**INTRODUCTION AND BACKGROUND**

The purpose of this Community Asset Transfer application is to grant ownership to the Gatehouse Community Centre Association (GCCA) of the strip of land shown on Appendix C (to the Application Form) to enable redevelopment of the Community Centre (CC) on a larger footprint. Designs for this proposed redevelopment are in preparation. Evidence of our title to ownership of the CC is also given in Appendix B (to the Application Form)

**1 History**

1.1 The present Community Centre (CC) building was formerly the Gatehouse School which opened in 1927. In 1979 the secondary pupils transferred to the Kirkcudbright Academy and the primary pupils moved into present Gatehouse Primary School. The former 1927 school building then became redundant and in 1985 ownership was transferred from Dumfries & Galloway Council to the ownership of the newly formed Gatehouse of Fleet Sports and Community Centre Association (GSCCA).

1.2 The building was reopened as Gatehouse Community Centre in April 1986 and GSCCA registered with OSCR as an Unincorporated Association (SC041192) in 2010 under the name of the Gatehouse Community Centre. In June 2020 the charity converted its legal structure to a Scottish Charitable Incorporated Organisation (SCIO) (SC050240) under the name of the Gatehouse of Fleet Community Centre Association (GCCA). The CC building and land, together with the charity’s other assets, were transferred to the SCIO in September 2021.

**2 Governance**

2.1 GCCA is registered with OSCR (SC050240) as a Tier 2 SCIO. OSCR | Charity Details It has 36 members and is managed by a Board currently comprising 5 Trustees. We hold scheduled meetings every 2 months and as required to consider urgent matters. Our Governing Document is attached as Appendix A to the Application Form.

2.2 The Board is supported by volunteers who assist, in particular, with promoting and helping at events. We are planning to establish a User Group to provide input to the detailed fit out stages of the design/build process.

**3 Background**

3.1 As stated in 1.1 above, the present building dates from 1927 and was built as a school, not a community centre. Due to its age, layout and outdated construction standards, it is expensive and inefficient to heat and maintain and cannot provide the facilities expected in a modern community centre.

3.2 There are also longstanding and ongoing problems with its structural condition, fabric and services including in particular serious instances of water penetration and dry rot. Twice in the last couple of years we’ve been facing closure unless we undertook very expensive repairs to the electrical installation and one of the gable ends. Other major repairs to eg the exterior render are still needed and the heating system is no longer fit for purpose. These concerns absorb both our reserves and much management effort and without .redevelopment the town will in time lose its Community Centre.

3.3 Thus in 2021 the Board initiated a major redevelopment programme:

 **April 2021** a full building condition survey funded by RCBF revealed the full extent of the above problems and indicated a minimum cost of £750,000 (at 2021 prices) just to reinstate the existing building without any enhancement or improvement to facilities;

 **April 2021** an asbestos survey was undertaken to compile an asbestos register for the building. Asbestos was found in only very limited quantities in bituminous floor tiles in the kitchen and in two cement ceiling panels above the entrance

**May 2021** a structural engineering survey was undertaken

**June-August 2021** Phase 1 bat survey was undertaken which reported roosting bats in the attic space;

 **January 2022** Community Enterprise and Sleeping Giants were appointed by competitive tender and funded by Awards for All to carry out a community engagement survey to understand the community’s aspirations (see section 7 below)

 **January 2023** Inch Architects + Design were appointed by competitive tender and funded by the Community Led Vision Fund to prepare four alternative outline designs to provide the facilities identified by the community.

 **August to October 23** the community were consulted on the 4 options via drop in sessions, targeted sessions with Gatehouse Primary School, the PTA, Wheels of Fleet, TGB and the Drop In and concluding with a public meeting in October from which a clear preference emerged for a new build with bunkhouse.

 **November 2023** Inch Architects + Design were reappointed with funding from the Community Led Local Development fund to prepare a Pre-Planning Application Enquiry (PPAE) for a design based on the community’s preferences.

 **March 2024** - PPAE submitted to DGC

**4 Current Usage**

4.1 The Community Centre provides letting space for organisations, groups and individuals principally within the local Gatehouse community but also across Dumfries and Galloway more widely . We also provide dedicated accommodation for the Snooker Club and the Community Church on annual contracts.

