



SCHOOL BRAE HUB

Development Options Appraisal



School Brae Hub, School Brae, Peebles, EH45 8AT

Report Information

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1.0 Introduction

This is a short report produced by the Board of Directors of Peebles Community Trust (PCT) in response to ongoing difficulties associated with the PCT owned asset, known as School Brae Hub (SBH) – formerly the Peebles Ex-Serviceman’s Club.

It is intended that this report will give PCT Members and the wider public: the necessary background information on the current situation concerning SBH; the various options that the Directors have considered as a solution; and a clear direction and recommendation from the Directors as to which option is considered the most appropriate to move forward with.

The report is not intended to be a “closed document”, from which there is no further discussion, however, it is designed to give members a strong recommendation. As such, in order to assist Members, the Directors have selected a number of “preferred” options and commissioned a series of architect’s “visualisations” for each (copy attached at **Appendix 3**). These are intended to give Members an idea of what the potential outcomes of each of the illustrated options might be. Again, these are not “plans” and inevitably, any final option will evolve beyond what is presented to Members in this report.

The process ahead will potentially be long. Inevitably, the outcome will not satisfy all Members, or indeed all of the community, however, the Directors consider it prudent to pause, review and consider the options at this stage in the process. Not to do so would be a dereliction of collective duty held by the Board and as individual Directors. It is hoped that this report will assist Members in gaining a full understanding of the difficulties, the concerns and the extent of the issues currently faced by PCT in relation to SBH.

Members are reminded of the Trust’s Objective:

“A sustainable Peebles – strengthening and improving the community’s physical, economic, social and cultural infrastructure.”

The Directors are mindful of that Trust objective in considering the options for SBH.

2.0 History and Background

SBH is located on School Brae, in the heart of the town, between the High Street and Tweed Green and lies within the Conservation Area, with a number of Listed buildings nearby.

The SBH building was constructed by Peebles Ex-Servicemen's Club in the late 1960s/early 1970s around the "footprint" of the original Free Church. Construction design, materials and finishes were of their time and little has changed to the building since originally constructed, with minimal repairs and maintenance in the intervening period.

SBH was purchased by PCT in November 2019, following Peebles Ex-Servicemen's Club going into administration in August 2018. PCT funded the purchase by way of a grant of £189,200 from the Scottish Land Fund. The original total purchase and upgrade program was budgeted by PCT at £465,000, based on a split as follows:

- Purchase - £200,000
- Upgrade and Refurbishment - £265,000

At the point of purchase, the original budgeted timescale to complete the identified upgrade and refurbishment works was five years.

PCT's original objectives for SBH were to provide a mix of leased space; sessional use; and one-off hires to community groups, including retaining a "home" for Peebles Ex-Servicemen's Pipe Band and offering space to Peebles and District Men's Shed.

SBH offers approximately 840 sqm (9,000sqft) of mixed sized areas on two principal levels with a basement. Access is by way of the main entrance off School Brae, with secondary accesses at upper floor and basement levels.

The current users are:

- Basement – Peebles Peace Group (part of basement and storage use only)
- Lower Ground Floor - Peebles and District Men's Shed (commercial lease with current passing rent of £500.00 / month); 2 x meeting rooms (currently retained by PCT with occasional third-party use)
- Upper Ground Floor - PCT (main office); PCT (Re-Use Hub within main hall)

By November 2021, the cost estimates of outstanding refurbishment works (not including works carried out to that date) had escalated to around £720,000.

3.0 Future Uses and Community Needs

The draft Peebles Town Action Plan 2023-2033 identifies key priorities for the town as follows:

- directly address poverty and disadvantage
- provide local work and housing for those less well off
- support mental well-being
- improve community capacity to direct and manage change

The above sets a useful context for this review.

In addition, as part of this review, Directors have identified that potential town centre needs have changed and are continuing to change. The identified changing needs set the medium and longer-term context for potential community uses and the requirements of SBH.

Essential community services (provided by both the private and public sectors) are under pressure. There is a real threat that town centre services, such as banking; post office; local NHS provisions, for example, could be gone in the coming years and the provision and availability of community owned town centre space, to enable such services to continue, has become a highlight of this review.

The key conclusion is that adaptability of space will be an essential requirement, in order to create a viable building which is capable of servicing both current uses, current users, and future community demands, with a degree of flexibility to cater for the currently unforeseen.

This is a different context to that from even five years ago, when PCT purchased SBH and recognising this and the difficulties it brings is key to developing a viable community asset for the future. That does not undermine in any way the committed desire PCT has to accommodate, as best possible, the current users, which remains an overarching objective.

4.0 Existing Building and Future Development Costs

As outlined already, the current SBH building is challenging in terms of size; layout; construction; and current condition.

Since purchase, PCT has made some progress on refurbishment and redesign of the existing building. Works have included:

- Insulation to and re-roofing
- Men's Shed area fit-out (much carried out and funded by Mens' Shed themselves)
- New ramp and access from School Brae
- New entrance
- New disabled WC
- New power supply and part upgrade to electrics to ensure safety

The above works have included a number of separate planning and building warrant applications, with both local and specialist contractors employed.

While some may see the above as limited progress, all works have enabled current occupiers to remain in the building. Without such investment, the building would be empty and subject to the vagaries of weathering; vandalism; and a general blight on the local area as a consequence.

Design work has progressed, and in late March 2023, Colliers Building Consultancy Limited (PCT appointed advisers) issued their RIBA Stage 3 report, which set out a summary of the design and development works to enable matters to proceed to Stage 4, being the detailed design and tender stage.

The Stage 3 report itemised works into "packages" which could be carried out with a degree of independence of other works and could be taken forward with specific targeted funding.

Ongoing works have resulted in the discovery of some major "unforeseens" and abnormal costs, including:

- **Significant asbestos removal**
- **Extensive areas of dry rot**
- **Large scale basement water ingress and requirements to "tank" basement walls to resolve**

These have been attended to within the limits of existing budgets and requirements, but PCT remains exposed to dealing with the very real and high risks of more unforeseens as other works further "open up" the building.

As a result of the above, the Directors have increasingly become concerned as to the escalating risk and liability attributed to the existing building.

Following a review and assessment of the Stage 3 Report, the Directors requested from Colliers an update in projected costs, based on the Stage 3 "packages". As at June 2023 (and including professional fees and suitable contingencies), the total cost of all works on the existing building to reach completion amounted to around **£1,850,000 & VAT**

As an indicative cross reference, the Directors had also requested from Colliers an estimate to demolish and rebuild on a "like for like" footprint and floor area basis, which amounted to **£1,860,000.00 & VAT** (this included professional fees, but excluded contingencies).

In all likelihood, costs will have increased further since June 2023.

There are a number of issues with regards the continuing refurbishment of the existing building that the Directors are particularly concerned about, as follows:

- Layout
The current building defines, to a large degree, the extent and layout of the final accommodation. Current construction makes it difficult to significantly alter accommodation configurations and the Directors are concerned that the completed building will have a **seriously compromised layout**, with space and accommodation being limited for the potential future needs.
- Energy Efficiency
Similar to the above layout issues, adapting the current building will most likely result in a failure to achieve modern energy standards/thermal efficiencies. The Directors are keen that the completed building is capable of a lifespan of at least 100 years and of the highest of energy efficiency standards, however, the “retro fit” approach required to the existing building is **very unlikely** to achieve the required long term energy efficiency standards.
- Ongoing “Unknowns”
There are already a number of condition issues, previously unknown (asbestos; water ingress; dry-rot for example) that have been identified as part of ongoing works, and have added significantly to incurred costs and likely to add to future costs. In an environment of potential “unknowns”, what is certain, is that as refurbishment works continue more “unknowns” will emerge. Some may be insignificant, but others may be substantial and as such the Directors are of a mind that the risk associated with “unknowns” is **very high**.
- Cost Predictability
In order to apply for/obtain funding to the amounts required, there needs to be a high level of cost certainty when submitting grant/loan applications and or talking to potential funders. The Directors are clear that the refurbishment of the existing building has, and continues to “throw up”, too many “unknowns” resulting in **significant cost uncertainties** and a lack of predictability.
The construction of a new building is therefore considered to be more cost predictable, as the project can be costed and packaged as a single demolish and build contract.

5.0 Current Users

In assessing the short, medium and long-term use requirements of the building, the Directors are cognisant of the historical reasons for PCT purchasing the building; the associated commitments to users given at the time of purchase; and the practicalities in accommodating such users in future.

Peebles and District Men's Shed currently occupy a significant portion of the lower ground floor area and outside space to the rear.

The Peebles Ex-Servicemen's Pipe Band regard the SBH as their "home". While they continue to have storage space within the building, the ongoing works and alternative uses have meant that they have not been able to use SBH as a permanent base in recent years.

The Re-Use Hub occupies the main hall space on the upper ground floor. This has become a very useful asset to the town in promoting the re-use of household goods and reduction in items going to landfill.

The Directors wish to include in the building suitable accommodation that secures the medium and long-term occupation by the above occupiers and users, but also incorporates space that offers future sustainability.

Any work, whether refurbishment or rebuild, will significantly disrupt the short-term use and occupation by the above users. This is a major consideration for the Directors, who wish to minimise disruption as best possible and create better certainty.

6.0 Funding Availability

In the absence of any private benefactors, funding of refurbishment is principally reliant on sources of grants, mainly available through UK and Scottish Government (both directly or indirectly); South of Scotland Enterprise (SOSE); and Scottish Borders Council (SBC) sources.

There are no “all in one” sources of funding/grants available and as such, the ability to find funding to progress with works, even when simplified into “packages”, is exceedingly challenging; time consuming in the application process; and with no guarantees of success.

Coupled with the above is the over-riding economic climate, where funding sources are shrinking in number and amounts. The future of successfully funding a completed SBH refurbishment in any sort of acceptable timescale is increasingly becoming uncertain and going by existing and projected sources of funding, a current timescale anticipated by the Directors to achieve a completed refurbishment project of the existing SBH is between **10-15 years** – if at all.

As an example, the mismatch of funding was best highlighted to Directors in relation to the combined heating and ventilation system “package” in which an application was made in September 2021 to the Energy Saving Trust for the Community and Renewable Energy Scheme (CARES). Members can obtain more information on this if so desired, however, the summary outcome was that after considerable time input from PCT staff; professional advisers; and Directors, the CARES application was partially approved in May 2023, leaving significant shortfall with no obvious funding sources to fund the whole “package” and a timescale to complete the works by July 2023 (further extended on a month by month basis). With no additional funding available for the shortfall, within the CARES timescales, the Directors took the unenviable decision to withdraw from the CARES funding offer in December 2023.

This experience serves as an indicator of piecemeal funding going forward and the difficulties arising in “jig-sawing” to enable work to take place, especially in an ever-shifting cost environment.

Funding availability will always be an issue, regardless of what option is progressed, but the more complex a development structure (refurbishment of the existing SBH being the most complex) the higher the risk of constant funding shortfalls. In this context, the Directors consider a new build option, of whatever scale, as a simpler funding route, in which a design and build contract would be issued once full funds were in place.

PCT may currently have enough unrestricted funds to significantly fund one or two of the “cheaper” options explored in Section 8.0 below, but in all likelihood, whatever option is progressed, funding will be a major issue and as such is a major consideration in the overall option assessment and decision-making process, with larger and more mixed build options representing the higher cost options, which may be less attainable.

