.² And thousands will struggle to get the help they need

<https://www.samh.org.uk/documents/Going to Be All Right Jacki Gordon Report 2017.pdf>

approx 20% of older people suffering from social isolation and loneliness which can lead to depression / mental health issues

7-31% of older people feel lonely

https://www.ageuk.org.uk/documents/en-gb/for-professionals/evidence_review_loneliness_and_isolation.pdf?dtrk=true
[Loneliness can lead to depression and a serious decline in physical health and wellbeing.](#)

Approx 20% of parents suffering mental health issues

Fathers - A 2013-2014 study found that 38% of first-time fathers are concerned about their mental health

<https://www.mentalhealth.org.uk/statistics/mental-health-statistics-family-and-parenting>

Duncan Place is a Scottish Charitable Incorporated Organisation (SCIO), Scottish Charity number: SC048100

Item 4 Community Consultation Report

Community Consultation Report

June 2019



1 Introduction

Duncan Place is a former technical college which later became a Community Centre, with a weekly footfall in excess of 500 people attending around 47 different classes and groups.

Following concerns elsewhere in the city, and at very short notice, the building was closed in September 2014. Extensive investigations into the fabric of all buildings in CECs Education, Children & Families portfolio took place and, in the months which followed, CEC proposed to demolish the historic building.

The rapid closure of the building meant that many of the community groups dispersed to other venues, or simply ceased to continue. The closure had a significant impact on the hundreds of people who benefitted from Duncan Place. The users group and volunteer management committee decided to explore the possibility of a more positive future for this much valued asset. This involved extensive community consultation as outlined in this document.

The users group and volunteer management committee have since become a Scottish Charitable Incorporated Organisation (SCIO) registered with The Office of the Scottish Charity Regulator (OSCR) Charity Number: SC048100, under the name Duncan Place.

Consultation has involved:

- Petition to “Save Duncan Place” from demolition: online and in The Kirkgate, Leith
- Questionnaires asking the community their opinions & ideas for Duncan Place
- Gathering members
- Sharing information via a website
- Use of social media

2 Petition to “Save Duncan Place”

In October 2014, the month after closure, the volunteers set up an online petition against the proposed demolition and spent time in The Kirkgate shopping precinct in Leith.

1400 signatures to save Duncan Place were gathered. This petition was submitted to CEC on the 10th of March 2015.

1400
Signatures 



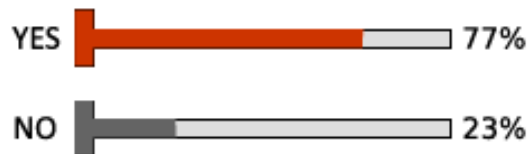
3 Community Questionnaire



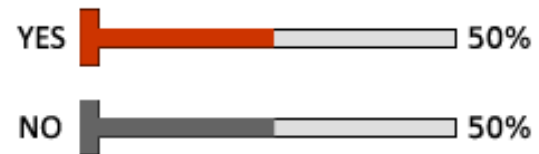
In 2016 the Duncan place Community Group attended Leith Gala Day. In one afternoon 216 questionnaires were completed as part of a consultation. Local residents were able to share what they would like to see happening within the community space of the building. Local organisations shared their frustration

about the difficulty in accessing affordable rental space with security of tenure.

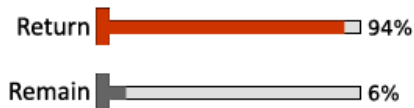
Q. Had you heard of Duncan Place before now?



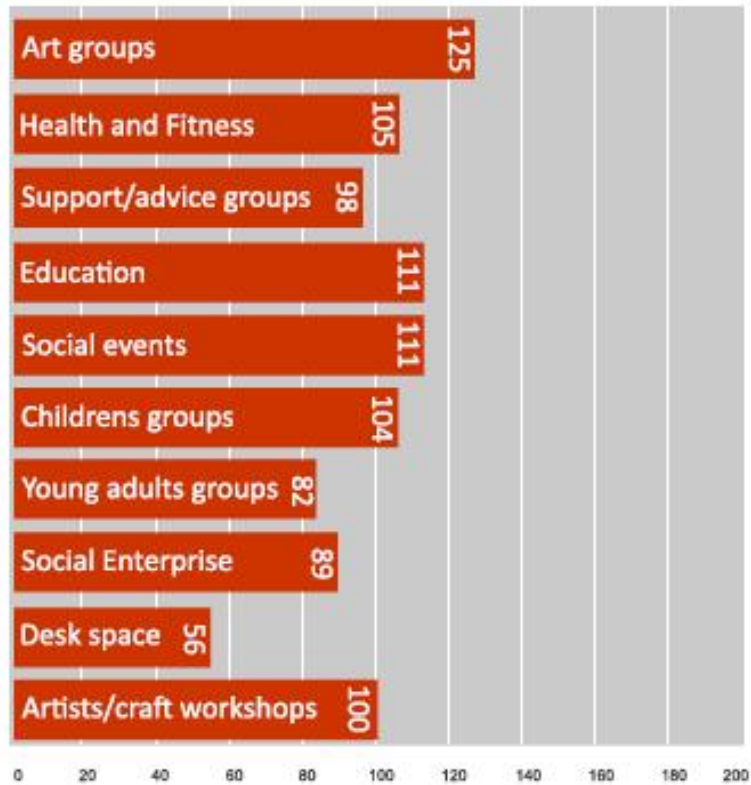
Q. Did you stop attending your group because it moved from Duncan Place?



Q. If Duncan Place re-opened would you prefer to return to Duncan Place or remain in your current venue ?

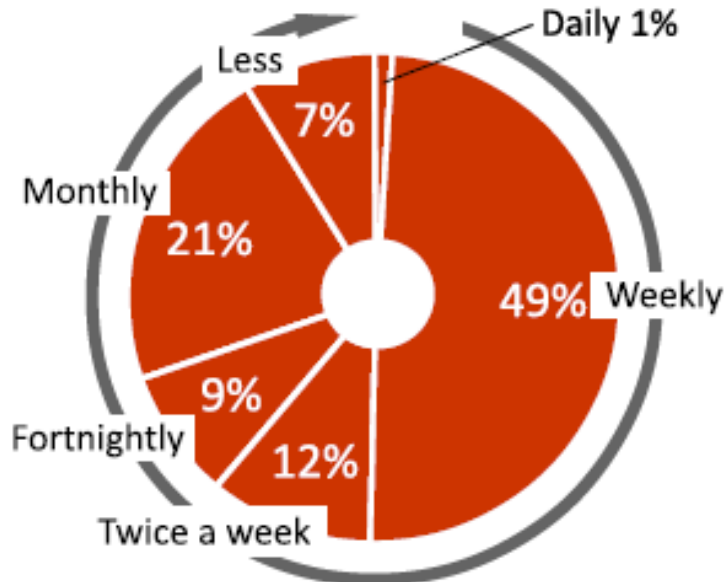


Q What sort of activities would you like to have in Duncan Place? Choose as many as you like.



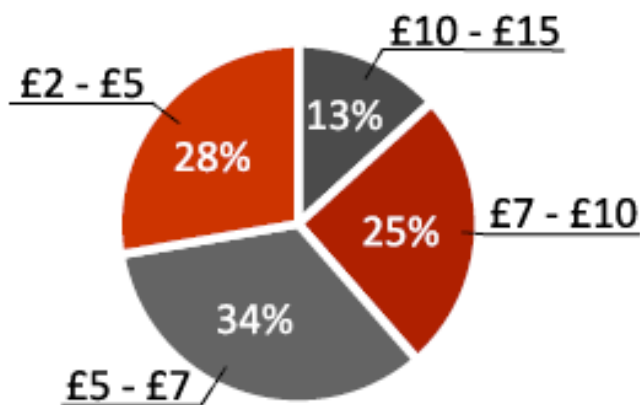
Councillor Chas Booth chatting to Duncan Place Treasurer Colm Kavanagh during Gala Day

Q How often might you attend Duncan Place if there were activities appealing to you?



Q. How much would you expect to pay for an activity?

After the buildings running costs are paid, any profit will be re-invested into the building and the community.



4 Membership



Gala Day 2015 in 2017 continued our engagement with the community and welcomed 237 people to Duncan Place as members. The community shared the following hopes for Duncan Place.

Drumming	Dance	Girls Football
International / cultural meetings for people from other areas / countries to get to know Leith / language	<i>"I operate an enforcement team in Leith (CEC) Would be good to hold surgeries / drop in advice days."</i>	Groups for older people - social, personal histories / memories. Play / poetry readings, music.
Meeting place	Cooking club for men	Reiki & massage
Dependency recovery groups	Hacklabs	Community Centre for Leith
Inexpensive space for Social Events	Computing IT/Ipad/ coding lunch clubs	Dog training/ open days for all ages
Youth Start up - business/political ideas for young.	Cafe, Cooking Classes, live music/Comedy recovery, movie showings facility!	<i>"Something for the young and others. Something to do or go to in the evenings & weekends."</i>
Social/Community Hub	Community Mural Work	Dog training/open days. Different age groups.
<i>"I would like to be part of a community that had these facilities."</i>	<i>"Some form of not for profit social hub would be welcome in Leith."</i>	<i>"Something for the young and others. Something to do or go to in the evenings & weekends."</i>
Affordable children's music & coding lessons	Cafe. Drama. Gymnastics. Dance. Sports	ESOL Community English Classes
Tech Base - Makery and I.T. resource centre	Historic Leith Exhibitions. Events.	Spanish / English Exchange
Holistic Therapy	Polish Cultural Groups	Bike Cafe

5 Recruiting for the future



SCIO Trustee, voluntary advisers and steering group recruitment.