4.2 The Centre is used for birthday parties, family reunions, bingo nights, pizza nights, charity coffee mornings and afternoon teas, talks, film shows, the horticultural show and by SMEs, 3rd sector, DGC) and the NHS for both corporate and outreach activities. Our regular classes include country dancing, 2 pre-school playgroups, yoga, flower club and table tennis. A group of musicians runs a weekly session for anyone interested in playing, singing along with others or just listening, various one off and occasional hires include providing the back up control room for the Gralloch International Cycle Race and use as the local polling station.

4.3 We are a collection point for the Galloway Food Hub which offers access to various small local suppliers and provide the meeting venue for the Community Council. We provide bike storage and charging facilities for a Sustrans Ebike project which takes social prescribing referrals from various agencies and uses the car park for training sessions. Our car park has also been used for fortnightly visits by the Mobile Bank although, unfortunately, this service will be withdrawn in May 2024.

4.4 We also run our own events 3 or 4 times a year (eg Burns Night, Spring Sparkle, Gala Week Open Day and Festive Open House) at which we offer a free cafe/lunch, activities for children, stalls and live music with donations received passed direct to local organisations (e.g. Stewartry Food Bank, MOOL and Wheels of Fleet). Last winter we ran a warm room twice a week.

4.5 We offer support to help new groups to start up and try to respond positively to feedback from users and make improvements where we can. As a result we have managed to grow our user base as shown Table A below and become more rooted in the local community.

 **Table A Annual hours of use 2017/24**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Activity/Year** | **2017/18** | **2018/19** | **2019/201** | **2020/211** | **2021/22** | **2022/23** | **2023/24\*** |
| Community and social activities2 | 516 | 563 | 240 | 115 | 529 | 563 | 209 |
| Sport and exercise3 | 102 | 73 | 64 | 32 | 93 | 181 | 90 |
| Health and wellbeing4,5 | 16 | 30 | 22 | 17 | 234 | 528 | 162 |
| Work/Study6 | 117 | 211 | 110 | 120 | 128 | 132 | 65 |
| **Total hours** | **811** | **877** | **437** | **284** | **984** | **1404** | **526** |

**\*to 31.01.24**

Notes:

1. Years 2019/20 and 2020/21 suffered extended closures due to C19 restrictions and electrical repairs

2. eg music sessions, flower club, children’s playgroups, private parties and events, PTA events, Gala events, bingo and quiz nights, coffee mornings and afternoon teas, talks, the annual horticultural show, language classes and Community Centre events. In addition the Community Church and Snooker Club have exclusive use of dedicated rooms on annual rolling contracts

3. eg dancing, table tennis, exercise class

4 eg yoga, Counselling and coaching sessions , Alzheimers social group, winter ‘warm room’,

5. eg IBike Communities have free internal storage space for ebikes and use the car park for cycle training

6. eg Gatehouse Community Council; Dumfries and Galloway Council; SMEs; 3rd Sector; Bank of Scotland (Mobile Branch)

**CAT REQUEST**

**5 Description and purpose of CAT request**

5.1 We wish to acquire a small parcel of land adjacent to the rear of the Community Centre to enable us to extend the footprint and revise the layout of the centre as part of our redevelopment project as in Appendix A.

5.2 The land in question is currently unused and almost certainly will remain so. Transfer to GCCA would enable us to extend rationalise and revise the layout of the CC to produce a new building to modern standards that will offer long term flexible sustainable space capable of a wide variety of uses and make a significant contribution net zero spirations. Without the land in question the design would be constrained by the irregular footprint of the existing building and we will be unable to unlock the full potential of the site.

**6 Purpose of project**

6.1 Our project to redevelop Gatehouse Community Centre seeks to ensure the town retains a community centre into the future. As set out above the current building is in poor condition and requires a minimum of about £1,000,000 to bring it back into a reasonable state without any improvements. Doing nothing is not an option. Without this redevelopment the town will in time lose its Community Centre.

6.2 Our request for the strip of land currently owned by DGC but adjoining our land will allow us to optimise the footprint of the building to provide the range of facilities the community have said through the community engagement exercise they want from the centre. These include community space for hire, health and wellbeing activities and services, indoor sports facilities like a gym, a bigger hall, work and study space and facilities for visitors. The case for providing these facilities is supported by the in depth analysis undertaken by Community Enterprise/Sleeping Giants referred to above and discussed further in section 7 below.

