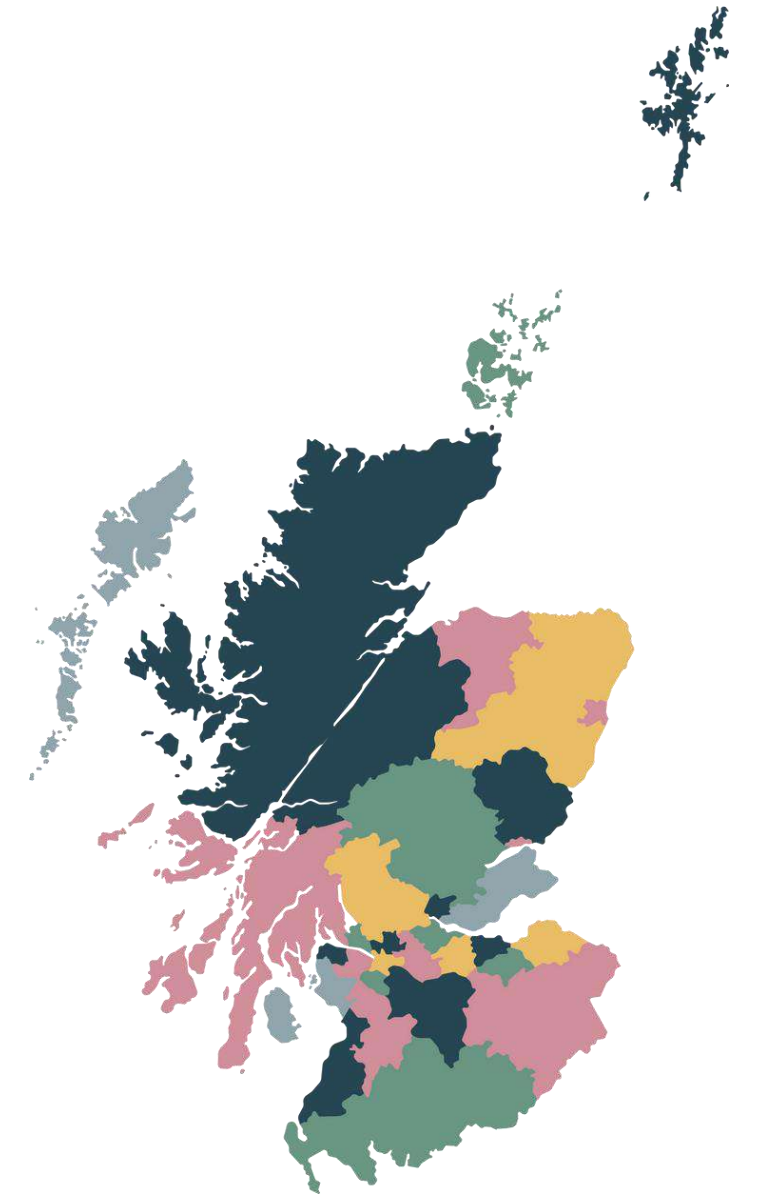


# Community Ownership Support Service

At Development Trusts Association Scotland



Development Trusts Association Scotland



A Thriving Community-led Network



# Community Ownership Support Service

is funded by the Scottish Government and is set up to –

- Help community groups take ownership of assets for community benefit
- Support local authorities and other public agencies (relevant authorities) to transfer assets into community ownership
- Provide dedicated support to communities looking to take ownership of former places of worship (typically churches) through the New Futures: Former Places of Worship programme
- Deliver a Facilities Management Advisory Service

Advisor-led  
support

Across all 32  
Local Authority  
areas

Free to DTAS  
members and  
non-members



# Facilities Management Support Service

- Advice and support service for all facilities and building management related enquiries
- Online resource library
- One-to-one site visit support, advice and guidance
- Operational budget planning and forecasting
- Legal Compliance advice
- Health and Safety Management support
- Monthly FM webinars
- 3 training courses each year