The Directors would consider exploring other funding options, such as public subscription; crowd funding; or community shares type arrangements, however, such funding will only be explored once a settled development option is identified.

7.0 Current Position Conclusions

Taking account of matters raised in Sections 1.0 – 6.0 of this report, the Directors have concluded that to continue with a refurbishment program of the existing building is unsustainable and given the hiatus in funding availability, now has been the right time to carry out a full review of alternative options. This approach is deemed by the Directors to be the prudent and correct way forward.

While the status quo and continuation of refurbishing the existing building is an option considered within this report, for the background and reasons given above, the Directors are of a mind that the end result with the existing building (if ever achieved) would be compromised, as follows:

- poor existing construction unsuited to modern energy efficiency
- constant repairs
- compromised internal layout
- likely inefficient use of space, due to lack of adaptability
- externally visually unappealing within the context of a prime town centre site and Conservation Area

The following options therefore offer varying degrees of opportunity to redevelop; enhance; and create a community space (both indoors and out) worthy of the location.

8.0 Options and Analysis

The various options considered by the Directors, along with detailed analysis are scheduled at **Appendix 1 and 2** of this report. The options comprise the following:

- 1) Transfer to SBC (in current condition) for no payment
- 2) Sell on the open market as is
- 3) Demolish and landscape (green/pubic space) the whole site
- 4) Demolish, build Men's Shed building and landscape (green/pubic space) rest of site
- 5) Demolish, build Men's Shed and Pipe Band building and landscape (green/pubic space) rest of site
- 6) Demolish, build Men's Shed, Pipe Band building and social housing
- 7) Demolish, build Men's Shed, Pipe Band building and starter commercial units
- 8) Demolish and develop social housing only
- 9) Demolish and develop starter commercial units only
- 10) Demolish and develop social housing with landscape (green/pubic space)
- 11) Demolish and develop starter commercial units with landscape (green/pubic space)
- 12) Demolish and re-build new "Hub" building on same footprint
- 13) Carry on with refurb of existing SBH building
- 14) Obtain planning permission for an alternative, higher value re-development, and sell with that planning permission in place
- 15) Retain ownership, split building on a floor by floor basis and separately lease the basement; ground floor and upper floor on "peppercorn rents" to current users
- 16) Do a building 'swap' with SBC which might secure existing space e.g. High school which could house Men's Shed and Re-use and a new Repair shop plus small offices for PCT
- 17) Sell / gift to the Men's Shed and let them redevelop
- 18) Do nothing

The **Appendix 1** schedule also includes a basic option ranking of **LOW**, **MIDDLE** or **HIGH**, with **HIGH** being an option that the Directors consider merits further examination.

The **Appendix 2** schedule outlines the Director's scorings of all options for: cost predictability; technical feasibility; fundability; and ongoing economic viability. The scorings were recorded by Directors on a "GOOD", "AVERAGE", "POOR" basis.

As a summary of the **Appendix 2** schedule, the preferred option feasibility conclusions are shown below:

	Options	Option Ranking	Scoring	Director Score Summaries
3	Demolish and landscape (green/pubic space) the whole site	HIGH	GOOD	16
			AVERAGE	3
			POOR	8
7	Demolish, build Men's Shed, Pipe Band building and starter commercial units	HIGH	GOOD	15
			AVERAGE	9
			POOR	3
9	Demolish and develop starter commercial units only	HIGH	GOOD	17
			AVERAGE	7

			POOR	3
12	Demolish and re-build a new "Hub" building on same footprint	HIGH	GOOD	14
			AVERAGE	8
			POOR	5
16	Do a building "swap" with SBC which might secure existing space e.g. High school which could house the Men's Shed and a new Repair shop plus small offices for PCT and other community groups	HIGH	GOOD	9
			AVERAGE	13
			POOR	5

Of all the options, Option 9 – "Demolish and develop starter commercial units only" achieves the highest feasibility scoring.

9.0 Preferred Options

For the ease of reporting, the option summaries below are restricted to those identified in **Appendix 1** as **HIGH**.

In order to assist with the Options Appraisal, the Board of Directors sought indicative design input from architects – Stallan-Brand. The Directors wish to highlight their thanks to Stallan-Brand for their input to date. The visualisations produced by Stallan-Brand are attached to this report at **Appendix 3**, but for ease of summary, key visualisations of preferred options are highlighted below. These comprise the following:

Option 3 - Demolish and landscape (green/public space) the whole site



Source – Stallan-Brand

The site footprint is relatively large and removal of the building and landscaping would open up the site and wider area to create a pleasant “plaza” and green space type environment within the town centre, which, linked with the adjoining allotments, could give opportunities for community gardening; open air leisure activities; and general public enjoyment.

Management and maintenance would be for discussion with SBC.

This would be the lowest cost of the HIGH options. Current PCT unrestricted funds could fund a significant portion of this option, to enable this option to be fulfilled without significant fund raising and timings would be relatively quick in order to complete.

Option 7 - Demolish, build Men's Shed, Pipe Band building and starter commercial units



Source - Stellan-Brand

Demolition of the existing building enables the construction of a modern building to modern standards; with high environmental credentials; and purpose built/tailored to the specific design requirements.

This option would satisfy the PCT commitment to the Men's Shed and Pipe Band (key considerations) with the longer-term viability secured by additional rental income from commercial units, specifically designed to be adaptable to ever changing needs and servicing key community services in the event such services are lost from existing providers.

It would allow PCT to retain office space, but is unlikely to allow sufficient space for the Re-Use Hub.

The smaller scale of building would lower the total project cost, making a new build possible, and would enhance the overall viability of a community building on the site. Architectural opportunities would also enable the construction of a modern designed building, but of a scale and design that fits better in its Conservation Area setting.

Option 9 - Demolish and develop starter commercial units only



Source - Stellan-Brand

Demolition of the existing building enables the construction of a modern building to modern standards; with high environmental credentials; and purpose built/tailored to the specific design requirements.

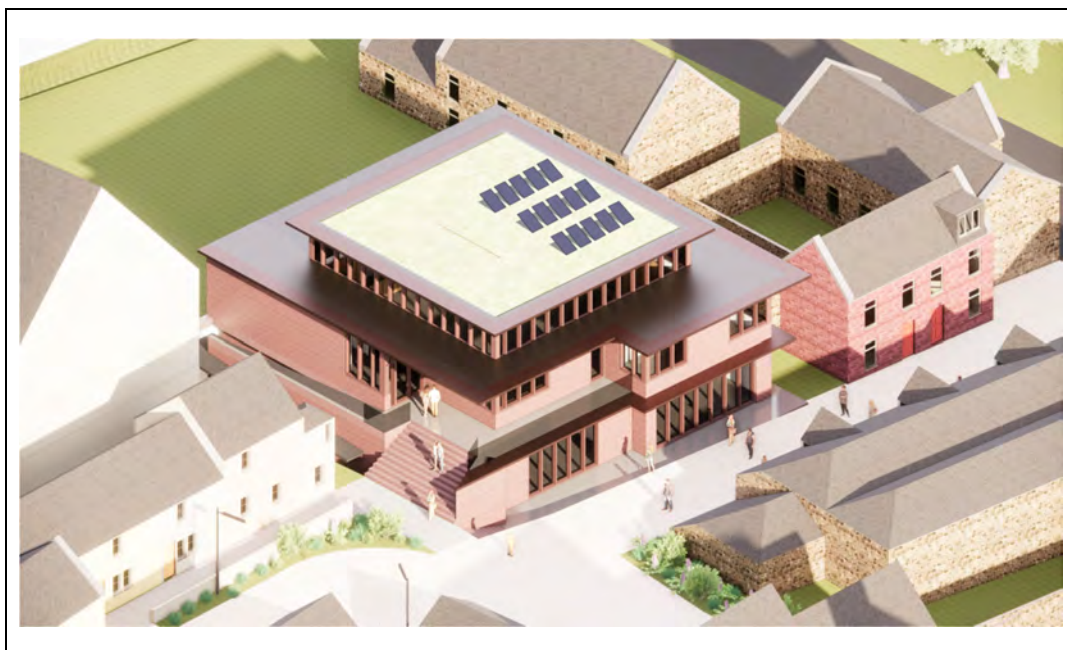
This option develops the principal of supporting local start-up businesses (a key element of the Town Action Plan) and is deemed sustainable in the longer term by rental income. Like Option 7 above, it would be specifically designed to be adaptable to ever changing needs and servicing key community services in the event such services are lost from existing providers.

This option is considered the most economically viable of all the options, however, would leave the Men's Shed and Pipe Band without premises, which significantly reduces its overall appeal.

It would allow PCT to retain office space, but would not allow sufficient space for the Re-Use Hub.

As with Option 7, the smaller scale of building would lower the total project cost, making a new build possible, and would enhance the overall viability of a community building on the site. Architectural opportunities would also enable the construction of a modern designed building, but of a scale and design that fits better in its Conservation Area setting.

Option 12 - Demolish and re-build new “Hub” building on same footprint



Source - Stellan-Brand

Demolition of the existing building enables the construction of a modern building to modern standards; with high environmental credentials; and purpose built/tailored to the specific design requirements. Basic design would include central hall space with adaptable side pods/smaller spaces for multiple use.

This option satisfies the PCT commitment to the Men’s Shed and Pipe Band (key considerations); allows PCT to retain office space; and provides sufficient space for the Re-Use Hub. It may also allow the incorporation of some small -scale commercial units, but that would only become clear with further design input.

It is considered to be the most costly of the options (likely to exceed the estimated refurbishment costs of the existing SBH) and as such represents the most challenging of the four above outlined options. That said, it would be facilitated by way of a design and build type contract, only confirmed/instructed once the Directors were satisfied that suitable total funding was in place.

It is arguably the “gold standard” option, and no doubt the one that most Members would prefer, however, the Directors are concerned with the realities of raising the necessary funds, within an ever-increasing cost environment, making it constantly out of reach. As such, Directors request that Members think realistically and seriously about this, in particular with regards to what commitments each and every Member would give to any fund-raising efforts. Such a task must not fall solely on the shoulders of Directors, who are all volunteers. This option would necessitate much larger volunteer and local group input, which the Directors consider to be unrealistic.

Option 16 - Building 'swap' with SBC

This option requires no further commentary at this stage. Discussions are ongoing between PCT and SBC on future opportunities utilising current SBC built assets, but there have been specific no discussions regarding this Option.

10.0 Recommendations

Having considered all matters as outlined within this report, the Directors consider that pursuing with a redevelopment of the existing SBH building is **NO LONGER** a viable option.

The Directors wish to fulfil as many of PCT's original commitments made during the process of purchasing the building, but are cognisant of future viability.

Weighing up all of the options; the potential costs of development; design and use considerations; future viability of the community asset; and the sustainable willingness and enthusiasm of the Directors to oversee a development, the Directors seek approval from the Members to pursue ***Option 7 - Demolish, build Men's Shed, Pipe Band building and starter commercial units*** (reduced size building footprint)

The Directors consider that this option best fulfils the principal PCT objectives, while lowers potential development costs (by reducing the scale of the building to be developed); and enhances the long-term viability of the community asset.