In June this year the trustees and the development manager set out their stall at Leith Gala day once again with the goal of recruiting members for steering groups, co-opting future board members, and voluntary advisors. In addition to this

The stall had up to date information, images and literature on the progress being made, and a way in which to gather information on the communities' reference of what they would like to see and attend in the community space.



Join Us

Leith's Community and Enterprise Hub

Duncan Place knows that people are full of great ideas and together we can make things happen.

Join our new community steering group and help ensure what happens in Duncan Place is what Leith needs and what Leith wants.

Leith knows best!
so get involved, meet new people and help make things happen.

Contact us at:
info@duncanplace.org
and we'll let you know when and where the meetings will begin.

arts
events
fun
culture
community

Scottish Government
Riaghaidh na h-Alba
gov.scot

EDINBURGH
THE CITY OF EDINBURGH COUNCIL

NATIONAL LOTTERY FUNDED

Duncan Place is a Scottish Charitable Incorporated Organisation (SCIO), Scottish Charity number: SC048100

In addition to the steering group flyer we took names and emails of a number of people who wished to join as a standard member or voluntary advisor.

The particulars of the building were updated and distributed on gala day with floor plans which created new leads for both community hourly rentals and permanent room hire.

FLOOR G

Room	m ²	ft ²
Room 1	65.4m ²	704.7ft ²
Room 2	42.8m ²	459.9ft ²
Room 3	28.8m ²	310.8ft ²
Room 4	47.2m ²	508.5ft ²
Room 5	14.2m ²	152.9ft ²

FLOOR 1

Room	m ²	ft ²
Room 6	34.2m ²	367.9ft ²
Room 7	47.2m ²	508.5ft ²
Room 8	45.2m ²	486.2ft ²
Room 9	45.2m ²	486.2ft ²
Room 10	32.2m ²	346.7ft ²

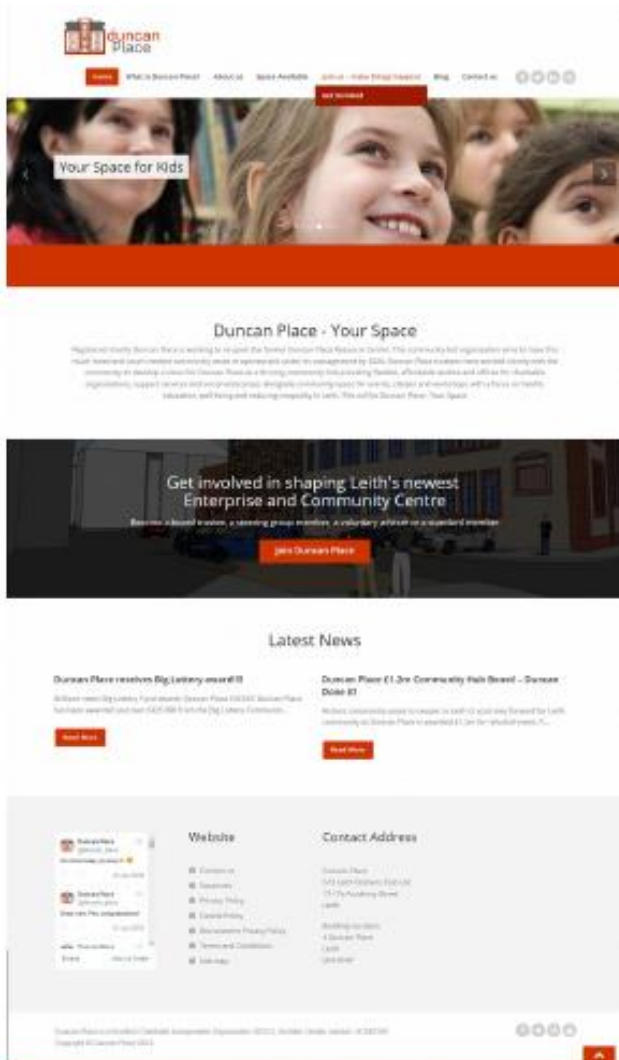
The recruitment is ongoing and the ability for the community to become part of shaping the future of Duncan Place can be achieved via the website, using application forms, or simply by contacting us.

Duncan Place also asked people on Gala Day what sort of activities would be of interest to them (people were encouraged to tick as many as they wanted).

Q What activities at Duncan Place would have most interest for you?



6 Website



The Duncan Place website was built and soft-launched in March 2015 and has since grown organically to the first or second ranking in the majority of browsers.

Information on the building, the board, the history of Duncan Place, and the achievements and progress of the enterprise are on the website.

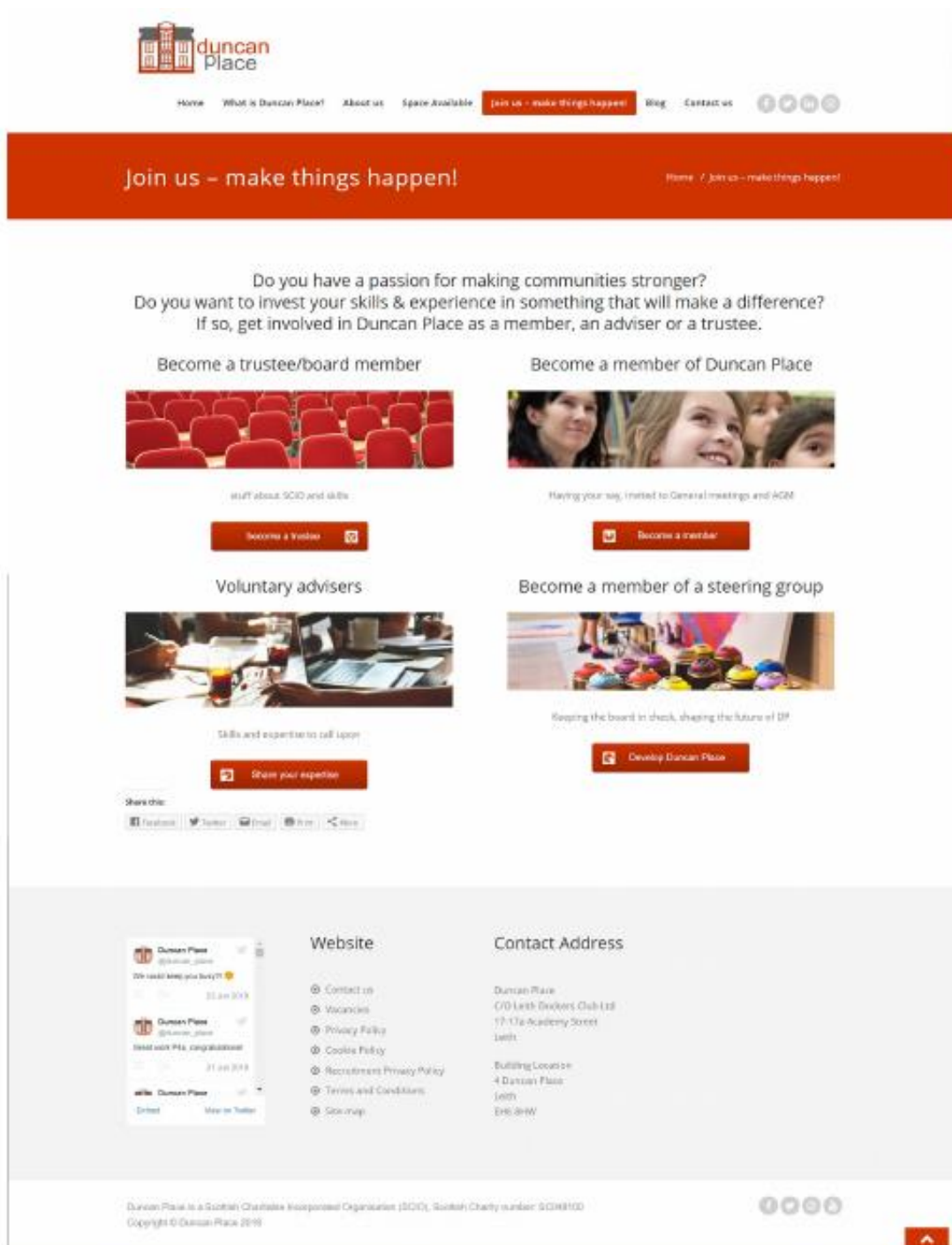
There is, more importantly, an application form to join Duncan Place as a member. The website offers the opportunity for visitors to ask questions, and potential tenants are able to state an “expression of interest” via on-line forms that can be filled out or downloaded.

More recently we have added application forms for board members, voluntary advisors and steering group members. We use social media and word of mouth to drive anyone who may be interested to the relevant pages.

Website analytics show great results for new and returning visitors, with peaks during social media activity and posting on the popular local Facebook group “I Love Leith”.