Free support and guidance

Available to all community-led organisations

Pre- and Post-asset acquisition support



Development Trusts Association Scotland

A Thriving Community-led Network



# The New Futures: Former Places of Worship programme?

- A three-year programme (January 2025 – December 2027)
- Funded by the National Lottery Heritage Fund, Historic Environment Scotland and Development Trusts Association Scotland
- To provide enhanced support to community groups considering taking on a former place of worship (typically a church) across Scotland
- In direct response to the significant and unprecedented number of former places of worship that are due to for disposal over the next several years



HISTORIC  
ENVIRONMENT  
SCOTLAND

ÀRAINNEACHD  
EACHDRAIDHEIL  
ALBA



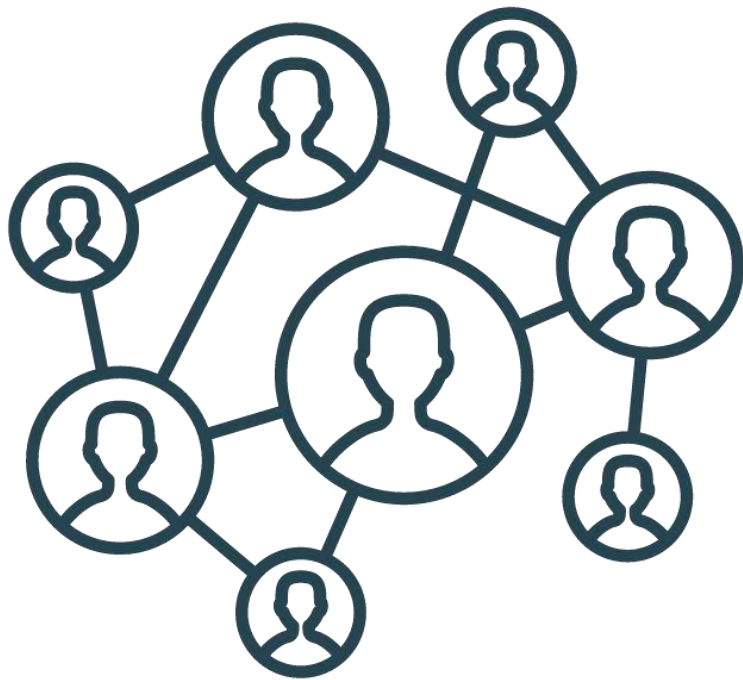
Development  
Trusts Association  
Scotland