Members will have the opportunity to further scrutinise the options and comment on the Director's recommendations following the AGM.

The Directors recognise that their decision to "take stock" of the situation only prolongs the uncertainty, but in the intervening period, highlight that the current use of the existing SBH will continue and transparency in the way forward will give all those involved clarity on the final outcome, with ample time to react and adapt accordingly, if required.

Appendix 1
Options Analysis Schedule

School Brae Hub – Options Appraisal and Analysis

Option Number	Option	Analysis Type	Appraisal
1	Transfer to SBC (in current condition) for no payment	<p>Strengths</p> <p>Weaknesses</p>	<ul style="list-style-type: none"> • Removes a current risk from PCT • Convenient • Off loads the problem of the existing building • Provides opportunity for SBC to support local regeneration plans which will benefit the community as a whole. <ul style="list-style-type: none"> • Loss of PCT control • PCT “Articles” may not allow this course of action • Scottish Land Fund position not known • No guarantee SBC would take it • PCT would still need premises • Men’s Shed & Pipe band backlash • SBC have no money for re-development and the building remains vacant and becomes derelict • No financial benefit to PCT
		<p>Opportunities</p>	<ul style="list-style-type: none"> • Stop refurbishment burdens on PCT • Allows PCT to concentrate on umbrella roll • No outgoing/ongoing costs • Opportunity to negotiate transfer of ownership of other community assets which better meet the needs of PCT • Relocation of Reuse Hub to site with parking
		<p>Threats</p>	<ul style="list-style-type: none"> • Reputationally very poor • May contravene PCT charitable objectives • Members disagree • Council disagrees • Real backlash from Men’s shed & Pipe Band, unless SBC gave them space • credibility issue for PCT with public and members • Loss of income for PCT

		Other Comments	Gets rid of a PCT problem building but will be seen negatively by Pipe Band and Men's Shed and means the end of Reuse hub and present income stream. A LOW ranking option.
2	Sell on the open market as is	<p>Strengths</p> <ul style="list-style-type: none"> • Simple – removes a current risk from PCT • Option of last resort • Off-loads the problem of the existing building • Prime town centre location • Provides capital funds which would allow PCT to acquire a more suitable premises <p>Weaknesses</p> <ul style="list-style-type: none"> • Loss of control • reputational damage • Who would buy it? • Building in town centre may be risky with higher cost of development than in out-of-town locations <p>Opportunities</p> <ul style="list-style-type: none"> • Capital funds become available to PCT for future opportunities • Set up community Hub in more appropriate building • Allows PCT to concentrate on umbrella roll • No outgoing/ongoing costs <p>Threats</p> <ul style="list-style-type: none"> • Reputationally poor • May not sell quickly, if at all • Members disagree • Real backlash from Mens shed & Pipe Band • credibility issue for PCT with public and members • Loss of income for PCT. • No sale and then what? <p>Other Comments</p> <p>Gets rid of a PCT problem building but will be seen negatively by Pipe Band and Men's Shed and means the end of Reuse hub and present income stream. What would we do with the money (even if we could sell it?). Option of last resort (not to be positively progressed, unless Directors decide there is no further option available).</p>	
3	Demolish and landscape (green/public space; allotments) the whole site	<p>Strengths</p> <ul style="list-style-type: none"> • removes a current risk for PCT • Lower cost solution for the site • Off-loads the problem • Provides green space in a safe and attractive environment • Health benefits of urban green spaces are well documented 	

		<p>Weaknesses</p> <ul style="list-style-type: none"> • Cost to undertake demolition and suitably landscape • May upset allotments/neighbours • No shortage of green space on Peebles and surrounding area • Does not fulfil PCT's commitment to the Men's Shed or Pipe Band • Does not provide accommodation for PCT or Reuse Hub <p>Opportunities</p> <ul style="list-style-type: none"> • to develop an attractive space in the town centre for the benefit of the community • Create attractive amenity • Allows PCT to concentrate on umbrella roll. • Reduced outgoing/ongoing costs <p>Threats</p> <ul style="list-style-type: none"> • Potentially poor on reputation • Unfunded cost of ongoing maintenance to a high standard • Planners not consenting • Real backlash from Mens shed & Pipe Band • credibility issue for PCT with public and members • Loss of income for PCT <p>Other Comments</p> <p>Gets rid of an immediate problem building but will be seen negatively by Pipe Band and Men's Shed and means the end of Reuse hub and present income stream. Does Peebles need yet more green space? How would this be maintained? Would this better be explored by SBC as part of a strategic development of the whole area? A HIGH ranking option.</p>	
<p>4</p>	<p>Demolish, build Men's Shed building and landscape (green/public space) rest of site</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Fulfils one current commitment • Retains asset in ownership of community • Men's Shed has long-term space as well as landscaping for added green space • Would solve two issues • Off-loads problem of existing building • Provides green space in a safe environment. <p>Weaknesses</p> <ul style="list-style-type: none"> • A space for one community group only • Lack of funding • No opportunity for other income or as a community facility • Would PCT want to be a landlord for one organisation? • Does not fulfil PCT's commitment to the Pipe Band • Does not provide accommodation for PCT or Reuse Hub <p>Opportunities</p> <ul style="list-style-type: none"> • Minimal • Simple building and architecture • Allows PCT to concentrate on umbrella roll • Reduced outgoing/ongoing costs 	

		<ul style="list-style-type: none"> • Lower cost building to construct
	Threats	<ul style="list-style-type: none"> • Will take considerable time, effort and funding for minimal return • No universal support from community • Men's Shed decides to vacate or fold • Failure to get funding for such a limited use of the space
	Other Comments	<p>What about pipe band and reuse hub? Do Men's shed really need a brand new building - most MS's around the country occupy existing buildings which would be easier and lower cost and using redundant assets. A MIDDLE ranking option.</p>
<p>5</p> <p>Demolish, build Men's Shed and Pipe Band building and landscape (green/public space) rest of site</p>	Strengths	<ul style="list-style-type: none"> • Fulfills current "commitments" • Retains assets in ownership of community • Smaller and more energy efficient building • This would solve two issues • Off-loads the problem of the existing building • Provides green space in a safe environment
	Weaknesses	<ul style="list-style-type: none"> • Planning • Funding • A space for only two community groups • Lack of funding • No opportunity for other income or as a community facility • Would PCT want to be a landlord to two organisations? • Does not provide accommodation for PCT or Reuse Hub
	Opportunities	<ul style="list-style-type: none"> • To develop modern, fit for purpose buildings • Build custom designed space for Pipe band/Men's Shed • Allows PCT to concentrate on umbrella roll • Reduced outgoing/ongoing costs
	Threats	<ul style="list-style-type: none"> • Will take considerable time, efforts and funding • Planning permission • One or both decide to vacate or fold • Failure to get funding for such a limited use of the space
	Other Comments	<p>What about reuse hub? - can PCT really justify a brand new building. How do the economics work out as it is not likely either tenant will pay enough rent to cover the running costs. A MIDDLE ranking option</p>

6	Demolish, build Men's Shed, Pipe Band building and social housing	<p>Strengths</p> <ul style="list-style-type: none"> • Addresses several identified local needs • Retains assets in ownership of community • Source of future income for PCT • Multi purpose • Would solve two issues • Off-loads the problem of the existing building • Real added value • Fulfils PCT commitment to the Men's Shed and Pipe Band and provides much needed social housing <p>Weaknesses</p> <ul style="list-style-type: none"> • Poor mix of competing needs being addressed in a confined area • May not be a suitable mixture • Lack of funding • No opportunity for other income or as a community facility • Would PCT want to be a landlord for two organisations/ and social residential tenants? • Who would be social housing landlord? • Is housing within PCT's remit competence? • Does not provide accommodation for PCT or Reuse Hub <p>Opportunities</p> <ul style="list-style-type: none"> • to develop a range of modern, fit for purpose buildings • Continue original purpose of building • Provide housing in town centre <p>Threats</p> <ul style="list-style-type: none"> • relatively complex involving a number of third party partners • High costs • Tenants decide to vacate or fold • Failure to get funding for such a limited use of the space <p>Other Comments</p> <p>Provides a solution for Men's Shed and Pipe Band but not Reuse Hub. PCT not sure if SBC would support social housing in that location. Lack of clarity on whether this option gives financial viability. A LOW ranking option.</p>
7	Demolish, build Men's Shed, Pipe Band building and starter commercial units	<p>Strengths</p> <ul style="list-style-type: none"> • Addresses potential local needs • Good reputationally • Retains assets in ownership of community • Source of future income for PCT • Affirms PCT's commitment to Men's Shed and Pipe Band • Helps business start ups • Removes issues associated with the current building

		<ul style="list-style-type: none"> • Excellent town centre location for commercial units • A good mix of competing needs that could potentially be addressed on this site <p>Weaknesses</p> <ul style="list-style-type: none"> • Does not create spaces for smaller community groups • Is there enough space for all uses? • Limited evidence or data on the need for starter commercial units • Does not provide accommodation for PCT or Reuse Hub <p>Opportunities</p> <ul style="list-style-type: none"> • To develop a range of modern, fit for purpose buildings • Building with more economic viability • Would provide a good income • Could include banking hub, post Office and other essential community services <p>Threats</p> <ul style="list-style-type: none"> • Will take considerable time, efforts and funding • Disagreement on layout and design • Uncertainty over rental income • Tenants decide to vacate or fold • Failure to get funding for such a limited use of the space • Opposition from local residents <p>Other Comments</p> <p>Provides a solution for Men's Shed and Pipe Band but not Reuse Hub. PCT not sure if SBC would support commercial units in that location. Further clarity required on whether this option gives financial viability. A HIGH ranking option.</p>
8	Demolish and develop social housing only	<p>Strengths</p> <ul style="list-style-type: none"> • Addresses an identified need • Retains a community property asset • Develops a source of future income for PCT • More social housing in Peebles • This would solve two issues • Off-loads a PCT problem with the existing building • Added value to the location • Adds to a very small social housing stock in town centre • Provides much needed, affordable social housing close to amenities and transport links • Town centre living is a "key policy ambition" for Scottish Government and local authorities so may make funding/consent easier to obtain • Location provides easily walkable access to town centre and local amenities for elderly tenants <p>Weaknesses</p> <ul style="list-style-type: none"> • Will need a strong partnership with a Housing Association • Cost of developing housing in Conservation Area

			<ul style="list-style-type: none"> • Is there enough space? • Does not fulfil PCT commitment to the Men's Shed and Pipe Band • Does not provide accommodation for PCT or Reuse Hub • Small scale developments may be harder to achieve viability on a financial basis so may limit private sector interest <p>Opportunities</p> <ul style="list-style-type: none"> • Addresses an identified issue of substantial local need • Transfer to social housing stock • More people living in town centre brings more support for local businesses and sustains town centre activities and services <p>Threats</p> <ul style="list-style-type: none"> • May not find a willing partner/ funding etc • Neighbours objecting • Tenants decide to vacate • Failure to get funding for such a limited use of the space • <p>Other Comments</p> <p>PCT not experienced in social housing. Would PCT be better selling site to a specialist social housing provider? Does not assist Men's shed or Pipe Band. Lack of clarity on whether this option gives financial viability. A LOW ranking option.</p>
9	Demolish and develop starter commercial units only		<p>Strengths</p> <ul style="list-style-type: none"> • Simpler option • Addresses a possible need • Retains ownership • Would generate an income stream for PCT • Great location for small businesses • Disposes of current carbuncle • Adds value to the town centre • Commercial premises may generate more income than residential • Supports small/medium sized start-up enterprises • Units could be used for other community needs <p>Weaknesses</p> <ul style="list-style-type: none"> • Does not continue with any current users • May create more gift shops • Is there enough space? • Does not fulfil PCT commitment to the Men's Shed and Pipe Band • Does not provide accommodation for PCT or Reuse Hub • Lack of evidence/data for demand for starter commercial units <p>Opportunities</p> <ul style="list-style-type: none"> • To develop a range of multi-use units for a range of potential tenants • Interaction with other businesses