**7 Evidence of support and need**

7.1 We know that that this project is needed having carried out an extensive community engagement exercise working with Community Enterprise and Sleeping Giants in spring/summer 2022 . The survey comprised

 • paper questionnaires delivered to all Gatehouse households

 • an online questionnaire

 • in-depth interviews with 19 external stakeholder organisations;

 • focus groups at Gatehouse Primary School

 • a video featuring local residents posted on our Facebook page

 • a display at Gala Week Open Day

7.2 Community Enterprise and Sleeping Giants analysed the responses in detail and conducted desktop research assessing fit of our project with demographical data from the Community Insight database and relevant national and local policies (including the National Performance Framework, Public Health Priorities, the Place Principle 2019, the Community Empowerment Act 2015, Social Enterprise Strategy, Connected Scotland, National Strategy for Economic Transformation, Third Sector Net Zero Strategy and local strategies including DGC’s Plan 2017-22, Local Outcomes Improvement Plan, Poverty and Inequalities Strategy, South of Scotland Regional Economic Strategy and 1,000 Voices. *Their report is attached as Appendices D and E to the Application Form*

7.3 From the survey we now know that the local community want a facility that can provide community space for hire, health and wellbeing activities and services, indoor sports facilities like a gym, a bigger hall, work and study space and facilities for visitors. The case for providing these facilities is supported by the in depth analysis undertaken by Community Enterprise/Sleeping Giants referred to above.

 7.4 We also know from ongoing discussions that The Snooker Club and the Community Church our anchor tenants on annual leases would like to continue to be accommodated as part of the development. We have also been approached by the Under 5s Group to provide their own dedicated space for use by parents and carers and bookable by the NHS and DGC for child centred activities.

**8 Community benefit**

8.1 Data from the Community Insight database which shows that Gatehouse has a population with 33.9% of people are aged 65+, (above the averages of 26.3% in Dumfries and Galloway and 19.3% in Scotland); with over 17% aged 55-64 and thus reaching retirement age within the next decade; 20.5% of pensioner households living alone (above the average of 13.1% in Scotland); 23.7% with a limiting long- term illness (above the averages of 21.8% in Dumfries and Galloway and 19.6% in Scotland); and 45% in the lowest SIMD 10% for geographical access to services. Gatehouse is further classified as a remote rural area with the nearest settlement of over 10,000 people 30 - 60 minutes’ drive time away.  Limitations on public transport reduce access to essential public services and leisure facilities for the whole community but with particular impacts on older and younger and people, disadvantaged groups and anyone at risk of social isolation for any reason.

8.2 Our project to deliver a modern Community Centre will help to provide the community with many of the social supports which can greatly increase peoples potential and well- being across all demographics and throughout their lives. It will provide people in Gatehouse and more widely across the region with a modern welcoming facility to meet the needs and wishes expressed in the community engagement survey. Instead of an old school building (which despite our best efforts is hard to heat adequately, poorly equipped, inflexible in layout, a constant battle to maintain at even a basic level and at risk of major failure in fabric or services), the community will have a purpose built facility which will extend the range of activities available, e.g. space for indoor sports and exercise, suitably equipped facilities for work and study including remote working and lifelong learning.

8.3 There will be space for, and digital connectivity to, health and well-being services locally whether in person or remotely which is likely to become increasingly important in view of changing demographics and reduced resources. There will also be attractive exhibition space and full digital connectivity for cinema and live performance and a larger, possibly, high-ceilinged, hall able to accommodate a range of indoor sports and public events. All in a building which will make a positive contribution to the achievement of net zero, be more efficient to run and maintain to high standards, reflect the need for long term sustainability, be flexible to meet changing needs over time and a source of pride for the town.

8.4 Our preferred design on which we have consulted as set out in section 7 above includes bunkhouse accommodation which would support affordable low impact tourism, and meet short term accommodation needs for incoming workers both directly contributing to the local economy.