A Thriving Community-led Network

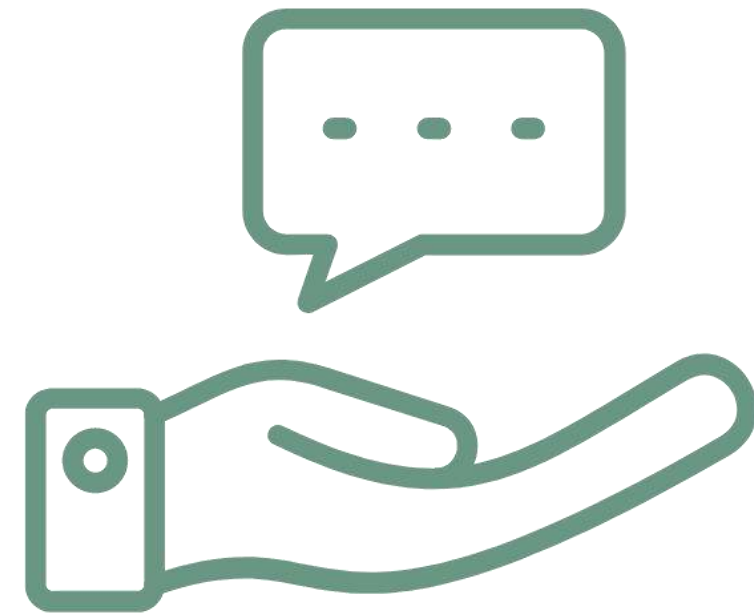


# New Futures: Former Places of Worship programme – Support for communities

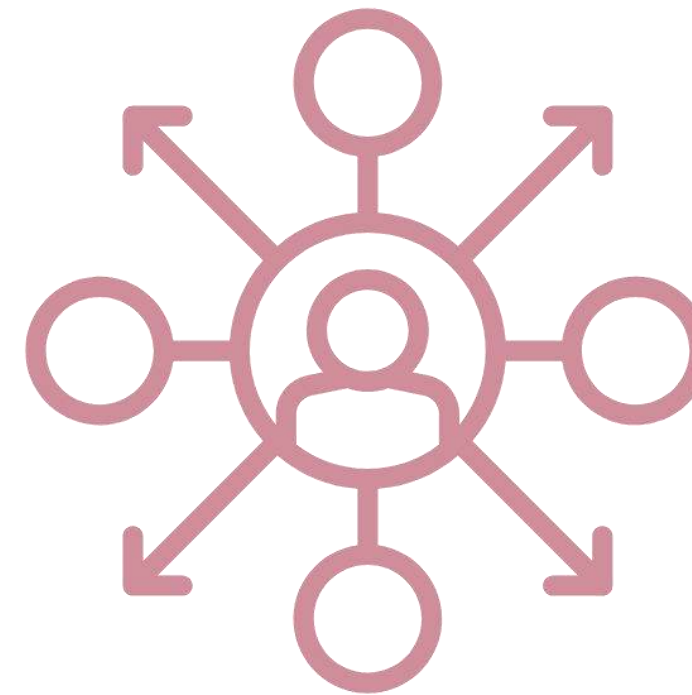
## Networking & Events



## Advice & Support



## Representation & Influencing



## Training & Resources





# **COSS supports all routes to community ownership from initial idea to asset acquisition**

## **Community Asset Transfer**

Legislative process to empower communities take ownership of public sector land/buildings

## **Community Right to Buy**

Legislative process to empower communities to register an interest in buying land/buildings

## **Negotiated Sale / Lease**

Communities who have identified land/buildings that they wish to own or manage

**1-1 support  
and guidance**

**Training and  
resources**

**Signposting and  
partnership  
working**



# Viability Not Liability

## Core Questions -

- **What is the need / demand?**
  - How do you know?
- **Do you require an asset to support /meet the needs?**
- **Is anyone doing it already?**
- **Is there anyone else you can join up with?**
- **Have you looked at every asset option?**





# What do you want to do – how does it align with local plans?

---

## What benefits will the project offer?

- How do you know?

## Does this align with the local Plans?

- Pride in Place Plan/ Local Place Plan / Local Development Plan/ Community Action Plan/ Community Wealth Building Plan