			<ul style="list-style-type: none"> • Would provide a good income • Could include banking hub, post Office and other essential community services <p>Threats</p> <ul style="list-style-type: none"> • Reputationally difficult • Planning • Tenants decide to vacate or fold. • Failure to get funding for such a limited use of the space <p>Other Comments</p> <p>Access might be a potential issue. Leaves Men's shed and Pipe Band and Reuse homeless. Would SBC grant planning permission? Further clarity required on whether this option gives financial viability. A HIGH ranking option.</p>
<p>10</p>	<p>Demolish and develop social housing with landscape (green/public space)</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Addresses an identified need • Retains community property assets • Provides a source of future income for PCT • Central location • People being around deters vandalism • Solves two issues • Off-loads a problem of the existing building • Added value • Provides much needed affordable social housing with landscaping and green space <p>Weaknesses</p> <ul style="list-style-type: none"> • Will need a strong partnership with social housing • Green Space will require ongoing management at PCT cost • Cost of developing social housing in Conservation Area • Who would be landlord? • Is housing within PCT remit competence • Does not fulfil our commitment to the Men's Shed and Pipe Band • Does not provide accommodation for PCT or Reuse Hub <p>Opportunities</p> <ul style="list-style-type: none"> • Addresses an issue of substantial local need • Create architecturally pleasing low-cost housing and outdoor space <p>Threats</p> <ul style="list-style-type: none"> • May not find a willing partner, funding etc • Noisy environment, being a thoroughfare between High Street and Tweed Green • Tenants decide to vacate • Failure to get funding for such a limited use of the space <p>Other Comments</p> <p>PCT not experienced in social housing. Would PCT be better selling to a specialist provider? Does not assist Men's shed or Pipe Band. Lack of clarity on whether this option gives financial viability. A LOW ranking option.</p>	

11	Demolish and develop starter commercial units with landscape (green/public space)	<p>Strengths</p> <ul style="list-style-type: none"> • Simpler • Addresses a potential need • Retains community ownership • Would generate an income stream for PCT • Fits very well with existing businesses • Would solve two issues • Off-loads a problem of the existing building • Real added value. • Commercial premises may generate more income than residential <p>Weaknesses</p> <ul style="list-style-type: none"> • does not continue with any current users • Green Space will require ongoing management at PCT cost • No space for community groups • Who would be landlord? • Is commercial property letting within PCT remit or competence? • Is there space for green area? • Does not fulfil PCT commitment to the Men's Shed and Pipe Band • Does not provide accommodation for PCT or Reuse Hub • Lack of evidence/data for demand for starter commercial units <p>Opportunities</p> <ul style="list-style-type: none"> • To develop a range of multi-use units for a range of potential tenants • Add to Peebles economy and employment • Would provide a good income • Could include banking hub, post Office and other community essential services • Opportunity to provide green space in a safe and attractive environment <p>Threats</p> <ul style="list-style-type: none"> • Reputationally difficult? • Tenants decide to vacate or fold • Failure to get funding for such a limited use of the space <p>Other Comments</p> <p>Access might be a potential issue. Leaves Men's shed and Pipe Band and Reuse homeless. Would SBC grant planning permission? Lack of clarity on whether this option gives financial viability. A MIDDLE ranking option.</p>
12	Demolish and re-build new "Hub" building on same footprint	<p>Strengths</p> <ul style="list-style-type: none"> • Retain ownership of existing Town Centre site • Custom made community hub • Fulfills our commitment to the Men's Shed and Pipe Band • The ability to reclaim VAT on new build premises • Start again with a building that is fit for purpose

		<p>Weaknesses</p> <ul style="list-style-type: none"> • High costs to build large building • Raising finance • Selling the message • Funding may take time and be difficult to achieve • Planning permission may take time and be difficult to achieve • Is there enough ability on the Board to commission such a development? <p>Opportunities</p> <ul style="list-style-type: none"> • To develop a range of multi-uses for a range of potential tenants • More rental income • To build a purpose built, efficient, future proof building that meets all the needs of the community and PCT. • Opportunity to create a lively space • Opportunity to create high quality and cost effective services to the local community, • Potential to develop new services in response to changing community needs <p>Threats</p> <ul style="list-style-type: none"> • A substantial challenge, requiring planning, funding • Community groups not able to pay rent • Development funding difficulty • Poor project management, delays in construction and overspends • Opposition from local residents and businesses <p>Other Comments</p> <p>Would allow PCT to create a potentially fabulous new building in a town which rarely gets the opportunity to do this. Would be energy efficient and be designed to service needs of Pipe Band and Men's shed. Would it include Reuse Hub or not? Further clarity required on whether this option gives financial viability. A HIGH ranking option.</p>
13	Carry on with refurb of existing SBH building	<p>Strengths</p> <ul style="list-style-type: none"> • Retain ownership of existing Town Centre site • Men's Shed and Reuse project remain in one central location • Repurposing old buildings rather than building new is good for the environment • Brings an old building in the town centre back into productive use. <p>Weaknesses</p> <ul style="list-style-type: none"> • A huge number of inherited problems • Piecemeal and expensive • Not cost effective given the amount of work required on the existing building • Huge challenge to raise funds to carry out the necessary repairs • The current footprint of the building does not support future PCT plans and ambitions • Unable to reclaim VAT for works on existing buildings • A visually unpleasant building retained • A compromised layout not suited to potential future needs <p>Opportunities</p> <ul style="list-style-type: none"> • to develop a range of potential tenants • Central location for community

		<p>Threats</p> <ul style="list-style-type: none"> • A substantial challenge, requiring planning, funding • Fabric keeps breaking down • PCT Board and volunteers run out of energy and enthusiasm for the project • Fail to generate sufficient funds to complete the project 	<p>Other Comments</p> <p>Bottomless pit. Board fatigue. Could take 10-15 years and still end up with a compromised building and no valid business plan for maintaining. "Flogging a dead horse". A LOW ranking option.</p>
<p>14</p>	<p>Obtain planning permission for an alternative, higher value re-development, and sell with planning permission in place.</p>	<p>Strengths</p> <ul style="list-style-type: none"> • Relatively straightforward • Convenient • Would solve two issues • Off-loads the problem of the existing building • Added value. • Prime town centre location, close to High Street, local amenities, transport links <p>Weaknesses</p> <ul style="list-style-type: none"> • Total loss of community control • What becomes of this town centre site? • Scottish Land Fund position in doubt • Building in town centre may be risky with higher cost of development than in out-of-town locations – reducing site value • Planning permission may be difficult to obtain <p>Opportunities</p> <ul style="list-style-type: none"> • Frees PCT from what has become a very difficult situation • Releases capital for other opportunities • Raises funds for custom made community hub elsewhere • Could be a good plan if PCT cannot raise funds for alternative option <p>Threats</p> <ul style="list-style-type: none"> • Reputationally very difficult • Members disagree • Planners disagree 	<p>Other Comments</p> <p>PCT seen to be profiteering from it's early acquisition and grant funding to acquire SBH. Not sure PCT has the resources to undertake this and, given site constraints it may not sell easily. A buyer may not want to be constrained by PCT design and permissions. A LOW ranking option</p>
<p>15</p>		<p>Strengths</p> <ul style="list-style-type: none"> • Fulfils current "commitments" • Retains assets in ownership of community • Fulfils the original supporting reason for the Scottish Land Fund grant of providing an affordable space for the Men's Shed and Pipe Band 	

	Retain ownership, split building on a floor by floor basis and separately lease the basement; ground floor and upper floor on "peppercorn rents" to current users.	<p>Weaknesses</p> <ul style="list-style-type: none"> Retains existing building that requires massive investment to redevelop into a sustainable property Urgent need to develop a sustainable Business Plan and source capital funds for redevelopment. Ongoing and intensive level of building management required to make progress <p>Opportunities</p> <ul style="list-style-type: none"> Retains a Town Centre site providing an accessible, central hub for community benefits <p>Threats</p> <ul style="list-style-type: none"> Building continues to present problems that need to be urgently resolved in order to move forward <p>Other Comments</p> <p>Is this sustainable? PCT remains landlord and forever will end up getting dragged into maintenance and repair issues. PCT would lose reuse hub, which is a valued community project and PCT income stream. The existing building remains and will continue to deteriorate over time. Subdivision would give rise to legal and liability issues. The SBH can be kicked down the road. Building Warrant/regulations may not allow a split of use without significant works and cost. A LOW ranking option.</p>
16	Do a building 'swap' with SBC which might secure existing space e.g. High school which could house Men's Shed and Re-use and a new Repair shop plus small offices for PCT	<p>Strengths</p> <ul style="list-style-type: none"> Better location and space for community uses <p>Weaknesses</p> <ul style="list-style-type: none"> Redeveloping potentially larger and less adaptive buildings <p>Opportunities</p> <ul style="list-style-type: none"> Create integrated community space <p>Threats</p> <ul style="list-style-type: none"> Exposes PCT to risks of other buildings <p>Other Comments</p> <p>Possibly difficult to negotiate but would be an acceptable outcome and solution in terms of all players and ensuring space for Pipe Band and Men's shed and PCT. A HIGH ranking option.</p>
17	Sell / gift to the Men's Shed and let them redevelop	<p>Strengths</p> <ul style="list-style-type: none"> Relieves PCT of existing burdens/liabilities <p>Weaknesses</p> <ul style="list-style-type: none"> PCT/community loses control of asset <p>Opportunities</p> <ul style="list-style-type: none"> <p>Threats</p> <ul style="list-style-type: none"> <p>Other Comments</p> <p>Men's shed may not have the resource or funds to be able to do this. A LOW ranking option.</p>

18	Do nothing	<p>Strengths</p> <ul style="list-style-type: none"> • None identified
		<p>Weaknesses</p> <ul style="list-style-type: none"> • No progress
		<p>Opportunities</p> <ul style="list-style-type: none"> • none
		<p>Threats</p> <ul style="list-style-type: none"> • ever increasing repairs burden
		<p>Other Comments</p> <p>A LOW ranking option.</p>