8.5 We will incorporate a Changing Places Toilet and ensure that all fixtures, fittings, finishings, colour schemes etc reflect the diverse needs of our users e.g. acknowledging sensory difficulties and neuro diversity. We aim to develop some outside area as a green space to create a community garden for relaxation and outside activities and, hopefully, a kitchen garden to grow produce. The plans also include a fully equipped catering standard kitchen which in addition to use by hirers for refreshments can also be used as a community kitchen to bring people together to make meals and learn cooking skills perhaps using produce from the community garden area. None of these is possible in our current building. The vision is for a community centre that will be a focal point for the community bringing people together to do the things they want to do locally, comfortably and affordably opening up opportunities for everyone at whatever stage in their lives.

8.6 Our development project will provide a locally owned and managed community centre acting as a meeting place for groups e.g. parents and carers with pre-school children, older people, offering leisure and, sports facilities, study spaces and work spaces. It will also offer opportunities for volunteering and, access to creative and educational activities to build confidence, resilience and social cohesion. Without this project there will be no scope to offer any of these as the current building is deteriorating significantly and will at some point be beyond economic repair.

**9 Finances**

 **Current business model**

 9.1 Our current business model is outlined in section 4 above. In addition we receive income from roof mounted solar panels under a 25 year contract with Scottish Power which runs until 2035.

  **Financial performance 2017/24**

 9.2 **Tables B to E** below set out income and expenditure over the period 2017/24. In all cases 2023/24 are part year figures up to 31 January 2024

**Table B Revenue income 2017/24**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Activity** | **2017/18** | **2018/19** | **2019/201** | **2020/211** | **2021/22** | **2022/23** | **2023/24\*** |
| **Community and Social activities2** | £7,585 | £7,203 | £3,534 | £842 | £4,570 | £6,751 | £3,948 |
| **Sport and exercise3** | £1,214 | £1,078 | £1,113 | NIL | £818 | £2,927 | £915 |
| **Health and wellbeing4,5** | £320 | £336 | £504 | NIL | £2,003 | £4,936 | £2,130 |
| **Work/Study6** | £1,825 | £3,124 | £265 | £819 | £2,140 | £1,845 | £730 |
| **Solar panel FIT** | £1,819 | £621 | £2,600 | £949 | £1,993 | £3,361 | £1,021 |
| **TOTAL** | **£12,763** | **£12,362** | **£7,981** | **£2,610** | **£11,524** | **£19,820** | **£8,744** |

\*to 31.01.24

Notes:

1. Years 2019/20 and 2020/21 suffered extended closures due to C19 restrictions and electrical repairs

2. eg music sessions, flower club, children’s playgroups, private parties and events, PTA events, Gala events, bingo and quiz nights, coffee mornings and afternoon teas, talks, the annual horticultural show and Community Centre run events. In addition the Community Church and Snooker Club have exclusive use of dedicated rooms on annual rolling contracts

3. eg dancing, table tennis, exercise class

4 eg yoga, Counselling and coaching sessions , Alzheimers social group, winter ‘warm room’,

5. eg IBike Communities have free internal storage space for ebikes and use the car park for cycle training

6. Gatehouse Community Council; Dumfries and Galloway Council; SMEs; 3rd Sector; Bank of Scotland (Mobile Branch)

 **Table C Revenue expenditure 2017/24**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Category** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24\*** |
| Cleaning/caretaking | £2,100 | £2,400 | £2,100 | £2,300 | £2,300 | £2,600 | £1,250 |
| Electricity/broadband | £3,196 | £3,608 | £4,065 | £894 | £3,346 | £3,932 | £1,706 |
| Insurance/licences/statutory testing etc | £1,890 | £1,806 | £2,410 | £1,738 | £2,198 | £2,611 | £281 |
| Consumables/minor maintenance | £2,011 | £1,887 | £2,696 | £1,447 | £1,487 | £1,488 | £871 |
| **Total** | **£9,197** | **£9,701** | **£11,271** | **£6,379** | **£9,331** | **£10,631** | **£4,108** |

**\* to 31.01.2024**

**Table D Capital grants received 2017/ 24**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Purpose** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24\*** |
| **Exceptional payments** | NIL | NIL | £10,0001 | NIL | NIL | £1,7012 | NIL |
| **Building repairs** | NIL | NIL | NIL | £2,0003 | NIL | NIL | £1,2504 |
| **Improvements** | NIL | NIL | £3565 | £1,2286 | £3,8207 | £10,2238 | NIL |
| **Redevelopment project** | NIL | NIL | NIL | £4,0709 | £9,85010 | £6,21011 | £12,22812 |
| **TOTAL** | **NIL** | **NIL** | **£10,356** | **£7,298** | **£13,670** | **£18,134** | **£13,478** |