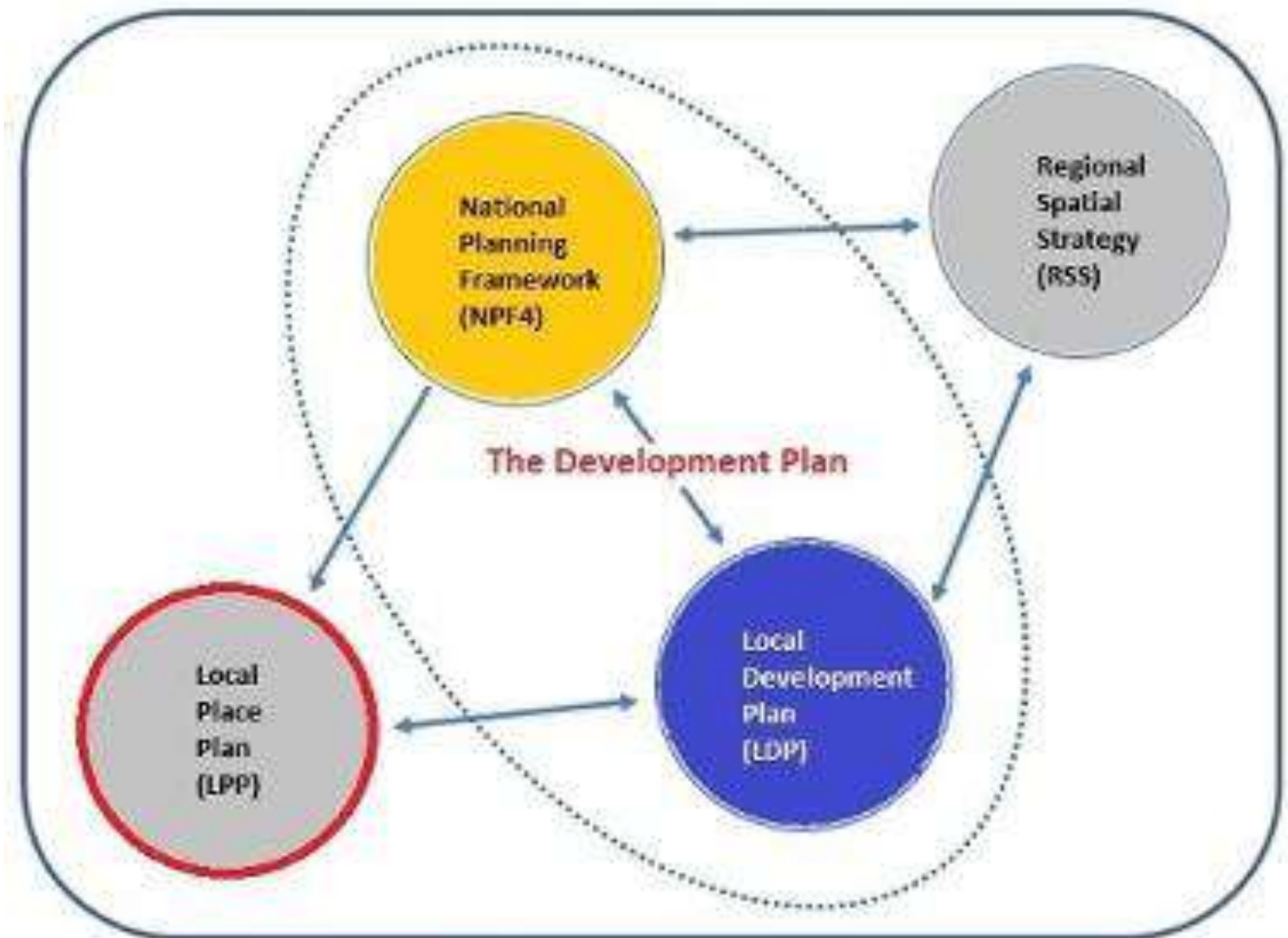


Diagram - West Lothian Council – Local Place Planning Guidance



## Benefits of Ownership v Lease

- ✓ Control and certainty over future of the asset – can make long-term plans around it
- ✓ Better **stewardship** of local assets if community owns (and uses) them
- ✓ Balance sheet strength – can borrow against it
- ✓ Greater incentive to **make improvements**
- ✓ Can make major alterations / extend/ refurbish



## Advantages of a Lease

- ✓ **Phased approach to full ownership**
- ✓ **Build up confidence and experience**
- ✓ **Test your business ideas**
- ✓ **Must check Heads of Terms**
- ✓ **Have break clauses in favour of ownership**



## Disadvantages of Leases

- ✘ Short term leases can cause **funding issues**
- ✘ Can be **full repairing**
- ✘ Groups being offered **market rate leases**
- ✘ Can be **restrictions on use**
- ✘ Can be a **long-term commitment**

<b>Criteria</b>	<b>Project 1</b>	<b>Project 2</b>	<b>Project 3</b>
<b>Community Wants</b>			
<b>Community Needs</b>			
<b>Potential Impact</b>			
<b>Financial Sustainability</b>			
<b>Ability to financially support</b>			
<b>Architectural feasibility</b>			
<b>Capital Costs</b>			
<b>Risks</b>			
<b>Management Intensity</b>			
<b>Deliverability</b>			



# Finance and Funding Requirements

## Development Costs

Options Appraisal  
Valuation  
Technical Surveys  
Feasibility Study  
Business Plan  
Design Work

## • Capital Costs

- Purchase price
- Alterations/ improvement/ extension or new build
- Legal fees
- VAT
- Equipment, fixtures and fittings
- Contingency

Funding options need to be considered at each stage of the development



# Setting Communities up to succeed: funding



Support for development costs  
Local discretionary funds  
Community benefits funds  
  