Source: Peebles Community Trust Board of Directors

Appendix 2
Options Feasibility Schedule

	Options	Ranking	Scoring	Score Summaries	Cost predictability	Technical Feasibility	Fundability	Ongoing economic viability
1	Transfer to SBC (in current condition) for no payment	low	GOOD	12	****	***	****	*
			AVERAGE	2		**		
			POOR	13	**	**	***	*****
2	Sell on the open market as is	option of last resort	GOOD	14	****	***	****	***
			AVERAGE	5		***	*	*
			POOR	8	**	*	**	***
3	Demolish and landscape (green/publc space) the whole site	HIGH	GOOD	16	*****	*****	**	**
			AVERAGE	3		*	**	
			POOR	8			***	*****
4	Demolish, build Men's Shed building and landscape (green/publc space) rest of site	Medium	GOOD	4	*	**	*	
			AVERAGE	9	****	***	*	*
			POOR	14	*	**	*****	*****
5	Demolish, build Men's Shed and Pipe Band building and landscape (green/publc	Medium	GOOD	5	**	**	*	
			AVERAGE	7	***	*	*	**
			POOR	15	*	****	*****	*****
6	Demolish, build Men's Shed, Pipe Band building and social housing	low	GOOD	4	*	**	*	
			AVERAGE	11	***	***	**	***
			POOR	12	**	**	****	****
7	Demolish, build Men's Shed, Pipe Band building and starter commercial units	HIGH	GOOD	15	***	*****	***	****
			AVERAGE	9	*	*	****	***
			POOR	3	**	*		
8	Demolish and develop social housing only	low	GOOD	9	***	***	**	*
			AVERAGE	8	**	**	**	**
			POOR	10	*	**	***	****
9	Demolish and develop starter commercial units only	HIGH	GOOD	17	***	*****	***	*****
			AVERAGE	7	*	*	****	*
			POOR	3	**	*		
10	Demolish and develop social housing with landscape (green/publc space)	low	GOOD	6	**	**	*	*
			AVERAGE	11	**	****	**	***
			POOR	10	**	*	****	***
11	Demolish and develop starter commercial units with landscape (green/publc space)	Medium	GOOD	10	***	*	***	***
			AVERAGE	7		***	**	**
			POOR	6	**	**	*	*
12	Demolish and re-build a new "Hub" building on same footprint	HIGH	GOOD	14	***	*****	***	**
			AVERAGE	8	*		***	****
			POOR	5	**	*	*	*
13	Carry on with refurbishment of existing SBH building	low	GOOD	3	*		*	*
			AVERAGE	5	**	**		*
			POOR	19	***	*****	*****	*****
14	Obtain planning permission for alternative, higher value re-development, and sell with planning permission in place.	low	GOOD	7	***	*	**	*
			AVERAGE	4	*	***		
			POOR	16	**	***	*****	*****
15	Retain ownership, split building on a floor by floor basis and separately the basement; ground floor on "peppercorn rents" to current users. and upper	low	GOOD	4	*	**	*	**
			AVERAGE	5	*	*	*	**
			POOR	18	****	****	*****	*****
16	Do a building "swap" with SBC which might secure existing space e.g. High school which could house the Men's Shed and a new Repair shop plus small offices for PCT	HIGH	GOOD	9	**	*	***	***
			AVERAGE	13	***	*****	***	**
			POOR	5	*	*	*	**
17	Sell / gift to the Men's Shed and let them redevelop	low	GOOD	7	*	****	*	*
			AVERAGE	3	***			
			POOR	17	**	***	*****	*****
18	Do nothing	low	GOOD	1		*		
			AVERAGE	0				
			POOR	26	*****	*****	*****	*****

Appendix 3

Stallan-Brand Briefing Study and Visualisations

Stallan-Brand

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Report

Briefing Study

Title: Briefing Study	Contents
Date: 17 April 2024	1. Site
Document Number 130-SBA-XX-XX-RP-A-0001	2. Options
Revision: P2	3. Option 1 - Replacement Hall
Suitability: S2 Information	4. Option 2 - Commercial
Author: RM	5. Option 3 - Landscape
Checked: AG	
Stage: RIBA Stage 0	

NOTE: Site not surveyed. Site size and levels estimated based on visual appraisal.

Introduction

This report has been prepared by Stallan Brand to explore potential opportunities at the site of the former ex-serviceman's club on School Brae at Peebles, with the aim of helping the Peebles Community Trust with preparing a brief for the future of the site. The workstage of this report is RIBA Stage 0.

This report has been prepared without site survey information. Levels and site dimensions have been estimated based on limited visual survey and record information.

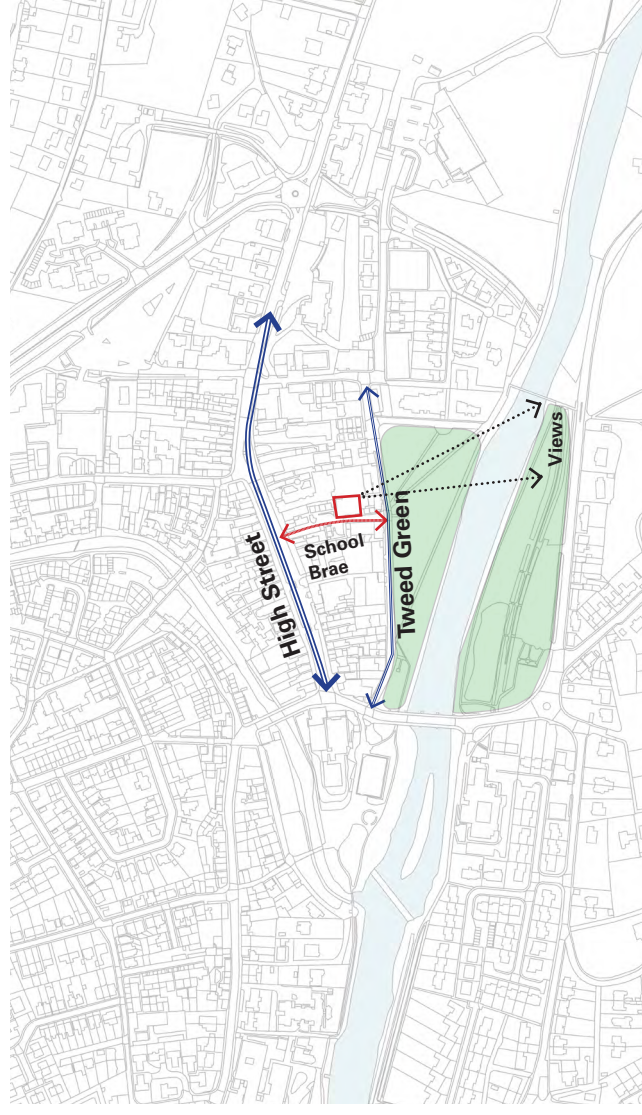
The options are high level initial ideas, and are subject to Planning, Building Regulations, Conditional Surveys, Engineering constraints and broader Statutory Consultations such as Highways and Drainage.



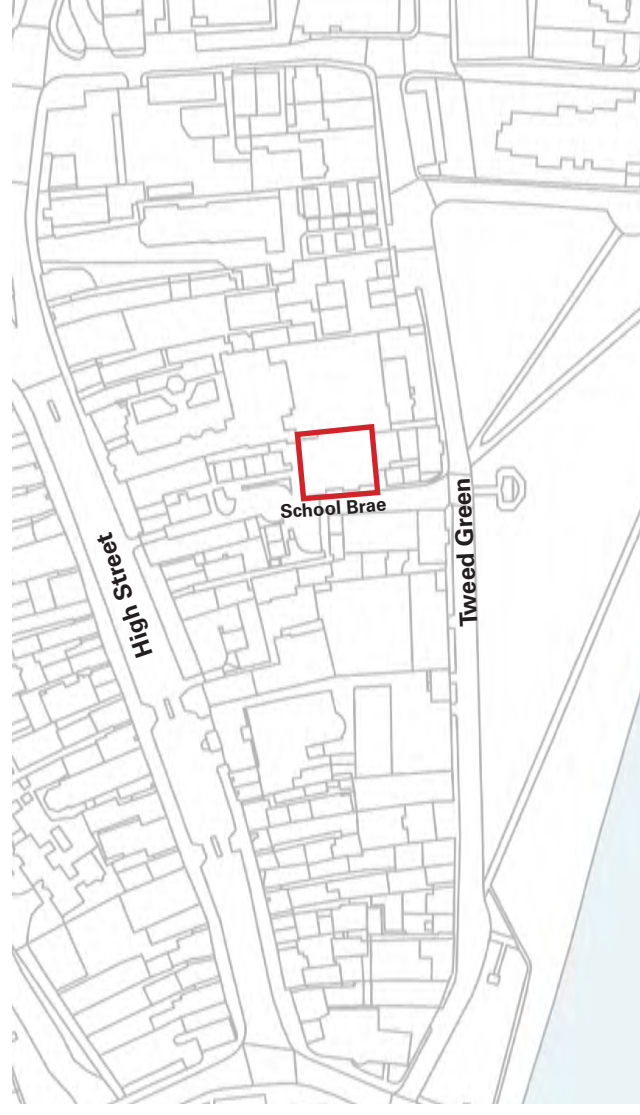
Site Photos



1.0 Site Location



2.0 Connectivity

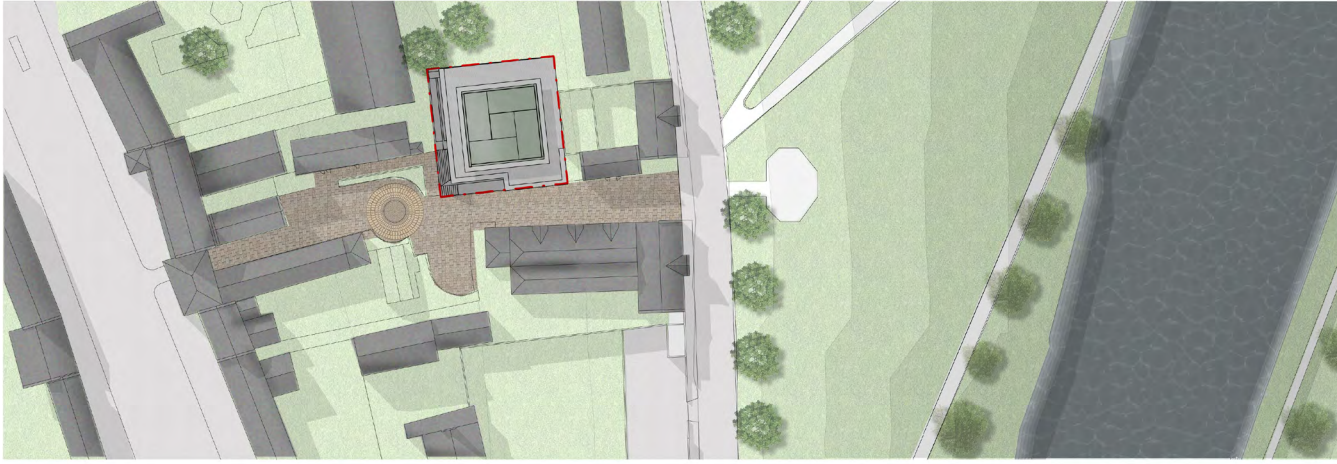


3.0 Context

Options

Option 1

Full Hall Replacement
2no Commercial Use at Lower Ground Floor
Option for using one commercial unit as Mens Shed