Using Monster insights Analytics we can see a consistent number of visitors of between 140 and 200 people a month. We see spikes in visitor numbers when we have used social media for announcements, and specifically when our intention is to drive people to the site. The site is set to be further developed now that opening day

is approaching. As part of Gala day this year we raised awareness to recruit or co-opt new trustees, voluntary advisors, steering group members and community members. This recruitment drive is now on the website, and a social media marketing strategy to highlight this will be taking place on the run up to opening.



7 Social Media

We use Facebook, Twitter, Instagram and LinkedIn. Our use of twitter is proving to be very effective. We also link these posts to Facebook groups in Leith such as “I Love Leith” and “Leith Creative”. This extends our reach to Leithers and the local community. Our presence on Instagram is set for a huge boost as the building reaches the end of its refurbishment and the doors open to the public. With the refurbishment nearing completion the opportunity to share more interesting photographs and news about new groups, classes, tenants and staff will allow our social media activity to be increased. LinkedIn is set to be developed in line with our recruitment plans. Social media has proved to be a very useful tool and is bringing great results.



487 (and growing) people as followers / members on Duncan Place Facebook pages.



303 (and growing) Twitter followers.

13,500 impressions via Twitter in the month of September 2019.



Instagram will be ramped up as the transformation of Duncan Place is complete.



LinkedIn is set to be a recruitment tool and a formal social media platform.

A selection of tweets is below

Our 1st Leith Gala Day in 2016



Sharing news of lottery funding



Tweeting a link to membership form



Removal of scaffolding as the exterior nears completion.



8 Other

Duncan Place volunteers have also attended events such as Leith Chooses, Leith Creative Community Conversations and Leith Sunday Sessions. At these events the volunteers have listened to the concerns local people and local organisations have in accessing affordable space.

We have also attended meetings held by residents associations in the area to ensure they knew demolition had been prevented and funds for refurbishment raised.

In April, Duncan Place SCIO held its inaugural Annual General Meeting. Members of Duncan Place attended providing a platform for the trustees to answer questions and further inform those present of the development of the social enterprise.

Further marketing materials are being prepared for use in the run up to and for during the opening period. The website is undergoing a bit of a revamp and an online booking facility should be in place before the opening.

9 Conclusion

Historically, as local residents, we were not surprised that there was great interest in keeping Duncan Place Resource Centre open for the community. This was reinforced by the local support and the 1400 signatures to petition the council to stop the demolition plans of the building. Our engagement with the community has been overwhelmingly positive, and the support and interest generated by both social media and face to face is on-going.

Gala days in Leith mark the beginning of Leith Festival and are the perfect time for engaging with the Leith community. At the gala day in 2016 we conducted a community consultation questionnaire to gather local residents views and hopes for the future of Duncan Place. The positive responses we gathered identified the needs of the local community and subsequently helped shape the plans to re-open the building.

In 2017 we recruited 237 Duncan Place members at the gala day. At this years gala day we began our recruitment drive to add more management skills and strategic experience to the Board.

For five years we have had a web presence which has climbed to the top or second top of most browser search engines. This has evolved organically with visitors helping to drive the site to that high position. Social media, particularly twitter, has been a great tool in community engagement, as has Facebook. Some of the highest spikes in on-line activity have seen a reach of over a thousand people when we have posted on local Facebook groups.

Our community consultation and engagement is proving to show very positive results. We have reached a point where we require to concentrate our efforts more on social media as the doors of Duncan Place are due to be opened. The use of Instagram is set to become much more apparent as activities begin at Duncan Place. Likewise, LinkedIn will strengthen our drive to recruit individuals to further develop the social enterprise. Our consultation with the community, the gala days, our website and our social media marketing is working well. We are always developing our communications and continue to effectively inform our members, and the local community of how they are contributing to a great Community Asset.

Item 5 Lottery Award Letter

Please do not remove this staple



Mrs. Nicola Lamberton
Duncan Place SCIO
Leith Dockers Club Ltd
17 Academy Street
EDINBURGH
EH6 7EE

15.06.2018

Project ID: 0010332991

Dear Mrs. Lamberton

**Community Assets
Grant offer**

I am pleased to confirm that we would like to offer your organisation a grant of £425,270 for the following project:

Duncan Place: Your Space in Leith for community, enterprise and the ar
Duncan Place SCIO will use funding to complete the fit out and support revenue start-up costs of the redeveloped Duncan Place building in Leith. Duncan Place Resource Centre was a City of Edinburgh Council (CEC) operated centre managed by Community Learning and Development Staff with input from the users' group. The Duncan Place SCIO developed from this users group following CEC's closure of the centre in 2014, negotiating with the Council to take ownership of the building and securing funds from the RCGF and others to redevelop it. The group will manage the new centre as a community resource with meeting space for user groups, rentable office sand hotdesking space, and artists' studios and workshops.

We hope this will help your project make a difference to your beneficiaries.



Item 6 Accounts

Duncan Place Annual Report and Accounts for the Period Ended 31st January 2019

Trustees' Report

Board of Trustees and Administration Details

The Duncan Place Resource Centre Users group was established in Jan 2014 to formalise the previous users group. Its purpose was to feed into the programme of activities developed by The City of Edinburgh Councils Community, Learning and Development Staff to be delivered from Duncan Place Resource Centre in Leith. The Council closed the Duncan Place building in early September 2014 and the users group continued to meet to explore possibilities to reopen the building. When a way forward became clear they began work to establish a new incorporated organisation with the aim of taking ownership of the building and then to manage and operate the building, currently owned by the Council.

On 25th January 2018, Duncan Place, a Scottish Charitable Incorporated Organisation (No. SC048100) was formed to take the project forward.

The charity is governed by its constitution and the structure of the charity consists of members who appoint up to five members of the board of trustees. In addition, the board may appoint up to four individuals as charity trustees to ensure a spread of skills and experience. The elected members must always be the majority of the board.

The current trustees are Carol Leslie, Fiona Clandillon, Colm Kavanagh, Keith Murray and Steve Paige. Former trustees who served during the year are Nicola Lamberton, who resigned on 27th August 2018 and Ian Taylor, who resigned on 16th of January 2019.

The principal office of the charity is c/o Leith Dockers Club Ltd, 17-17a Academy Street, Edinburgh EH6 7EE.

The Objects of the Charity

The Organisation was formed to benefit the community of people who live and / or work or volunteer in the locality surrounding Duncan Place known locally as Leith, or who have an active interest in the activities organised by the organisation with the following purposes:

To advance citizenship and community development within and for the benefit of the community of Leith by delivering a diverse range of services and initiatives without distinction of gender, sexuality, political, religious or other opinion, with the object of improving their conditions of life.

The provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of life for the Leith community.

Duncan Place is a Scottish Charitable Incorporated Organisation (SCIO), Scottish Charity number: SC048100



Trustees' Annual Report

The Trustees present their report and financial statements for the period to 31 January 2019. They are pleased to report that the work of the former Duncan Place Resource Centre Users group and the now incorporated Duncan Place charity has been successful with funding now in place for both the refurbishment of the building and the start up costs.

A part time development manager was appointed in Sept 2018 for the year prior to re-opening to co-ordinate the project. Duncan Place board and staff member continue to work with many local third sector organisations, small enterprises and community groups to develop this fantastic community hub which will be a huge asset to the community in Leith. The Duncan Place building is currently undergoing a major refurbishment so all work to date is in preparation to deliver on these purposes.

At the start of the financial year the funds remaining in the bank account in the name of Duncan Place Resource Centre Users Group were gifted to the charity.

Duncan Place worked closely with the City of Edinburgh Council, Scottish Government and The Lottery Community Fund. Funds from Scottish Government and the Edinburgh Council for refurbishment of the Duncan Place building have been secured. These have gone directly to the Council to undertake the necessary work. The grant from The Lottery Community Fund to, support the start-up phase, cover the first five years.

Upon completion of refurbishment ownership of the building will transfer to Duncan Place who will make available affordable community and rentable space in line with its charitable objects.

Financial review

The accounts have been prepared on the Receipts and Payments basis. Receipts for the year totalled £52,703 and payments were £13,216, resulting in a cash reserve of £39,487. These funds arise from a donation to the charity, combined with restricted grant funds, for redevelopment requirements over the coming year.

It is an overriding objective of Duncan Place for the charity to establish itself and become wholly self-sufficient. As a result of this, the charity has every intention to build up a financial reserve of three months' operating costs to ensure Duncan Place is able to fully maintain the building to a high standard, to allow the charity to smooth over any receipts fluctuations or rental voids, or to cover any other unforeseen circumstances which may develop at any point in the future after the ownership and stewardship of the building is transferred into the Charity.

Approved by the Board of Trustees and signed on their behalf

Signed  Date 13-3-19

Carol Leslie

Independent Examiner's Report to the Trustees of Duncan Place

I report on the accounts of the charity for the period ended 31st January 2019, which are set out on pages 4 and 5.

Respective responsibilities of trustees and examiner

The charity's Trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006.

The Trustees consider that the audit requirement of Regulation 10(1) (d) of the Accounts Regulations does not apply. It is my responsibility to examine the accounts as required under section 44(1) (c) of the Act and to state whether particular matters have come to my attention.