Democratic finance –  
local fundraising



Scottish Government  
Regeneration Capital  
Grant Fund  
  
Scottish Land Fund



UK Government – Local  
Growth Fund –  
Pride in Place

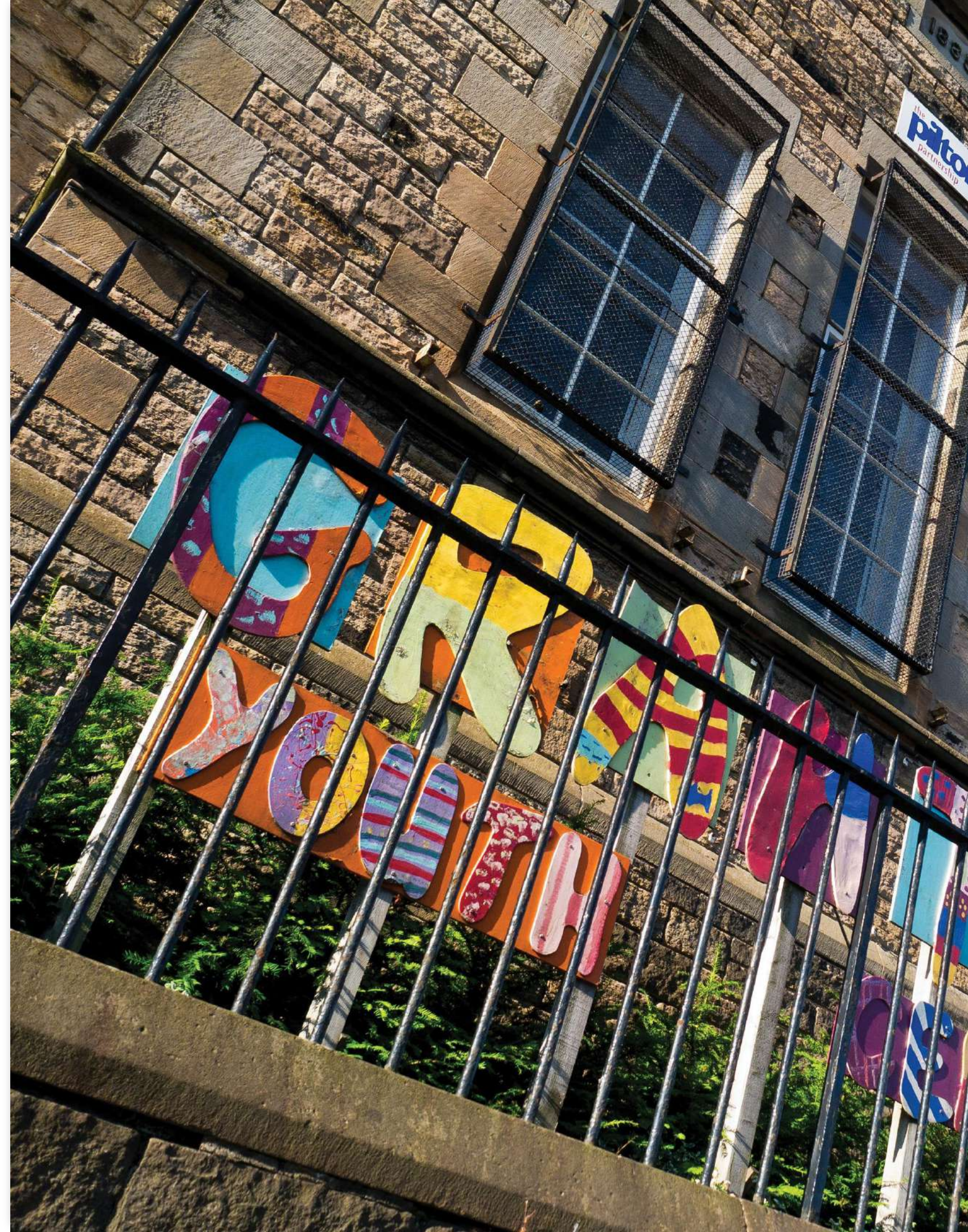


Potential for business  
plans with phased  
approaches to  
development



# Longer term Sustainability

- Do you have the **appropriate skills, experience and qualifications** to deliver?
- Is the **legal structure** right?
- Do you have **succession plans** in place to keep people interested?
- Do you know that area's strategic plans and how do you fit with them?
- Have you got the right people '**on board**' and **on the Board**?