GIA	
Lower Ground	382m ²
Upper Ground	351m ²
Total	733m²



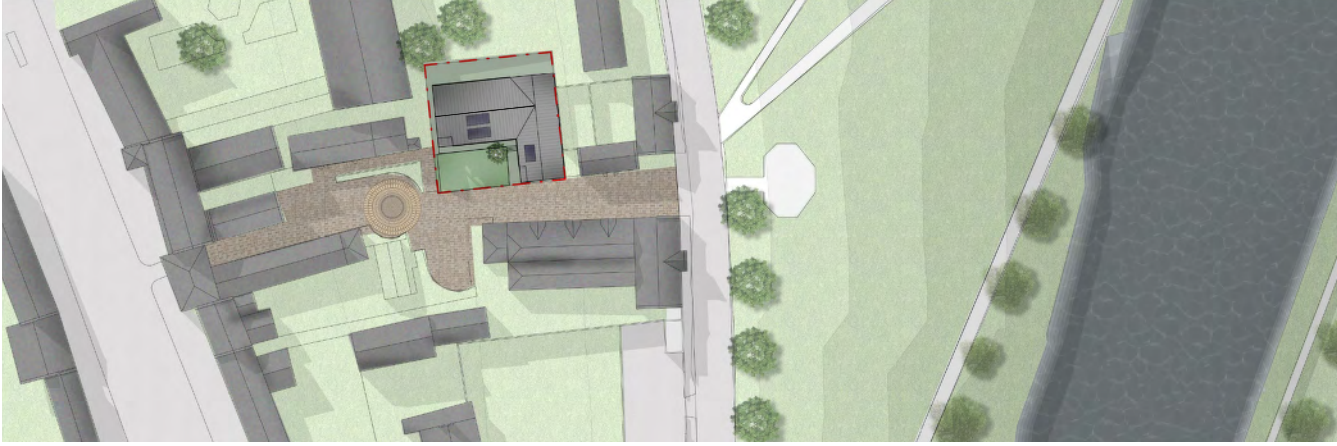
Site Plan



Axo

Option 2

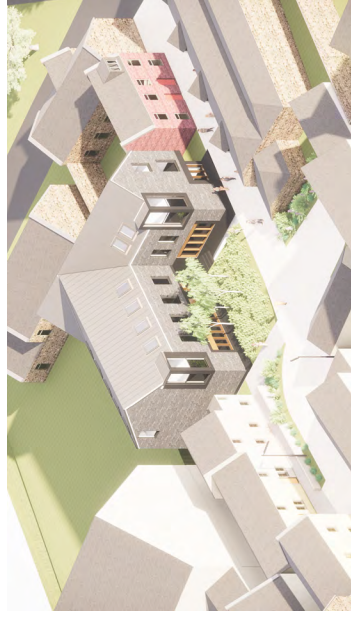
1 floor of Commercial Office Space at high levels
2no Commercial/Retail units at Ground Floor (1 Lower and 1 Higher Ceiled)
Option for using one commercial unit as Mens Shed
Option for using one commercial unit as Pipe Band Practice Space
Commercial units require high floor to ceiling heights.
Overlooking to the south is a potential constraint
Opportunity for landscaping in front of building



GIA	
Ground	264m ²
First	284m ²
Total	548m²



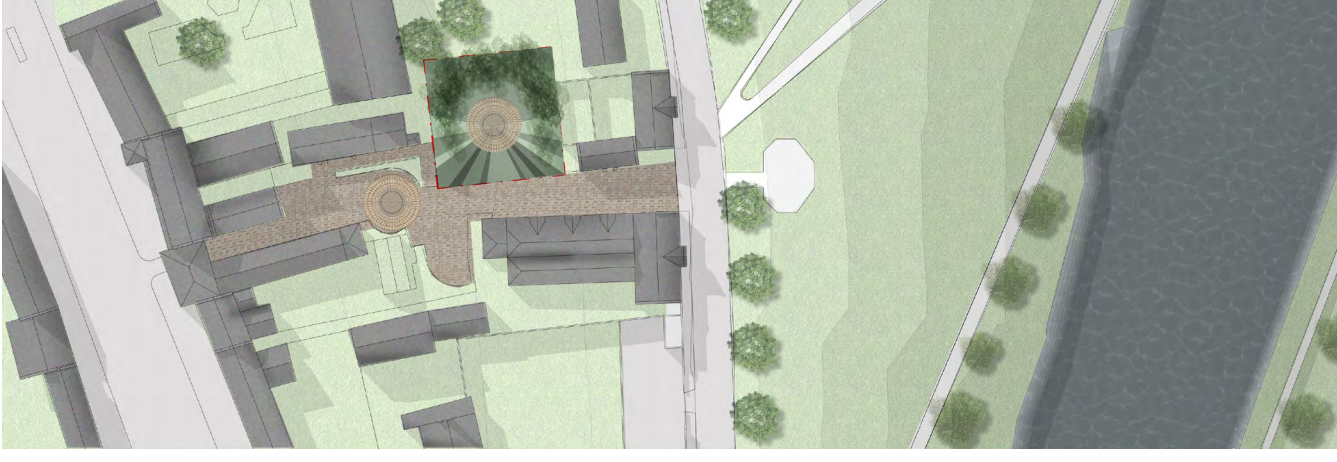
Site Plan



Axo

Option 3

Convert to Landscape Feature



GIA
Nil



Site Plan



Axo

Options



1.0 Option 1 - Full Hall Replacement

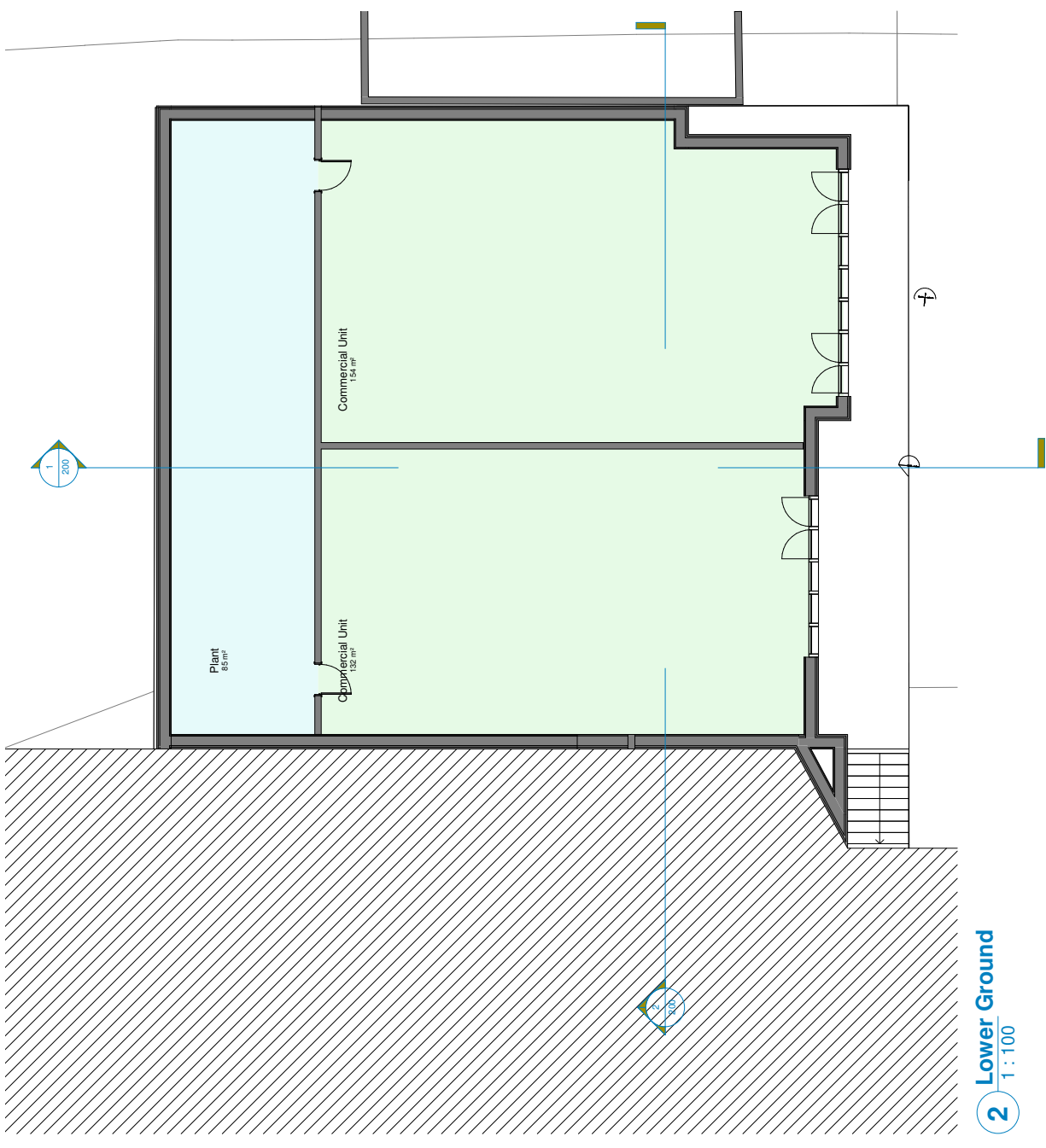
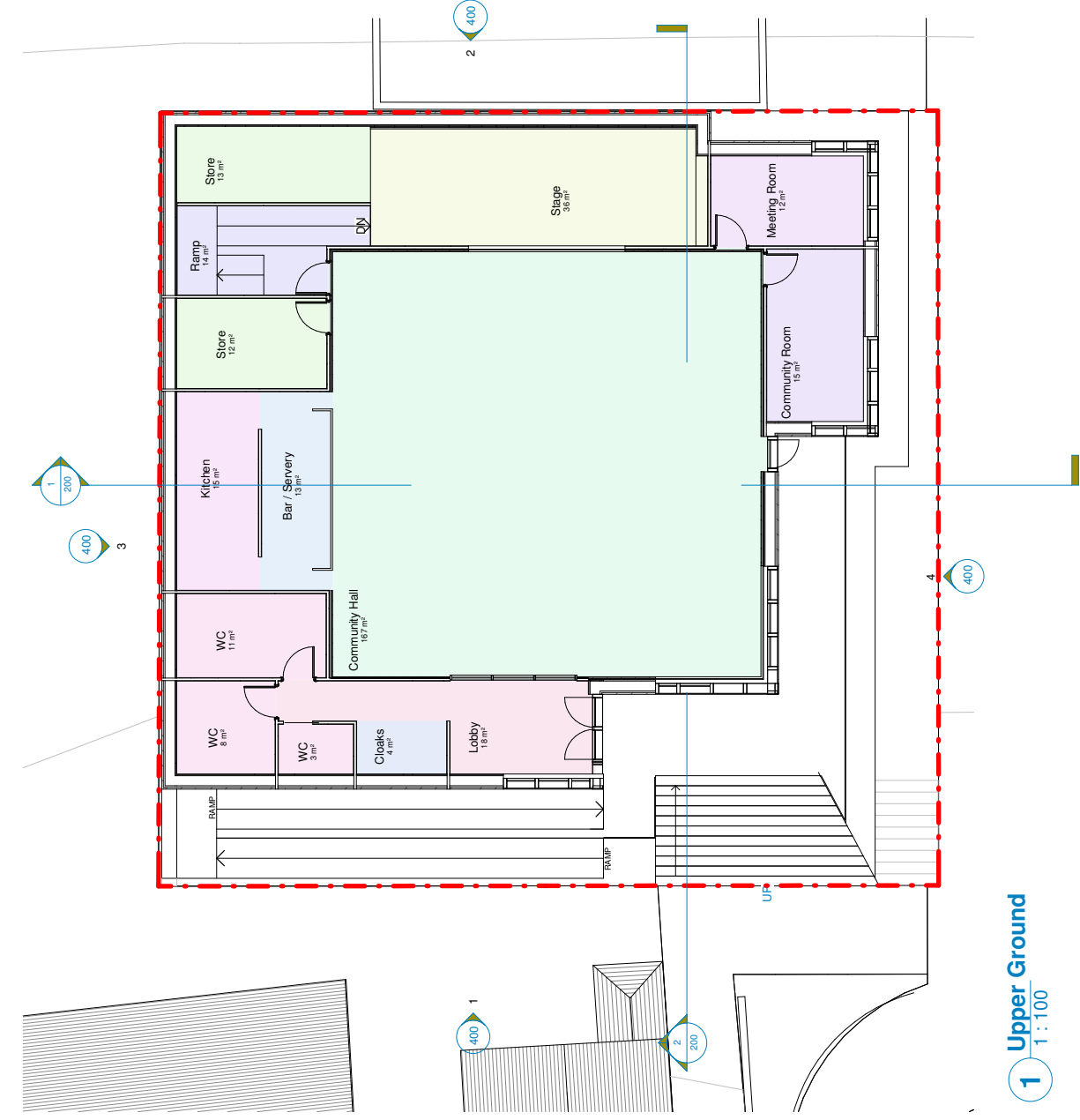