Basis of independent examiner's statement

My examination is carried out in accordance with Regulation 11 of the Charities Accounts (Scotland) Regulations 2006. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeks explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

Independent examiner's statement

In the course of my examination, no matter has come to my attention

1. which gives me reasonable cause to believe that in any material respect the requirements:

- to keep accounting records in accordance with Section 44(1) (a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations, and
- to prepare accounts which accord with the accounting records and comply with Regulation 9 of the 2006 Accounts Regulations have not been met, or

2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Signed Stanley Wynd Date 19/3/19

Stanley Wynd ACIS FCIE
122 Giles Street
Edinburgh
EH6 6BZ

Duncan Place

Receipts and Payments Account for the Period Ended

31st January 2019

	Restricted funds	Unrestricted funds	Total 2018/19
	£	£	£
<u>Receipts</u>			
Grants & donations	51,993	-	51,993
Other income	-	710	710
Total receipts	<u>51,933</u>	<u>710</u>	<u>52,703</u>
<u>Payments</u>			
Funding expenses:			
Survey costs	35	-	35
Consultancy	1,500	-	1,500
Payments for charitable activities:			
Staff costs	6,888	-	6,888
Volunteer costs	2,482	-	2,482
Travel and meetings	48	-	48
Conference costs	299	-	299
Office and telephone	546	-	546
Insurance	299	-	299
Miscellaneous expenses	84	-	84
Purchase of fixed assets:			
Office equipment	1035	-	1035
Total Payments	<u>13,216</u>	<u>-</u>	<u>13216</u>
Transfers	-	-	-
Surplus /(deficit) for the year	38,777	710	39,487
Cash funds brought forward	-	-	-
Cash funds carried forward	<u>38,777</u>	<u>710</u>	<u>39,487</u>

Duncan Place

Receipts and Payments Account for the Period Ended

31st January 2019

Bank and cash on hand

	2018/19
	£
Opening balance	-
Surplus /(deficit) for the year	39,487
Closing balances	<u>39,487</u>

Restricted funds

	Balance at 25/01/2018	Received	Paid	Transfers	Balance at 31/01/2019
Duncan Place	-	18,762	(4,451)	-	14,311
Big Lottery Fund	-	33,231	(8,765)	-	24,466
	<u>-</u>		<u>(13,216)</u>	<u>-</u>	<u>38,777</u>

Duncan Place

A donation from the Duncan Place Resource Centre Users Group, given to the charity on incorporation as a SCIO. The funds were primarily given to directly benefit user groups and, in relation to the efforts to save Duncan Place, reimbursing the expenses of the committee members and to pay for professional expertise. These restrictions were lifted in February 2019.

Big Lottery

A grant from the Big Lottery Fund to complete the fit out and support revenue start up costs of the redeveloped Duncan Place building in Leith. Part of a five year funding program.

Assets and liabilities

The charity had office equipment valued at the year end approximately £827. In addition to the cash on hand and in the bank, this makes up the charity's total assets. There were liabilities totalling £206, representing amounts due to HM Revenue and Customs.

Trustees expenses

The members of the Board of Trustees did not receive any remuneration in the year. A total of £2,489 was paid for childcare and travel expenses to one trustee.

Approved by the Board of Trustees and signed on its behalf

Signed
Carol Leslie



Date 13-3-19

Item 7 Constitution



duncan
Place

CONSTITUTION

CONTENTS		
GENERAL	Definitions, Name, Office, Community Definition & Purposes, Powers, General Structure	Clauses 1-6
MEMBERS	Membership, Application for membership, Membership Subscriptions, Re-Registration of Members, Liability, Cessation, Register of Members, Associates	Clauses 7-19
DECISION-MAKING BY MEMBERS	General Meetings, Chairperson, Quorum, Voting, Proxy, Resolutions, Adjournment	Clauses 20-31, Schedule 1
BOARD (CHARITY TRUSTEES)	Management by the Board, Interim Board, Composition, Elected, Appointed and Co-opted Charity Trustees, Vacancy, General Duties, Code of Conduct, Register of Trustees, Termination	Clauses 32-47,
DECISION-MAKING BY CHARITY TRUSTEES	Chairperson, Board Meetings, Voting, Sub Committees	Clauses 48-56
ADMINISTRATION & FINANCE	Constraints on payments, Personal interests, Office Bearers, Finances & Accounts, Notices, Records of meetings, Indemnity, Alteration to Clauses, Dissolution	Clauses 57-70

Charities and Trustee Investment (Scotland) Act 2005

Constitution

of

Duncan Place

In this constitution, the following definitions apply throughout:

- **“2005 Act”** means the Charities and Trustee Investment (Scotland) Act 2005 and every statutory modification and re-enactment thereof for the time being in force.
- **“AGM”** means an Annual General Meeting.
- **“Board”** means the Board of Charity Trustees.
- **“Charity”** means a body entered in the Scottish Charity Register as defined under section 106 of Charities and Trustee Investment (Scotland) Act 2005.
- **“Charity Trustees”** means the persons having the general control and management of the Organisation.
- **“Clauses”** means any clause.
- **“Clear days”**, in relation to notice of a meeting, means a period excluding the day when notice is given and the day of the meeting.
- **“Community”** has the meaning given in clause 4.
- **“GM”** means a General Meeting.
- **“Group”** means those other organisations (incorporated or not) that are not this organisation .
- **“Individual”** means a human/person.
- **“Members”** means those individuals and groups who have joined this organisation.
- **“Organisation”** means the SCIO whose constitution this is.
- **“OSCR”** means the Office of the Scottish Charity Regulator”
- **“Property”** means any property, assets or rights, heritable or moveable, wherever situated in the world.
- **“SCIO”** means Scottish Charitable Incorporated Organisation.
- **“them”** and **“their”** refer to individuals or groups (either he, she or they).

Words in the singular include the plural and words in the plural include the singular.

These Clauses supersede any model clauses. Any words or expressions defined in the 2005 Act shall, if not inconsistent with the subject or context, bear the same meanings in the Clauses.

The Schedule to these Clauses is deemed to form an integral part of these Clauses.

NAME	
1	The name of the organisation is “Duncan Place” (“ the Organisation ”).
2	The Organisation will, upon registration, be a Scottish Charitable Incorporated Organisation (SCIO).
REGISTERED OFFICE	
3	The principal office of the organisation will be in Scotland (and must remain in Scotland).
DEFINITION OF COMMUNITY AND PURPOSES	
4	The Organisation has been formed to benefit the community of people who live and / or work or volunteer in the locality surrounding Duncan Place known locally as Leith, or who have an active interest in the activities organised by the organisation (the “Community”), with the following purposes (the “Purposes”):
4.1	To advance citizenship and community development within and for the benefit of the community of Leith by delivering a diverse range of services and initiatives without distinction of gender, sexuality, political, religious or other opinion, with the object of improving their conditions of life.
4.2	The provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of life for the Leith community.
POWERS	
5	The SCIO has power to do anything which is calculated to further its purposes or is conducive or incidental to doing so. In particular, (but without limiting the range of powers available under the 2005 Act), the SCIO has power:
5.1	to encourage and develop a spirit of voluntary or other commitment by, or co-operation with, individuals, unincorporated associations, societies, federations, partnerships, corporate bodies, agencies, undertakings, local authorities, unions, co-operatives, trusts and others and any groups or groupings thereof willing to assist the Organisation to achieve the Purposes;
5.2	to promote and carry out research, surveys and investigations and to promote,

	develop and manage initiatives, projects and programmes;
5.3	to provide advice, consultancy, training, tuition, expertise and assistance;
5.4	to prepare, organise, promote and implement training courses, exhibitions, lectures, seminars, conferences, events and workshops, to collect, collate, disseminate and exchange information and to prepare, produce, edit, publish, exhibit and distribute clauses, pamphlets, books and other publications, tapes, motion and still pictures, music and drama and other materials, all in any medium;
5.5	to purchase, take on lease, hire, or otherwise acquire any property suitable for the organisation;
5.6	to construct, convert, improve, develop, conserve, maintain, alter and demolish any buildings or erections whether of a permanent or temporary nature, and manage and operate (or arrange for the professional or other appropriate management and operation of) the organisation's property;
5.7	to sell, let, hire, license, give in exchange and otherwise dispose of all or any part of the property of the organisation;
5.8	to establish and administer a building fund or funds or guarantee fund or funds or endowment fund or funds;
5.9	to employ, contract with, train and pay such staff (whether employed or self-employed) as are considered appropriate for the proper conduct of the activities of the organisation;
5.10	to take such steps as may be deemed appropriate for the purpose of raising funds for the activities of the organisation;
5.11	to accept subscriptions, grants, donations, gifts, legacies and endowments of all kinds, either absolutely, conditionally or in trust;
5.12	to borrow or raise money for the Purposes and to give security in support of any such borrowings by the organisation and/or in support of any obligations undertaken by the organisation;
5.13	to set aside funds not immediately required as a reserve or for specific purposes;

5.14	to invest any funds which are not immediately required for the activities of the organisation in such investments as may be considered appropriate, which may be held in the name of a nominee organisation under the instructions of the Board of Trustees, and to dispose of, and vary, such investments;
5.15	to make grants or loans of money and to give guarantees;
5.16	to establish, manage and/or support any other charity, and to make donations for any charitable purpose falling within the purposes;
5.17	to establish, operate and administer and/or otherwise acquire any separate trading organisation or association, whether charitable or not;
5.18	to enter into any arrangement with any organisation, government or authority which may be advantageous for the purposes of the activities of the organisation and to enter into any arrangement for co-operation, mutual assistance, or sharing profit with any charitable organisation;
5.19	to enter into contracts to provide services to or on behalf of others;
5.20	to effect insurance of all kinds (which may include indemnity insurance in respect of Trustees and employees);
5.21	to oppose, or object to, any application or proceedings which may prejudice the interests of the organisation;
5.22	to pay the costs of forming the organisation and its subsequent development;
5.23	to carry out the Purposes as principal, agent, contractor, trustee or in any other capacity.
GENERAL STRUCTURE OF THE ORGANISATION	
6	The organisation is composed of:
6.1	Members (composed of Ordinary Members and Junior Members);
6.2	Associates ; and
6.3	Charity Trustees (composed of Elected Charity Trustees, Appointed Charity Trustees; and Co-Opted Charity Trustees, following the first GM).