# Characteristics of Success

- Based on genuine community need
- The right asset sought to meet those needs
- Learning from others who have done it already
- The business plan shows that the asset can 'wash its face' (grants, revenue – is there a market in that gap? SLAs)
- Able to demonstrate economic / social / health/ environmental value – the added value.
- Being realistic about the condition of the building / land (contaminated, beyond reasonable repair)
- Making good use of the free help and support (COSS, local support – TSIs, Business Gateway, Funders, SE networks)



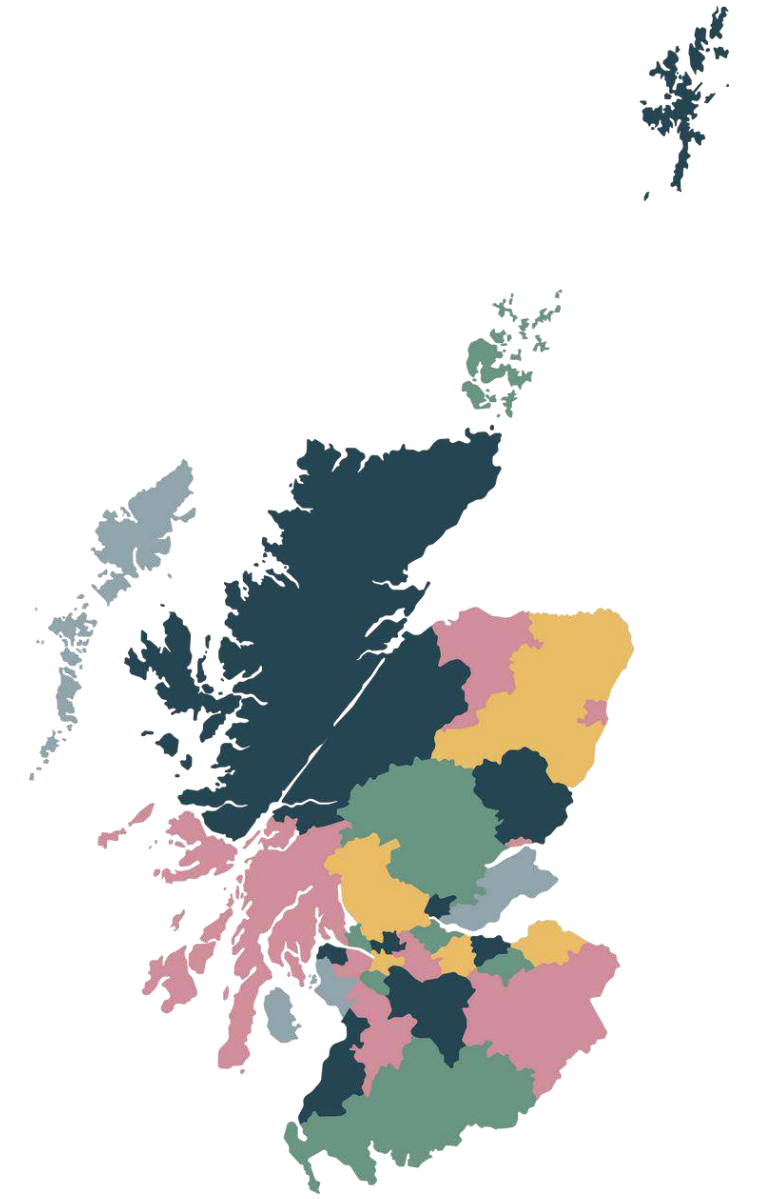
# Thank you

**Community Ownership Support Service (COSS)**

[Coss@dtascot.org.uk](mailto:Coss@dtascot.org.uk)

**0131 225 2080**

[Home - DTAS Community Ownership Support Service](#)



**Community  
Ownership  
Support Service**

Development Trusts Association Scotland



**Development  
Trusts Association  
Scotland**

A Thriving Community-led Network



# ROSEMOUNT DEVELOPMENT TRUST

# Our Story

Rosemount Development Trust has been in operation since 1989, founded by members of the community of Royston in Glasgow's North East. Concerned with the high levels of deprivation, unemployment and the lack of investment in our community, the mission of the Trust has been regeneration of our community through programmes of employability, development and supply of community infrastructure and community wealth building.