2.0 Option 2 - Commercial



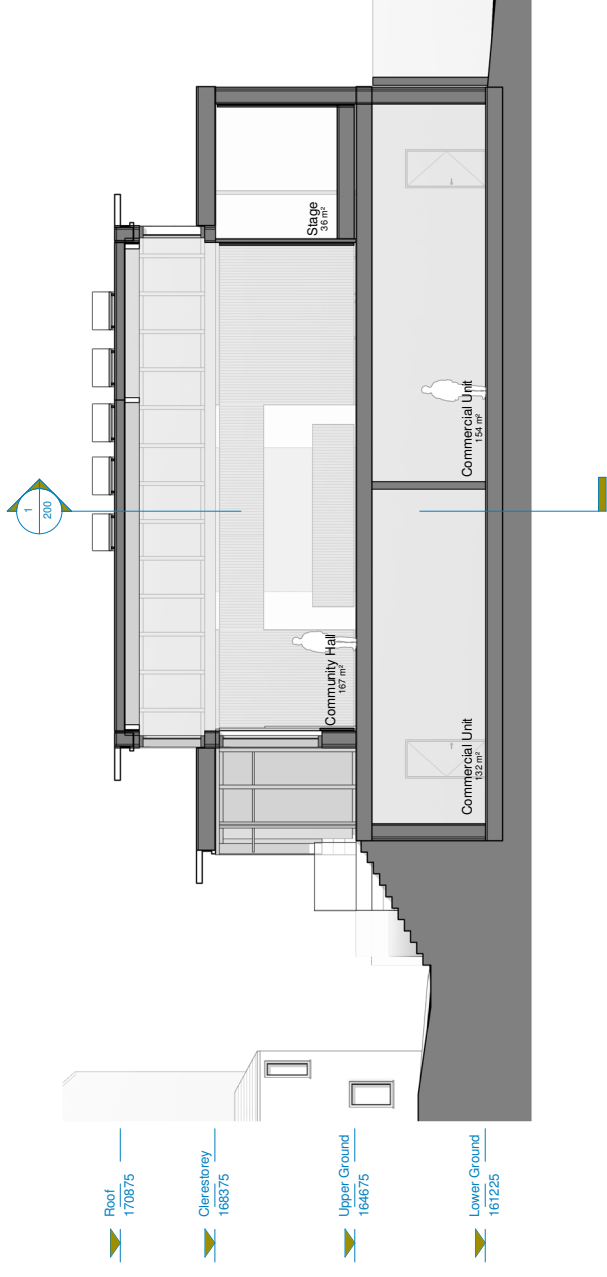
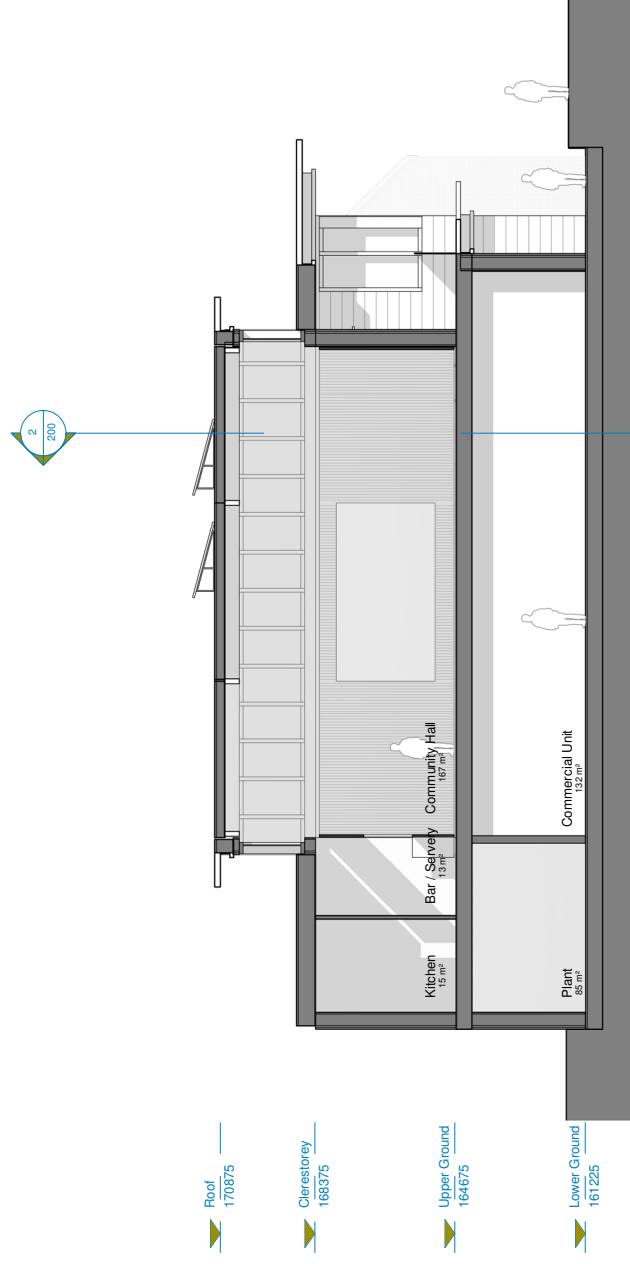
3.0 Option 3 - Demolish and Landscape