MEMBERSHIP	
7	The members of the organisation shall consist of those individuals who made the application for registration of the organisation and such other individuals and groups as are admitted to membership under the following clauses.
8	The organisation shall have not fewer than 20 members at any time; and
8.1	In the event that the number of members falls below 20 the Board may conduct only essential business other than taking steps to ensure the admission of sufficient Ordinary Members to achieve the minimum number.
9	Membership of the organisation is open to any individual aged 16 or over who lives and/ or works or volunteers in the local community surrounding Duncan Place known locally as Leith, or who have an active interest in the activities taking place within the building.
9.1	Individuals aged 16 or over who (and groups which) are members of the Community (“Ordinary Members”); and each Member which is a group shall appoint one named authorised representative to represent and act for such Member at all GMs. Any change in the appointment of an authorised representative may be made at any time by the appointing Member, but only by written notice to the Organisation. Such notice will take effect upon its receipt by the Organisation.
9.2	Individuals aged between 12 and 15 who are members of the Community (“Junior Members”) (such Members not being eligible to serve as Charity Trustees).
9.3	If an Individual or group ceases to fulfil the criteria within clause 9.1 or 9.2, that Individual or group must inform the Organisation. The Organisation may choose to reclassify a Junior Member as an Ordinary Member.
APPLICATION FOR MEMBERSHIP	
10	No Individual or Group may become a Member unless that Individual or Group has submitted a written application for membership in the form prescribed by the Charity Trustees and the Charity Trustees have approved the application. An application submitted by a Group must be signed on behalf of that Group.

10.1	The Charity Trustees shall consider applications for membership promptly. The Charity Trustees shall assess each application to determine whether the applicant meets the criteria for becoming an Ordinary Member or Junior Member. Membership will not be refused without good and sufficient reason and people refused have a right to appeal the decision.
11	Membership of the organisation may not be transferred by a member.
RE-REGISTRATION OF MEMBERS	
12	The Board may, at any time, issue notices to the members requiring them to confirm that they wish to remain as members of the organisation, and allowing them a period of 28 days (running from the date of issue of the notice) to provide that confirmation to the Board.
12.1	If a member fails to provide confirmation to the Board (in writing or by e-mail) that they wish to remain as a member of the organisation before the expiry of the 28-day period referred to in clause 12, the Board may expel them from the membership.
12.2	A notice under clause 12 will not be valid unless it refers specifically to the consequences (under clause 12.1) of failing to provide confirmation within the 28-day period.
LIABILITY OF MEMBERS	
13	The members of the organisation have no liability to pay any sums to help to meet the debts (or other liabilities) of the organisation if it is wound up; accordingly, if the organisation is unable to meet its debts, the members will not be held responsible.
14	The members and Charity Trustees have certain legal duties under the Charities and Trustee Investment (Scotland) Act 2005; and clause 13 does not exclude (or limit) any personal liabilities they might incur if they are in breach of those duties or in breach of other legal obligations or duties that apply to them personally.
CESSATION OF MEMBERSHIP	
15	A member shall cease to be a member if:
15.1	that Member sends a written notice of resignation to registered office of the Organisation; they will cease to be a member as from the time when the notice

	is received by the organisation;
15.2	that Member has failed to respond to any re-registration request under clause 12;
15.3	a resolution that that Member be expelled (where that Member's conduct, in their/its capacity as a Member, has been detrimental to the effective functioning of the Organisation) is passed by special resolution at a GM (notice of which shall state: (a) the full text of the resolution proposed; and (b) the grounds on which it is proposed) at which the Member is entitled to be heard;
15.4	in the case of an Individual, that Individual has died (membership of the Organisation not being transferable);
15.5	in the case of a group, that group goes into receivership or liquidation, or is dissolved or otherwise ceases to exist (membership of the Organisation not being transferable);
15.6	where the Member is a Charity Trustee of the Organisation, that Member has failed to comply with the code of conduct for Trustees in a manner which would result in them ceasing to be a Trustee and a member.
REGISTER OF MEMBERS	
16	The Board must keep a register of members, setting out for each current member: <ul style="list-style-type: none"> a) their full name; b) their address; and c) the date on which they were registered as a member of the organisation.
16.1	Where any member is not an individual, the register must also contain: <ul style="list-style-type: none"> a) any other name by which the member is known; b) the principal contact for the member; c) any number assigned to it in the Scottish Charity Register, if it is a charity; and d) any number with which it is registered as a company, if it is a company.
16.2	For each former member the register must set out, for at least six years from the date on they ceased to be a member:

	<p>a) their name; and</p> <p>b) the date on which they ceased to be a member.</p>
16.3	The Board must ensure that the register of members is updated within 28 days of receiving notice of any change.
16.4	If a member or Charity Trustee of the Organisation requests a copy of the register of members, the Board must ensure that a copy is supplied to them within 28 days, providing the request is reasonable. If the request is made by a member (rather than a Charity Trustee), the Board may provide a copy which has the addresses blanked out.
ASSOCIATES	
17	Individuals and Groups wishing to support the Purposes who are not members of the Community may become associates of the Organisation (“Associates”). Associates may attend and speak at GMs but may not participate in such meetings for voting or quorum purposes.
17.1	No Individual or Group may become an Associate unless that Individual or Group has submitted a written application to become an Associate in the form prescribed by the Charity Trustees and the Charity Trustees have approved the application. An application submitted by a Group must be signed on behalf of that Group.
17.2	The Charity Trustees shall consider applications for associateship promptly. The Charity Trustees shall assess each application to determine whether the applicant meets the criteria for becoming an Associate.
18	The Charity Trustees shall cause a register of associates to be maintained containing: <ul style="list-style-type: none"> (a) the name and address of each Associate; (b) the date on which each Individual or Group was registered as an Associate; and (c) the date at which any Individual or Organisation ceased to be an Associate.
19	An Associate shall cease to be an Associate if:
19.1	that Associate sends a written notice of resignation to the Organisation;

19.2	that Associate becomes a member of the Community;
19.3	a resolution that that Associate be expelled from being an Associate (where that Associate's conduct, in their capacity as Associate, has been detrimental to the effective functioning of the Organisation) is passed by special resolution at a GM (notice of which shall state: (a) the full text of the resolution proposed; and (b) the grounds on which it is proposed) at which the Associate is entitled to be heard);
19.4	in the case of an Individual: (a) that Individual becomes insolvent or apparently insolvent or makes any arrangement with their creditors; or (b) that Individual has died; or
19.5	in the case of a Group, that Group goes into receivership or liquidation, or is dissolved or otherwise ceases to exist.
GENERAL MEETINGS (Meetings of the Members)	
20	The Board may call a GM at any time and must call a GM within 28 days of a valid requisition. To be valid, such requisition must be signed by at least 5% of the Members, must clearly state the purposes of the meeting, and must be delivered to the registered office of the Organisation. The requisition may consist of several documents in like form each signed by one or more of the Members.
Annual General Meeting	
21	The Board shall convene one GM a year as an AGM. An AGM need not be held during the calendar year during which the Organisation is incorporated, provided an AGM is held within 15 months of the date of incorporation. Thereafter, not more than 15 months shall elapse between one AGM and the next.
21.1	The business of each AGM shall include: (a) a report by the Chairperson on the activities of the Organisation; (b) the election of Elected Charity Trustees; (c) the fixing of annual subscriptions, if any; (d) consideration of the accounts of the Organisation; (e) a report of the auditor if applicable; and