Royston still suffers from significant deprivation and under-investment to this day. We rank between the bottom 1.9% and bottom 18% in Scotland on the Scottish Index of Multiple Deprivation. What those figures don't show is that our community is largely within community ownership. 84% of our housing is community owned, as well as 60% of our greenspace, 50% of our heritage assets, and 73% of registered businesses in the area rent from Rosemount Development Trust.

# THE MILLBURN CENTRE

FROM ASSET TO LIABILITY



**ROSEMOUNT**  
DEVELOPMENT TRUST



# Background

Rosemount Development Trust leased the Millburn Centre from 1992, following its closure as a school in 1989, in a long-term commercial lease which was due to expire in 2030. We operated it as a business centre for small charities and businesses. The lease lacked break clauses, and around 2010 it became apparent that the business model for the site was not sustainable in the long-term.

From 2014, RDT actively worked towards a lease renunciation by trying to find a use for the space including social housing or community space. Each attempt ultimately failed due to a lack of viability, funding, or both. As occupancy of the building decreased over the years, RDT faced an ever increasing bill for empty property rates on each of the building's rateable properties. The building was fully vacant from October 2021.

We agreed in 2023 for City Property to take the building to market, though this proved unsuccessful for a considerable time. In that time, we considered full demolition of the building as it became apparent that Property Rates would end our organisation.

# Cost Breakdown

2008/2009: £-00

2009-2010: £30,000.00

2010-2011: £-00

2011-2012: £10,000.00

2012-2013: £-00

2013-2014: £5,000.00

2014-2015: £20,000.00

2015-2016: £-00

2016-2017: £60,000.00

2017-2018: £31,000.00

2018-2019: £72,450.00

2019-2020: £75,000.00

2020-2021: £75,000.00

2021-2022: £75,000.00

2022-2023: £125,000.00

2023-2024: £150,000

2024 - 2025: £270,000

Total: £998,450.00

# Community Use or Social Housing

Between 2014 and 2023, a number of uses for the building were explored, all the while costs grew and our balance sheet shrank.

We explored its use as a nursery, as a community hub, as an arts and heritage space, but the same pattern emerged throughout - the building was too large and too costly for community use.

In 2023, a bidder for the building came forward, a social housing developer. Similar projects had seen success around Glasgow and so a project moved forward with one of our local Housing Associations. It was at this stage, while the bid was on the table, the Scottish Government slashed the social housing budget and the bidder went quiet.

Rather than withdraw the bid, City Property allowed the developer to sit on their bid until October 2024, which meant ever increasing costs for our organisation.

# The Glasgow Chinese School

During this time, RDT took steps to secure demolition of the building. It became clear that our organisation would not survive until the end of the lease.

RDT also spent that time securing political support to push City Property to take the building back out to market, and it became apparent that one of the initial bidders for the building had never withdrawn their offer.

The Glasgow Chinese School began negotiations to purchase the building and the sale was complete in 2025. RDT was asked to pay legal and marketing costs to support the sale of over £100,000.





# The Glasgow Chinese School

It is now a thriving multicultural centre with strong links to the local community. It offers function space, learning space, rentable offices/workshops/studios and holds regular events throughout the year.



# ROSEMOUNT BUSINESS PARK

THE HEART OF OUR ORGANISATION

# ROSEMOUNT BUSINESS PARK

Rosemount Business Park was acquired in 1998 as derelict land from British Railways. Through a combination of European Union Funding and Private Finance, we developed the business park and creating 24 light office and industrial spaces across three buildings.

Today, it is the single largest economic driver in our community, a source of employment and services for our local community, and a thriving business park which has kept us going through the worst of the crisis with the Millburn Centre.

Tenants include:

- Our local nursery
- Local dentist
- Iolla Eyewear
- Freedom Bakery
- Right There
- Clyde Cranes
- The Conservation Volunteers

# DELIVERING COMMUNITY BENEFIT

Profits from the business park are, in the first instance, put into maintenance and regular upgrades to the business park. We then create a Community Benefit Fund which sees us support local organisations with everything from running costs to special events. Each year we support around 20 organisations, including local football clubs, arts groups, elderly support services, healthy food initiatives and funding the annual Christmas trips for our local primary schools.