\* to 31.01.2024

Notes:

1. £10,000 support from Scottish Government provided during covid-19 closure

2. Support for additional heating costs during Winter Open House from Dumfries & Galloway Council, Gatehouse Community Council, Gatehouse Development Initiative, private donations

3. DG Council, private donation: safety critical repairs to electrical system

4. Murray Usher Foundation: replacement of main door

5. Common Good Fund: Meeting room chairs

6. DG Council, Common Good, GDI: IT equipment for online meetings

7. Stafford Trust: modular stage

8. Cycling Scotland: covered bike shelter

9. RCBF Round 2 funding for building surveys

10. Awards for All for community consultation; Murray Usher Foundation for community video

11. Community Led Vision Fund (CLVF): development of architectural options

12. Community Led Local Development (CLLD): progression of preferred design to PPAE

**Table E Capital expenditure 2017/24**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Category** | **2017/18** | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/3** | **2023/24\*** |
| Major repairs\*\* | NIL | NIL | £3,9161 | £11,1343 | £7,7907,8 | NIL | £2,9663,15 |
| Improvements to facilities | NIL | NIL | £9502 | £2,3984,5 | £3,7999 | £11,96511,12,13 | £25512 |
| Redevelopment project | NIL | NIL | NIL | £5,0556 | £7,20010 | £9,77514 | NIL |
| **TOTAL** | **NIL** | **NIL** | **£4,866** | **£18,587** | **£18,789** | **£21,740** | **£3,221** |

\* to January 31st 2024

\*\*Major repairs include a number of very serious problems which if left unresolved would have led to closure e.g. electrical renewal, rebuilding of SW gable; dry rot in the Snooker Room. They also include repairs to the external render and roof that would have caused further serious deterioration if not attended to.

Notes

1. General repairs to exterior render

2. Construction of new website

3. Electrical repairs inc safety critical issues

4. New notice board

5. IT facilities for online meetings

6. Structural surveys SW gable, asbestos, building condition, bat roost (phase 1 survey)

7. Replacement snooker room floor due to dry rot + associated exterior repair render

8. Rebuild SW gable and adjacent roof

9. Portable modular stage to replace existing item

10. Community engagement survey (Pt 1)

11. Thermal curtains to increase comfort in lounge

12. Covered cycle shelter and associated signage

13. Website security upgrade

14. Community engagement survey (Pt 2), community video, Inch Architecture outline options

15 Replacement main door following lock damage

  **Financial performance 2017– 2024**

9.3 There has been a progressive change in both activity and income since 2017 with a step change from 2021. This is particularly striking in the post Covid environment and reflects the Board’s decision to raise the profile of the community centre and increase usage. At the same time it was recognised that the existing building was rapidly nearing the end of its useful life and that planning must begin for a replacement that would meet the changing needs of the community.

9.4 Revenue income in earlier years was over-reliant on a small group of existing users and the annual rental from the anchor tenants. There is now a much broader base of users and a wider range of activities. This increased activity has produced additional rental income and enabled us to build up our reserves to finance some minor improvements and support the redevelopment work. At the same time we have frozen hire charges for the last 2 years in recognition that small community groups are finding it difficult to meet rising costs.

9.5 Recurrent expenditure has been relatively stable across the various categories year-on- year, apart from the substantial increase in heating costs from 2022 onwards and the additional consumption to provide the winter open house as a ‘warm space’, although this was offset by grants and donations.

9.6 Capital expenditure has been dominated by the ongoing need for major repairs due to the age and condition of the building, in particular due to water penetration. In recent years these have included the renewal of the floor in the snooker room, patchwork repairs to the exterior render and *ad hoc* roof repairs to combat water ingress. In addition, we had to substantially rebuild a gable to prevent its possible collapse and to renew parts of the electrical system for safety reasons. However, despite this work there still remains an ongoing backlog.