	(f) the appointment of the auditor if applicable.
	Notice of General Meetings
22	Subject to the terms of clause 65, notice of a GM shall be given as follows:
22.1	At least 14 Clear Days' notice must be given of any GM.
22.2	The notice must specify the place, date and time of the GM, the general nature of business to be dealt with at the meeting; and (a) in the case of a resolution to alter the constitution, must set out the exact terms of the proposed alteration(s); and (b) in the case of any special resolution (as defined in clause 29) must set out the exact terms of the resolution.
22.3	Notice of every members' meeting must be given to all the members of the organisation, and to all the Charity Trustees; but the accidental omission to give notice to one or more members will not invalidate the proceedings at the meeting.
	CHAIRPERSON OF GENERAL MEETINGS
23	(a) The Chairperson of the organisation shall act as Chairperson of each GM. (b) If the Chairperson is not present or willing to do so the Vice-Chairperson of the organisation shall act as Chairperson of the GM. (c) If neither the Chairperson nor the Vice-Chairperson is present or willing to act as Chairperson of the GM within 15 minutes after the time at which it was due to start, the Charity Trustees present shall elect from among themselves one of the Elected Charity Trustees who will act as Chairperson of that GM.
	QUORUM AT GENERAL MEETINGS
24	The quorum for a GM shall be the greater of: (a) eleven Members; or (b) 10% of the Members, present either in person or by proxy. No business shall be dealt with at any GM unless a quorum is present.
24.1	If a quorum is not present within 15 minutes after the time at which the GM was

	due to start (or if, during a GM, a quorum ceases to be present) the GM shall be adjourned until such time, date and place as may be fixed by the Chairperson of the GM.
24.2	The Board may make arrangements in advance of a GM to allow members (or their proxies) to fully participate remotely, so long as all those participating in the meeting can communicate with each other; and all Members (or their proxies) may vote during the meeting. A Member or proxy participating remotely by such means shall be deemed to be present in person at the GM.
VOTING AT GENERAL MEETINGS	
25	The Chairperson of the meeting shall endeavour to achieve consensus wherever possible but, if necessary, questions arising shall be decided by being put to the vote.
25.1	Each Member shall have one vote, to be exercised in person or by proxy, by a show of hands
25.2	A secret ballot may be demanded by: <ul style="list-style-type: none"> (a) the chairperson of the GM; or (b) at least two Members present at the GM, before a show of hands and must be taken immediately and in such manner as the chairperson of the GM directs. The result of a secret ballot shall be declared at that GM.
26	Whilst the attendance of Members at GMs is encouraged, a Member may appoint a proxy to attend a GM on behalf of that Member. A proxy appointed to attend and vote at a GM on behalf of a Member need not be a Member and shall have the same rights as the Member who appointed them to speak and vote at the GM.
26.1	The form appointing the Proxy shall be in the form set out in Schedule 1 annexed to these Clauses;
26.2	The form appointing a proxy and the power of attorney or other authority (if any) under which it is signed, or a certified copy thereof, shall be lodged at the Registered Office not less than 48 hours before the time of the GM at which the proxy is to be used; and

26.3	No form of proxy shall be valid more than 12 months from the date it was granted.
27	In the event of an equal number of votes for and against any resolution, the Chairperson of the meeting shall have a vote in their capacity as a member of the organisation.
	Resolutions
28	At any GM an Ordinary Resolution put to the vote of the meeting may be passed by a simple majority of the Members voting (in person or by proxy).
29	<p>Certain resolutions must be passed as Special Resolutions, including resolutions:</p> <ul style="list-style-type: none"> a) to alter the name of the Organisation; or b) to amend the Purposes; or c) to amend these Clauses; or d) to wind up the Organisation in terms of clause 70. <p>At any GM a Special Resolution put to the vote of the meeting may be passed by not less than two thirds of the Members voting (in person or by proxy).</p>
30	Ordinary and Special Resolutions may be passed in writing, rather than at a General Meeting, and shall have effect as if they had been passed at a GM, provided the terms of this Clause are followed.
30.1	An Ordinary Resolution may be passed in writing if signed by a simple majority of all the Members.
30.2	A Special Resolution to wind up the Organisation may be passed in writing if signed by all the Members.
30.3	Any other Special Resolution may be passed in writing if signed by not less than two thirds of all the Members.
30.4	Written resolutions must be sent to all Members at the same time (the "Circulation Date") in hard copy (posted or hand-delivered) or electronic form (faxed or e-mailed), or by means of a website.
30.5	Written resolutions must be accompanied by a statement informing the

	<p>Member:</p> <ul style="list-style-type: none"> (a) how to signify agreement to the resolution; (b) how to return the signed resolution to the Organisation (in hard copy (posted or hand-delivered) or electronic form (faxed or e-mailed)); (c) the date by which the resolution must be passed if it is not to lapse (that is, the date which is 28 days after the Circulation Date); and (d) that they will not be deemed to have agreed to the resolution if they fail to reply.
30.6	A written resolution may consist of several documents in the same form, each signed by or on behalf of one or more Members.
30.7	Once a Member has signed and returned a written resolution in agreement thereto, that Members' agreement is irrevocable.
30.8	The Members may require the Organisation to circulate a written resolution.
30.8.1	The resolution must be requested by at least 5% of the Members. Requests must be in hard copy (posted or hand-delivered) or electronic form (faxed or e-mailed), must identify the resolution and may be accompanied by a statement not exceeding 1,000 words which the Organisation will also be required to circulate.
30.8.2	The Board may reject the resolution but must provide reasons for doing so to the members requesting the resolution.
30.8.3	If accepted, the Organisation must circulate the resolution and any accompanying statement within 21 days, and may require the requesting Members to cover the expenses it incurs circulating the resolution.
	MEETING ADJOURNMENT
31	The Chairperson of the GM may, with the consent of a majority of the Members voting (in person or by proxy), adjourn the General Meeting to such time, date and place as the Chairperson may determine.
	ORGANISATION MANAGEMENT
32	The affairs, property and funds of the organisation shall be directed and managed by a Board of Charity Trustees. The Board:

32.1	shall set the strategy and policy of the Organisation;
32.2	shall, where no employees or managers are appointed, be responsible for the day-to-day management of the Organisation;
32.3	shall hold regular meetings between each AGM, meeting as often as necessary to despatch all business of the Organisation;
32.4	shall monitor the financial position of the Organisation;
32.5	shall direct and manage the affairs and Property of the Organisation;
32.6	shall generally control and supervise the activities of the Organisation;
32.7	may, on behalf of the Organisation, do all acts which may be performed by the Organisation (other than those required to be performed by the Members at a GM);
32.8	may exercise the powers of the Organisation; and
32.9	may not also be paid employees of the Organisation.
INTERIM BOARD	
33	Upon incorporation of the organisation, the individuals who signed the Charity Trustee declaration forms which accompanied the application for incorporation of the organisation shall be deemed to have been appointed by the members as Charity Trustees with effect from the date of incorporation of the Organisation.
33.1	The Interim Board shall retire at the first GM, which shall be held as soon as practicable following incorporation, but shall remain eligible for re-election (the period of office between the date of incorporation and the date of the first GM not being regarded as a "term of office" for the purposes of clause 36.5).
COMPOSITION OF THE BOARD OF CHARITY TRUSTEES	
34	The number of Charity Trustees shall be not less than three and the total number of Charity Trustees shall not be more than 12.

APPOINTMENT OF CHARITY TRUSTEES	
35	From and after the first General Meeting of the organisation, the Board shall comprise the following individual persons (a majority of whom shall always be Elected Charity Trustees):
35.1	up to 5 individual persons elected as Charity Trustees by the Members in accordance with clause 36 (“the Elected Charity Trustees”), who must themselves be Ordinary Members; and
35.2	up to 4 individual persons co-opted in accordance with clause 37 (“the Co-opted Charity Trustees”), so as to ensure a spread of skills and experience within the Board.
35.3	Employees of the organisation may not be nominated as or become Charity Trustees.
ELECTED CHARITY TRUSTEES	
36	At the first General Meeting of the Organisation, the Members shall elect up to 5 individual Ordinary Members as Elected Charity Trustees.
36.1	Elected Charity Trustees must be nominated in writing by at least two Members. Such nominations must contain confirmation from the nominee that they are willing to act as an Elected Charity Trustee and must be delivered to the registered office of the Organisation at least seven days before the GM.
36.2	Each Member has one vote for each vacancy in the Elected Charity Trustees on the Board.
36.3	Provided the first GM is not also the first AGM, there shall be no changes in the Charity Trustees at the first AGM (except to fill any vacancies left following the first GM or caused by retirements since the first GM).
36.4	At the second and subsequent AGMs, one-third of the Elected Charity Trustees (rounding upwards if this is not a whole number) shall retire from office at the close or adjournment of that meeting.
36.5	A retiring Charity Trustee shall be eligible for re-election after one term of office. A retiring Charity Trustee shall not be eligible for re-election after two consecutive terms of office until a period of one year in which they have not

	been a Charity Trustee has passed.
36.6	The Elected Charity Trustee(s) to retire at an AGM shall be those who have been longest in office since their election/re-election (unless other Elected Charity Trustee(s) have agreed to retire at that AGM). As between Individuals who were appointed as Elected Charity Trustees on the same date, the Elected Charity Trustee(s) to retire shall be agreed between the Individuals appointed on the same date or determined by lot.
CO-OPTED CHARITY TRUSTEES	
37	Subject to clause 34, the Charity Trustees may appoint Individuals as Charity Trustees to ensure a spread of skills and experience within the Board (“Co-opted Charity Trustees”) and may remove a Co-opted Charity Trustee at any time.
37.1	A Co-opted Charity Trustee shall retire at the AGM following their appointment unless re-appointed by the Charity Trustees.
37.2	A Co-opted Charity Trustee can be removed from office at any time by a simple majority of the Board.
37.3	For the avoidance of doubt, a Co-opted Charity Trustee may participate fully in at all Board meetings which they attend, and is eligible to vote at them.
VACANCY	
38	The Board may from time to time fill any casual vacancy arising as a result of the retiral (or deemed retiral for any reason) of any Elected Charity Trustee from or after the date of such retiral or deemed retiral until the next AGM.
CHARITY TRUSTEES – GENERAL DUTIES	
39	Each of the Charity Trustees has a duty, in exercising functions as a Charity Trustee, to act in the interests of the organisation; and, in particular, must:
39.1	seek, in good faith, to ensure that the organisation acts in a manner which is in accordance with its purposes;
39.2	act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person;
39.3	in circumstances giving rise to the possibility of a conflict of interest between