We also use profits to light up Royston each year for Christmas, with custom lights made by local pupils.



# EXPANDING COMMUNITY BENEFIT

Thanks to funding from Glasgow City Council we are currently exploring Solar Panels for the site, to become the direct energy supplier to our tenants.

From this, we will create a centralised pot of funding for our community. Supported by the Royston Strategy Group; a network of our third sector organisations, housing associations, local schools, elected representatives, Glasgow City Council, the Scottish Prison Service and Police Scotland, we will invest funds directly back into the community with an ambitious plan to expand the green energy network across every building in Royston by 2040.



# ROYSTONHILL SPIRE

HERITAGE AT THE HEIGHT  
OF OUR COMMUNITY



ROSEMOUNT  
DEVELOPMENT TRUST



## SAVED FROM DESTRUCTION

Built in 1856 with designs by William Morris and Daniel Mossman, the Townhead Church served the community until the 1980s.

Demolition works began in 1999. Demolition works quickly ceased when a member of our board, Jackie Kerr, stepped between bulldozers and the spire and held protest with local residents.

Rosemount Development Trust, with support from Glasgow Building Preservation Trust, secured a Compulsory Purchase Order of the building, and ownership transferred to RDT in 2001.





## AN IMPORTANT LANDMARK

The tip of the Spire is the tallest point in Glasgow, and is visible as far away as East Kilbride. The heritage of our community has been wiped out through slum clearances, motorways and housing estates with only two listed buildings left. The Grade A listed Spire, and the Grade B listed Royston Primary School.

It has become an important cultural landmark, and worth the annual investment to maintain for the good of our community. It currently generates no revenue, but we are currently working with BT to assess how it can be utilised to support the Wireless network in the area.



# GARNGAD GARDENS

FROM PIT TO PARK



**ROSEMOUNT**  
DEVELOPMENT TRUST

An aerial photograph of a dense urban neighborhood, likely in New York City. The image shows a grid of streets and numerous multi-story brick buildings. A prominent feature is a large, rectangular vacant lot in the lower-left quadrant, which is the site of the tenements mentioned in the text. The surrounding buildings are tightly packed, and the overall scene depicts a typical tenement district. A blue semi-transparent box is overlaid on the left side of the image, containing white text.

## **DOWN CAME THE TENEMENTS**

In 1989, a block of tenements at Provanhill Street was torn down. They were never replaced and the site remained Vacant and Derelict for a number of years after.



## **DOWN CAME THE TENEMENTS**

With prominent frontage on to the main street, it soon became a site for flytipping, vandalism and anti-social behaviour.





## ACQUISITION

We acquired the land through the People Make Glasgow Community's Process, starting in 2022 and secured funding of £787,121 from the VDLIP. Ongoing lease and legal issues meant we didn't actually break ground until February of 2025.



## DEVELOPMENT

There were historic issues with the land, like the old tenements not being totally cleared, and a historic drainage system that delayed works. However, we completed works in September 2025.



## RECLAIMING OUR ROOTS

The park features diverse planting, food growing space, accessible pathways, and community learning space. It was named, through overwhelming community support, Garngad Gardens. Garngad was the historic name for Royston, changed in 1942 due to the negative reputation the area had in Glasgow. Provanhill Street is also officially being renamed to Garngad Gardens



# PLAN FOR FAILURE, BUILD FOR SUCCESS

If we were to sum up our story it would be “a bit complicated.” Through failure and struggle, our strategic mindset and focus on Community Wealth Building has driven us towards success. There is no one size fits all approach, each community is different.

However our advice is:

- The funding landscape is more difficult than ever. Relying solely on funding feels like less and less of an option each and every year. New community ownership ventures should have an emphasis on sustainability and income generation.
- If your asset will not generate income, you need to have the cash reserves and income generation elsewhere to sustain it.
- Community Wealth Building should be at the heart of community ownership. As funding and our ability to leverage private finance seem to diminish year on year, creating a sustainable source of income for your community works is vital.
- And the harshest piece of advice of all - buildings are not more important than people. If there is no clear, commercial and viable community use for a building, or you cannot support it through your existing revenue generation, sometimes you have to let it go.