9.7 Taken overall, until 2020 income exceeded expenditure, including limited expenditure on major repairs, and we were able to build up a capital reserve. Through 2020/22, despite grant funding, the major repairs had to be funded in part by drawing down the capital reserve. Since 2022/23 there has been an overall surplus and we have not needed to meet any major costs in this time. We know, however, that the building will need major and expensive repairs over the next few years, which we will be unable to meet from within our own resources and which in any event will only allow the building to stand still rather than delivering the facilities we know are needed by the local community. For this reason that redevelopment of the centre is considered a priority if the town is to retain this facility in the long term.

 **Projected business model**

9.8 We are developing an outline business model for the redeveloped Centre but at this stage of the project without detailed build costs it remains work in progress. We understand of course the need to cover costs and, if possible, generate a surplus whilst keeping facilities accessible and affordable to the community.

9.9 We will seek peer and professional advice in developing the model but we start from the standpoint of having successfully run a very difficult building over the last 5 years increasing annual usage by some **94%** since 2017. Leaving aside grant funding for capital works and enhancements to facilities we have produced a revenue surplus averaging £6,000 - £7,000 per year since reopening after the Covid 19 closures.

 ***Future usage patterns***

9.10 Our community engagement and consultation as described at section 7 above has demonstrated that people would like to see facilities for the following provided in the community centre

* community and activity-based groups
* health and wellbeing
* sports and gym
* work/study
* bunkhouse and visitor facilities

9.11 We can expect to build on the growth in usage experienced since 2018 given strategic initiatives to mitigate pressure on national and local services by

* empowering local communities to realise their potential and build opportunities for all and
* supporting a just transition to net zero

through for example

* supporting increased emphasis on mental and physical health and wellbeing
* enhancing rural services and facilities including tourism
* encouraging active travel
* encouraging local food initiatives

9.12 As a minimum we would expect to generate usage across the building to include

* regular long term use by community and activity based groups including pre-school children and carers, craft groups, language, yoga, Pilates, sports and dance classes, music sessions
* regular one off bookings for exhibitions, craft fairs, film nights, private parties, seed swaps, community lunches, AGMs and other 3rd sector meetings, 3rd sector and SME workshops and training sessions, music nights, community lunches
* acting as base location for the local Sustrans cycling project

 For individuals there will be facilities for

* hot desking sessions
* complementary therapist sessions
* gym sessions
* secure cycle parking

9.13 A significant part of the proposed redevelopment is the inclusion of a small fully equipped bunkhouse with discrete cooking and washing facilities. We consider that this will align with such initiatives as the South of Scotland’s Coast to Coast route, DGC’s Active Travel policy and encourage low cost low impact tourism. There are bunkhouses operating successfully in Creetown, Wigtown and Whithorn but none so far as we are aware further east.

9.14 There will also be an industry standard equipped kitchen which in addition to use by hirers we hope will be used for community cooking events, cookery demonstrations, a food club, community larder focusing on local produce.

 ***Projected changes in income/expenditure***

9.15 Changes in income are expected to arise from

* an attractive and welcoming redeveloped building securing long term sustainable growth
* a new income stream from the bunkhouse
* a new income stream from additional indoor sports
* an additional anchor tenant who has already opened discussions with us
* additional solar panels
* small annual membership charge with enhanced charge for access to gym room
* reduction in maintenance costs in the short to medium term
* status quo or possible reduction in heating costs
* staff costs to maximise usage and effectiveness offset by existing £3k ex gratia costs
* increased volunteer base to enhance existing volunteer hours available from current base increase in insurance costs for larger building/changed uses
* possible changes in VAT status

and will all be fully explored

9.16 ***Risks and risk mitigation***

We will develop a risk register to help us identify the full scope of the risks and viable mitigations as shown here *in outline:*

**Example risk register**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Risk | Impact | Likelihood | Severity | Mitigation |
| Usage numbers, including bunkhouse, insufficient to meet running costs | Long term viability |  |  | Effective marketing and promotion |
| Uneven pressure on space affecting bookings | Loss of bookings to other venues |  |  | Discuss alternative options with users |
| Anchor tenants do not return to new building | Business model not implemented |  |  | Support throughout decant/build process |
| Anchor tenants do not renew annual lease | Long term viability |  |  | Maintain ongoing dialogue with tenants |

**10 Conclusion**

10.1