	the organisation and any other party, put the interests of the organisation before that of the other party; where any other duty prevents them from doing so, disclose the conflicting interest to the organisation and refrain from participating in any deliberation or decision of the other Charity Trustees with regard to the matter in question;
39.4	ensure that the organisation complies with any direction, requirement, notice or duty imposed under or by virtue of the Charities and Trustee Investment (Scotland) Act 2005.
40	In addition to the duties outlined in clause 39, all of the Charity Trustees must take such steps as are reasonably practicable for the purpose of ensuring:
40.1	that any breach of any of those duties by a Charity Trustee is corrected by the Charity Trustee concerned and not repeated; and
40.2	that any Charity Trustee who has been in serious and persistent breach of those duties is removed as a Charity Trustee.
41	Provided they have declared their interest - and have not voted on the question of whether or not the organisation should enter into the arrangement - a Charity Trustee will not be debarred from entering into an arrangement with the group in which they have a personal interest; and (subject to clause 59 and to the provisions relating to remuneration for services contained in the Charities and Trustee Investment (Scotland) Act 2005), they may retain any personal benefit which arises from that arrangement.
42	No Charity Trustee may serve as an employee (full time or part time) of the organisation; and no Charity Trustee may be given any remuneration by the organisation for carrying out their duties as a Charity Trustee.
43	The Charity Trustees may be paid all travelling and other expenses reasonably incurred by them in connection with carrying out their duties; this may include expenses relating to their attendance at meetings.
	CODE OF CONDUCT FOR CHARITY TRUSTEES
44	Each of the Charity Trustees shall comply with the code of conduct (incorporating detailed rules on conflict of interest) prescribed by the Board from time to time.
44.1	The code of conduct shall be supplemental to the provisions relating to the conduct of Charity Trustees contained in this constitution and the duties

	imposed on Charity Trustees under the Charities and Trustee Investment (Scotland) Act 2005; and all relevant provisions of this constitution shall be interpreted and applied in accordance with the provisions of the code of conduct in force from time to time.
REGISTER OF CHARITY TRUSTEES	
45	The Board must keep a register of Charity Trustees, setting out for each current Charity Trustee: <ul style="list-style-type: none"> a) the name of the Charity Trustee; b) the address of the Charity Trustee; c) the date on which they were appointed as a Charity Trustee; and d) any office held by them in the organisation.
45.1	Where a Charity Trustee is not an individual the register must also contain: <ul style="list-style-type: none"> a) Any other name by which the Charity Trustee is known; b) the principal contact for the Charity Trustee; c) any number assigned to it in the Scottish Charity Register (if it is a charity); and d) any number with which it is registered as a company, if it is a company.
45.2	Where the Charity Trustee is appointed by OSCR under section 70A of the 2005 Act it must be recorded in the register.
45.3	For each former Charity Trustee the register must set out, for at least 6 years from the date on which they ceased to be a Charity Trustee: <ul style="list-style-type: none"> a) the name of the Charity Trustee; b) any office held by the Charity Trustee in the Organisation; and c) the date on which they ceased to be a Charity Trustee.
45.4	The Board must ensure that the register of Charity Trustees is updated within 28 days of receiving notice of any change.
45.5	If any person requests a copy of the register of Charity Trustees, the Board must ensure that a copy is supplied to them within 28 days, providing the request is reasonable; if the request is made by a person who is not a Charity Trustee of the Organisation, the Board may provide a copy which has the name and address of any of the Charity Trustees blanked out. The name of a Charity Trustee may only be blanked out if the Organisation is satisfied that

	including that information is likely to jeopardise the safety or security of any person or premises.
TERMINATION OF CHARITY TRUSTEES OFFICE	
46	A Charity Trustee will automatically cease to hold office if: -
46.1	they give the Organisation a notice of resignation, signed by them;
46.2	they become an employee of the Organisation;
46.3	in the case of a Charity Trustee elected under clause 36) they cease to be a member of the Organisation;
46.4	in the case of a Charity Trustee co-opted under clause 37) the Board under clause 37.2 vote to end the appointment;
46.5	they become disqualified from being a Charity Trustee under the Charities and Trustee Investment (Scotland) Act 2005;
46.6	they are absent (without good reason, in the opinion of the Board) from more than three consecutive meetings of the Board - but only if the Board resolves to remove them from office;
46.7	they become incapable for medical reasons of carrying out their duties as a Charity Trustee - but only if that has continued (or is expected to continue) for a period of more than six months;
46.8	they are removed from office by resolution of the Board on the grounds that they are considered to have committed a material breach of the code of conduct for Charity Trustees (as referred to in clauses 44);
46.9	they are removed from office by resolution of the Board on the grounds that they are considered to have been in serious or persistent breach of their duties under section 66(1) or (2) of the 2005 Act;
46.10	they become prohibited from being a Charity Trustee by virtue of section 69(2) of the 2005 Act

46.11	they commit any offence under section 53 of the 2005 Act.
47	Clauses 46.8 and 46.9 apply only if the following conditions are met:
47.1	the Charity Trustee who is subject of the resolution is given reasonable prior written notice of the grounds upon which the resolution for removal is to be proposed;
47.2	the Charity Trustee concerned is given the opportunity to address the meeting at which the resolution is proposed prior to the resolution being put to a vote; and
47.3	at least two thirds of the Charity Trustees then in office vote in favour of the resolution.
CHAIRPERSON AND VICE-CHAIRPERSON	
48	The Board shall meet as soon as practicable meeting immediately after each AGM or following the resignation of the existing Chairperson/Vice-Chairperson to appoint: <ul style="list-style-type: none"> (a) an Elected Charity Trustee to chair Board meetings and GMs (the “Chairperson”), and (b) an Elected Charity Trustee to chair Board meetings and GMs in the event that the Chairperson is not present and willing to do so (the “Vice Chairperson”).
48.1	In the event that: <ul style="list-style-type: none"> (a) the Chairperson is not present and willing to act within 15 minutes of the time at which the GM/Board meeting is due to start, or no Chairperson is currently appointed; and (b) the Vice-Chairperson is not present and willing to act within 15 minutes of the time at which the GM/Board meeting is due to start, or no Vice-Chairperson is currently appointed, the Charity Trustees present must appoint an Elected Charity Trustee to chair the GM/Board meeting.
BOARD MEETINGS	
49	The quorum for Board meetings shall be not less than 50% of all the Trustees, a

	majority of whom are Elected Charity Trustees. No business shall be dealt with at a Board meeting unless such a quorum is present.
49.1	A Charity Trustee shall not be counted in the quorum at a meeting (or at least the relevant part thereof) in relation to a resolution on which, whether because of personal interest or otherwise, they are not entitled to vote.
49.2	The Board may make any arrangements in advance of any Board meeting to allow members to fully participate in such meetings so long as all those participating in the meeting can clearly comprehend each other; a member participating in any such means other than in person shall be deemed to be present in person at the Board meeting.
50	7 Clear Days' notice in writing shall be given of any meeting of the Board at which a decision in relation to any of the matters referred to in clause 29 is to be made, which notice shall be accompanied by an agenda and any papers relevant to the matter to be decided.
50.1	All other Board meetings shall require not less than 7 days' prior notice, unless all Charity Trustees agree unanimously in writing to dispense with such notice on any specific occasion.
50.2	On the request of a Charity Trustee the Chairperson shall summon a meeting of the Board by notice served upon all Charity Trustees, to take place at a reasonably convenient time and date.
51	No alteration of the Clauses and no direction given by Special Resolution shall invalidate any prior act of the Board which would have been valid if that alteration had not been made or that direction had not been given.
52	The Board may act notwithstanding any vacancy in it, but where the number of Charity Trustees falls below the minimum number specified in clause 34, it may not conduct any business other than to appoint sufficient Charity Trustees to match or exceed that minimum.
53	The Board may invite or allow any person to attend and speak, but not to vote, at any meeting of the Board or of its sub-committees.
54	The Board may from time to time promulgate, review and amend any Ancillary Regulations, Guidelines and/or Policies, subordinate at all times to these Clauses, as it deems necessary and appropriate to provide additional explanation, guidance and governance to members/Charity Trustees.

VOTING AT BOARD MEETINGS	
55	The Chairperson of the Board meeting shall endeavour to achieve consensus wherever possible but, if necessary, questions arising shall be decided by being put to the vote,
55.1	Each Charity Trustee present (and who is eligible to vote) has one vote. In the event of an equal number of votes for and against any resolution at a Board meeting, the Chairperson of the meeting shall have a casting vote as well as a deliberative vote.
55.2	A resolution in writing shall be as valid and effectual as if it had been passed at a meeting of the Board or of a sub-committee. A resolution may consist of one or several documents in the same form each signed by one or more Charity Trustees or members of any relative sub-committee as appropriate.
SUB-COMMITTEES	
56	The Board may delegate any of its powers to sub-committees, each consisting of not less than one Charity Trustee and such other person or persons as it thinks fit or which it delegates to the committee to appoint.
56.1	Any sub-committee so formed shall, in the exercise of the powers so delegated, conform to any remit and regulations imposed on it by the Board. The meetings and proceedings of any such sub-committee shall be governed by the provisions of these Clauses for regulating the meetings and proceedings of the Board so far as applicable and so far as they are not superseded by any regulations made by the Board.
56.2	Each sub-committee shall ensure the regular and prompt circulation of, the minutes of its meetings to all Charity Trustees.
CONSTRAINTS ON PAYMENTS/BENEFITS TO MEMBERS AND CHARITY TRUSTEES	
57	The income and property of the Organisation shall be applied solely towards promoting the Purposes and do not belong to the members. Any surplus income or assets of the Organisation are to be applied for the benefit of the Community.
58	No part of the income or property of the Organisation shall be paid or transferred (directly or indirectly) to the members of the Organisation, or to any other individual, whether by way of dividend, bonus or otherwise, except in the

	circumstances provided for in clause 59.
59	No benefit (whether in money or in kind) shall be given by the Organisation to any member or Charity Trustee except the possibility of:
59.1	repayment of out-of-pocket expenses (subject to prior agreement by the Board);
59.2	reasonable remuneration in return for specific services actually rendered to the Organisation (in the case of a Charity Trustee such services must not be of a management nature normally carried out by a Trustee of an Organisation);
59.3	payment of interest at a rate not exceeding the commercial rate on money lent to the Organisation;
59.4	payment of rent at a rate not exceeding the open market rent for property let to the Organisation;
59.5	the purchase of property from any member or Charity Trustee provided that such purchase is at or below market value;
59.6	the sale of property to any member or Charity Trustee provided that such sale is at or above market value; or
59.7	payment by way of any indemnity, where appropriate in accordance with clause 68.
60	Where any payment is made under clause 59, the terms of clause 61 must be observed.
PERSONAL INTERESTS & CONFLICTS OF INTEREST	
61	Whenever a Charity Trustee finds that there is a personal interest, as defined in sub-clauses 61.3 and 61.4, they have a duty to declare this to the Board meeting in question.
61.1	A Charity trustee must not vote at a Board meeting (or at a meeting of a sub-committee) on any resolution which relates to a matter in which they has a personal interest or duty which conflicts (or may conflict) with the interests of the SCIO.

61.2	<p>It will be up to the Chairperson of the meeting in question to determine:</p> <ul style="list-style-type: none"> (a) whether the potential or real conflict simply be noted in the Minutes of any relevant meeting, or (b) whether the Charity Trustee in question, whilst being permitted to remain in the meeting in question, must not partake in discussions or decisions relating to such matter, or (c) whether the Charity Trustee in question should be required to be absent during that particular element of the meeting. Where a Charity Trustee leaves, or is required to leave, the meeting they no longer form part of the quorum for that meeting.
61.3	<p>An interest held by an individual who is “connected” with the Charity trustee under section 68(2) of the Charities and Trustee Investment (Scotland) Act 2005 (husband/wife, partner, child, parent, brother/sister etc) shall be deemed to be held by that Charity trustee;</p>
61.4	<p>A Charity trustee will be deemed to have a personal interest in relation to a particular matter if a body in relation to which they are an employee, director, member of the management committee, officer or elected representative has an interest in that matter.</p>
61.5	<p>The Board shall determine from time to time what interests shall be relevant interests and shall ensure that a Register of Notices of Relevant Interests is maintained, which shall be open for inspection by both the Board and members of the Organisation and, with the express prior written approval of the Charity Trustee or employee concerned, by members of the public.</p>
OFFICER BEARERS	
62	<p>The Board may appoint office bearers for such term and upon such terms and conditions as they think fit. Any officer bearer may be removed by the Board at any time</p>
62.1	<p>The Board may appoint a treasurer for such term and upon such terms and conditions as they think fit. The treasurer may be removed by the Board at any time. The treasurer may be required to attend Board and sub-committee meetings but:</p> <ul style="list-style-type: none"> (a) may not participate in such meetings for voting or quorum purposes unless they are also a Charity Trustee;

	<p>(b) may not attend meetings (or parts of meetings) at which their remuneration or employment is to be discussed; and</p> <p>(c) (if the treasurer is not a Charity Trustee) may not attend meetings at which confidential matters are to be discussed.</p>
	FINANCES & ACCOUNTS
63	The Board shall determine:
63.1	which banks or building societies the bank accounts of the Organisation shall be opened with;
63.2	how bank accounts shall be maintained and operated; and
63.3	how cheques and other negotiable instruments, and receipts for monies paid to the Organisation, shall be signed, drawn, accepted, endorsed or otherwise executed.
64	The Board shall cause accounting records to be kept for the Organisation in accordance with the requirements of the 2005 Act and other relevant legislation.
64.1	The accounting records shall be maintained by the Treasurer (if there is one) and overseen by the Principal Officer (if there is one), or otherwise by, or as determined by, the Board. Such records shall be kept at such place or places as the Board thinks fit and shall always be open to the inspection of the Trustees.
64.2	The Board must prepare annual accounts, complying with all relevant statutory requirements, and must ensure the accounts are examined or audited, as appropriate, by a qualified examiner or auditor.
64.3	At each AGM, the Board shall provide the members with a copy of the accounts for the period since the last preceding accounting reference date (or, in the case of the first account, since the incorporation of the Organisation). The accounts shall be accompanied by proper reports of the Board.

64.4	Copies of such accounts shall, not less than 21 clear days before the date of the General Meeting, be delivered or sent to all members, Charity Trustees, the Office Bearers and the auditor, or otherwise be available for inspection on the website or other location of the Organisation (with all members, Charity Trustees, the Organisation Secretary and the auditor being made aware that they are so available for inspection there).
NOTICES	
65	The Organisation may serve a notice on a Member in hard copy (addressed to the address given for that Member in the register of members, and posted or hand-delivered) or electronic form (faxed or e-mailed). A notice is deemed to have been served on the day following the day on which it is hand-delivered, posted faxed or e-mailed.
66	The Organisation may communicate with a Member by electronic means (including fax and e-mail) unless the Member has requested that communications from the Organisation be sent in hard copy. The Organisation may publish notifications by means of a website provided the Organisation has advised Members of this and taken reasonable steps to notify Members who have informed the Organisation that they do not have internet access.
RECORDS OF MEETINGS	
67	The Board shall cause minutes to be made of all appointments of officers made by it and of the proceedings of all General Meetings and of all Board meetings and of sub-committees, including the names of those present, and all business transacted at such meetings and any such minutes of any meeting, if purporting to be signed after approval, either by the Chairperson of such meeting, or by the Chairperson of the next succeeding meeting, shall be sufficient evidence without any further proof of the facts therein stated.
INDEMNITY	
68	Subject to the terms of the 2005 Act and without prejudice to any other indemnity, the Charity Trustees, or member of any sub-committee, the Organisation Office Bearers and all employees of the Organisation may be indemnified out of the funds of the Organisation against any loss or liability (including the costs of defending successfully any court proceedings) which he, she or they may incur or sustain, in

	connection with or on behalf of the Organisation.
	ALTERATION TO THE CLAUSES
69	Subject to the terms of this clause, this constitution may be altered by a Special Resolution of the members passed in accordance with clause 29 or 30.3
69.1	Any changes to the purposes set out in clause 4 are subject to written consent being obtained from OSCR (and its successors) in terms of section 16 of the Charities and Trustee Investment (Scotland) Act 2005
69.2	The Board must notify OSCR (and its successors) of any changes to the constitution not relating to the purposes, in terms of section 17 of The Charities and Trustee Investment (Scotland) Act 2005
	DISSOLUTION
70	The Organisation may be wound up or dissolved only on the passing of a Special Resolution for that purpose in accordance with clauses 29 and 30.4, and subject to written consent being obtained from OSCR.
70.1	<p>If, on the winding-up of the Organisation, any property or assets remains after satisfaction of all its debts and liabilities, such property shall be given or transferred to such other community body or bodies or charitable group, which has purposes which resemble closely the purposes of the Organisation, as may be:</p> <ul style="list-style-type: none"> (a) determined by not less than two thirds of the Ordinary Members of the Organisation voting (in person or by proxy) at a General Meeting called specifically (but not necessarily exclusively) for the purpose; and (b) approved by OSCR (and its successors).

Schedule 1
Form of Proxy

Duncan Place

I,,
 residing at,
 being a Member of the above Organisation hereby appoint
,
 of,
 and, failing him or her,,
 of,
 as my proxy to vote on my behalf at the [Annual General Meeting / General Meeting] of the Organisation to
 be held on
 and at any adjournment thereof.

I hereby instruct my proxy to vote in favour of/against the following resolution[s]:
 [insert resolution(s)]

Signed the day of

Signature of member appointing proxy



Duncan Place is a Scottish Charitable Incorporated Organisation (SCIO), Scottish Charity number: SC048100