Option 1 Plans



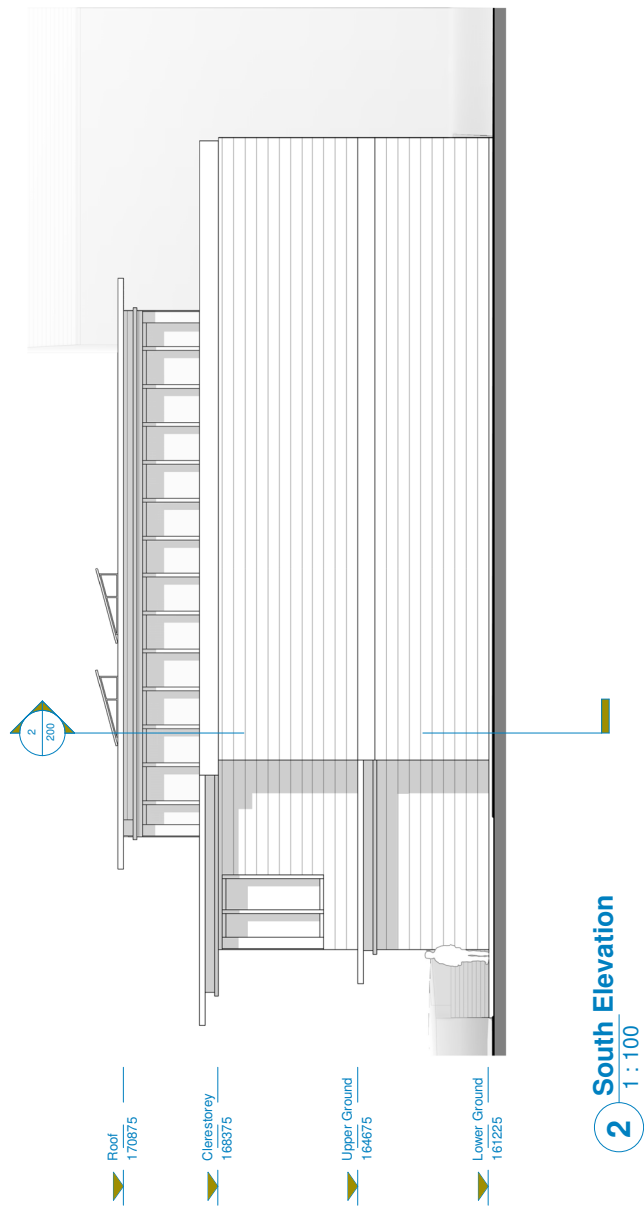
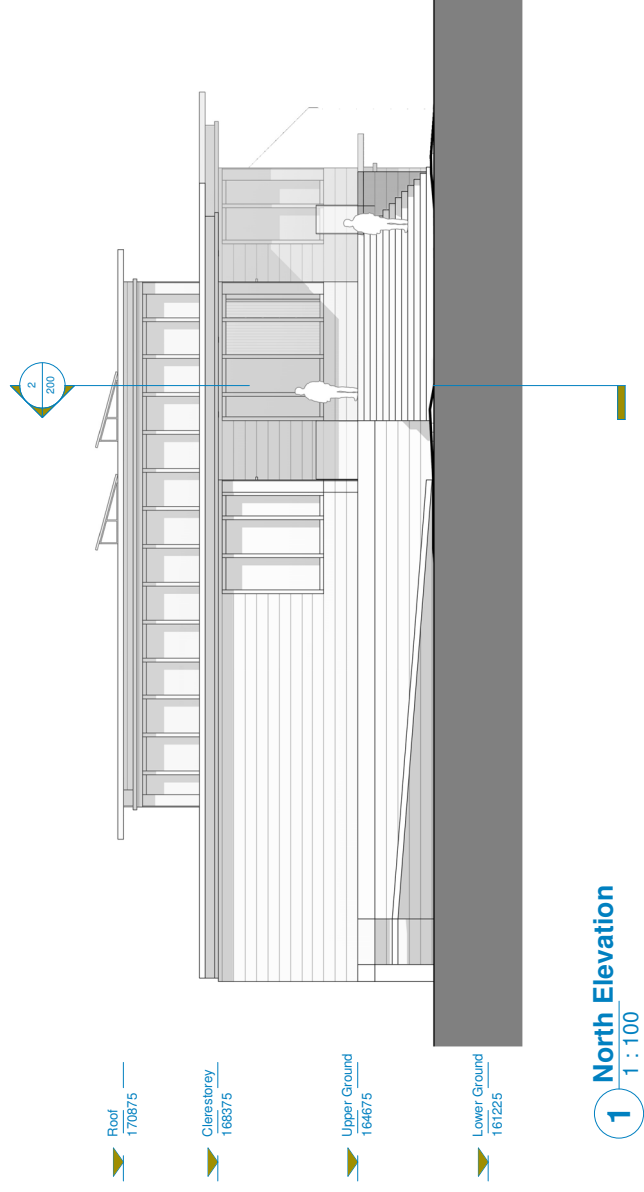
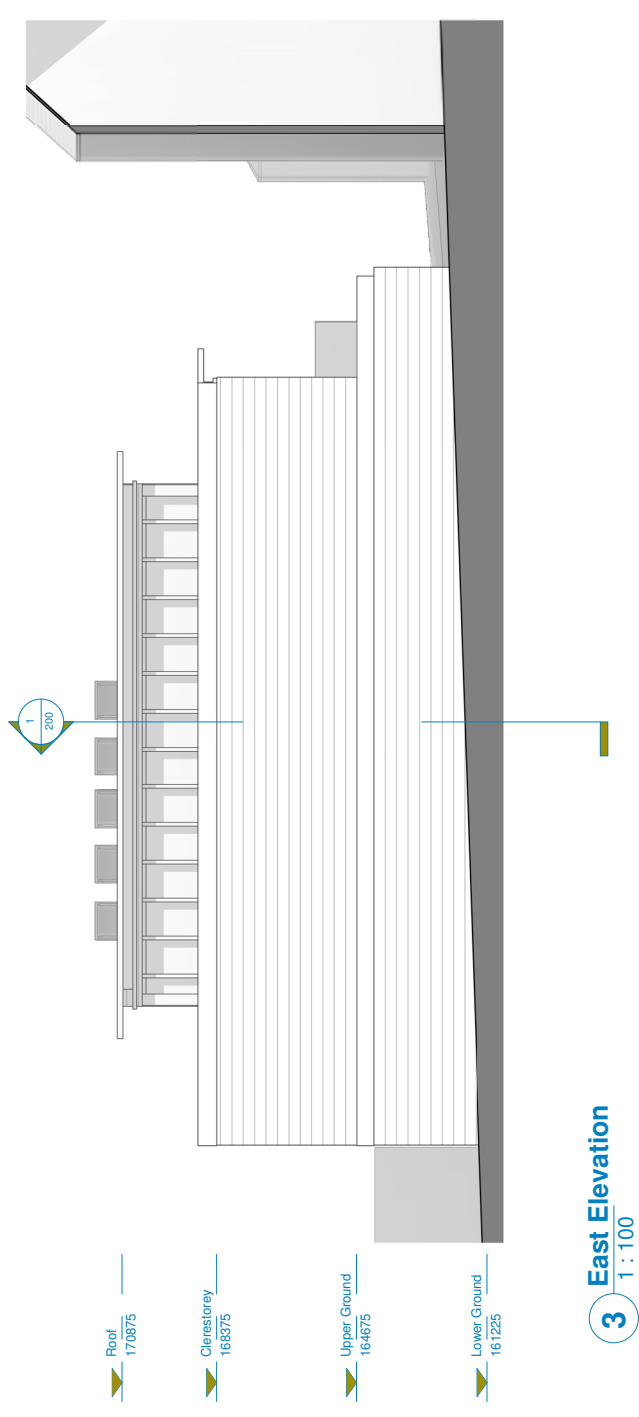
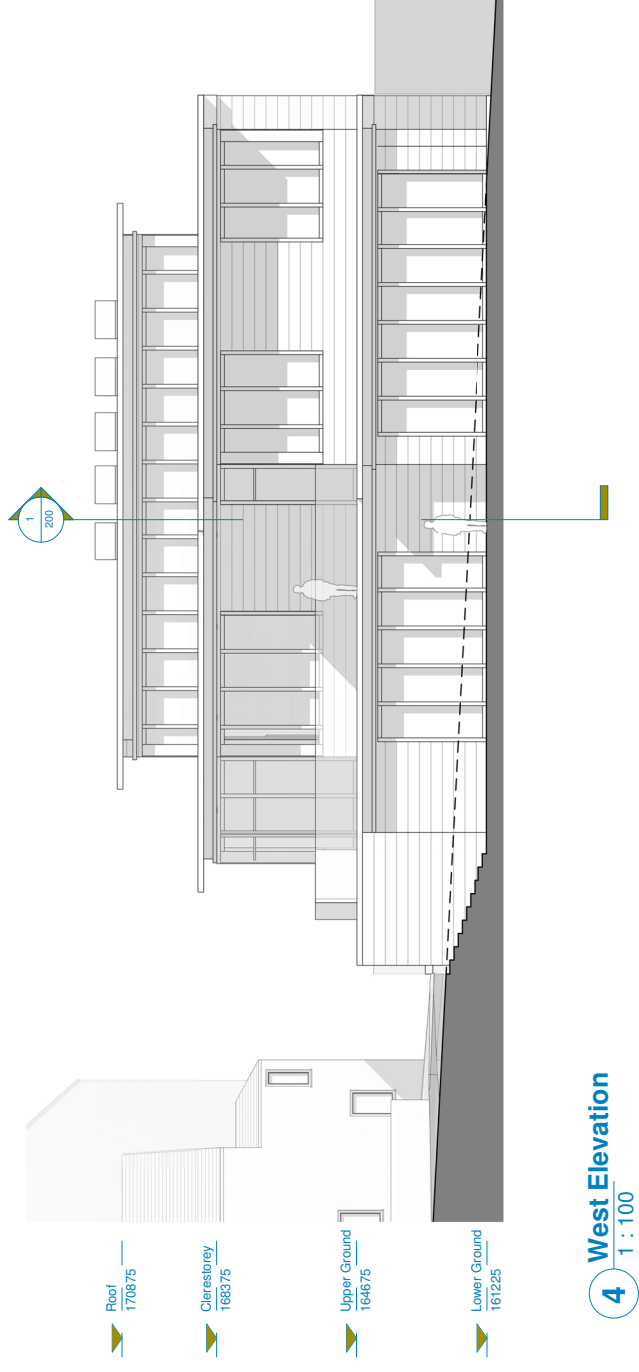
* Note - Scale when printed A1 Size

Option 1 Sections



* Note - Scale when printed A1 Size

Option 1 Elevations



*Note - Scale when printed A1 Size

Option 1 Exterior



Option 1
Interior



Option 1
Colour Options / Night-time View

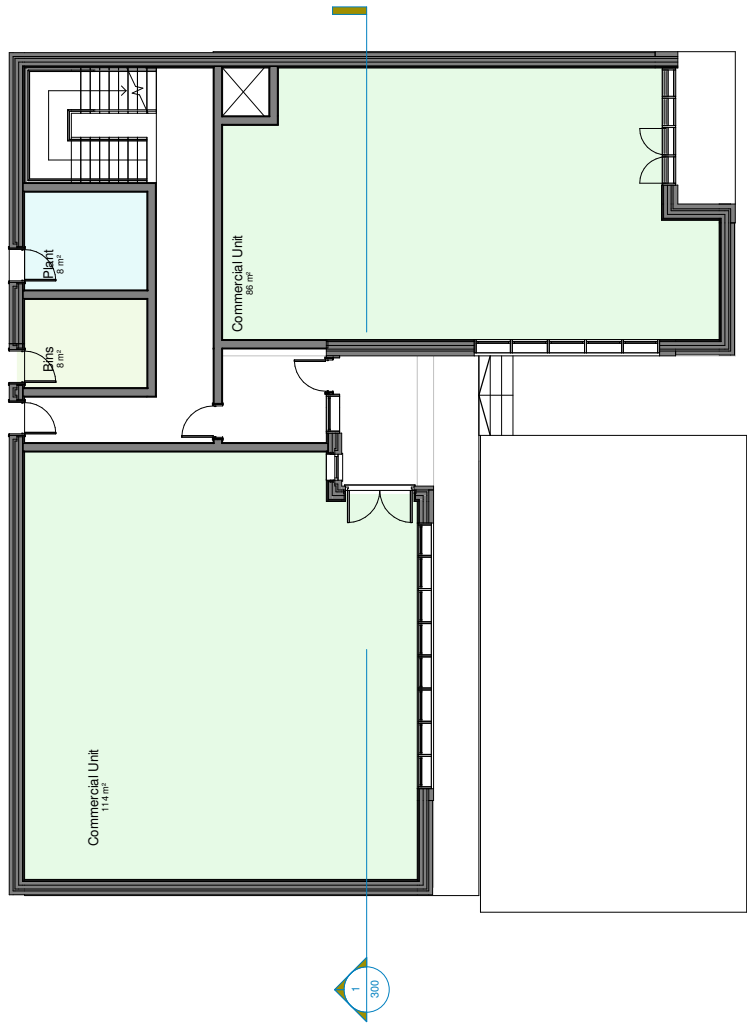


Option 1

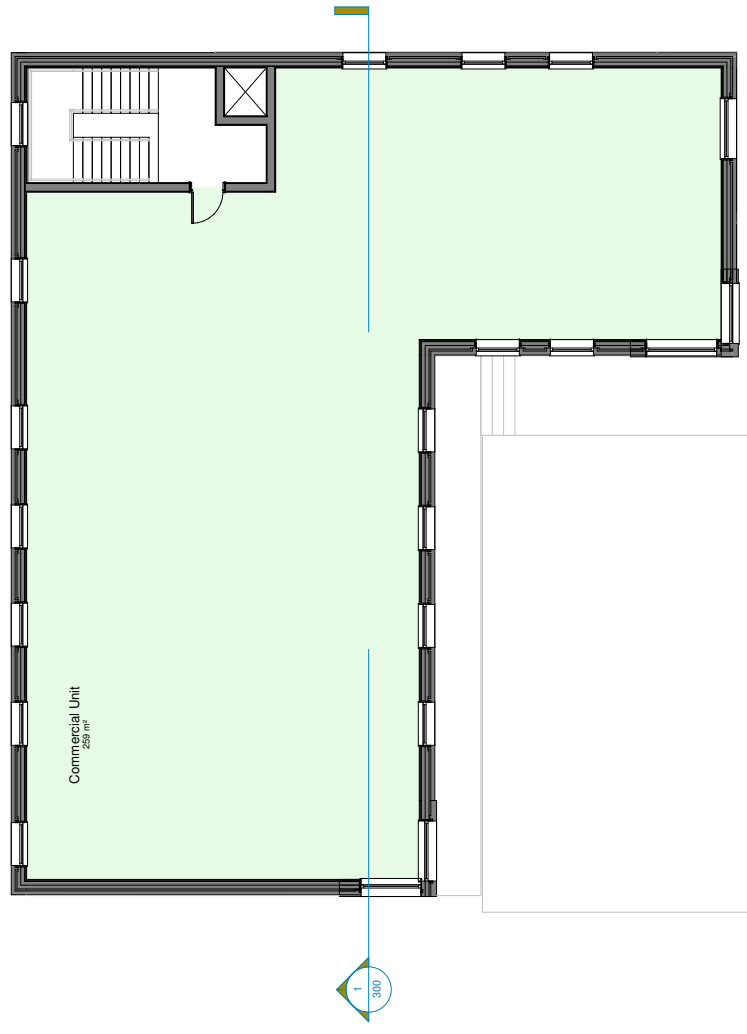
Colour Options / views along the street



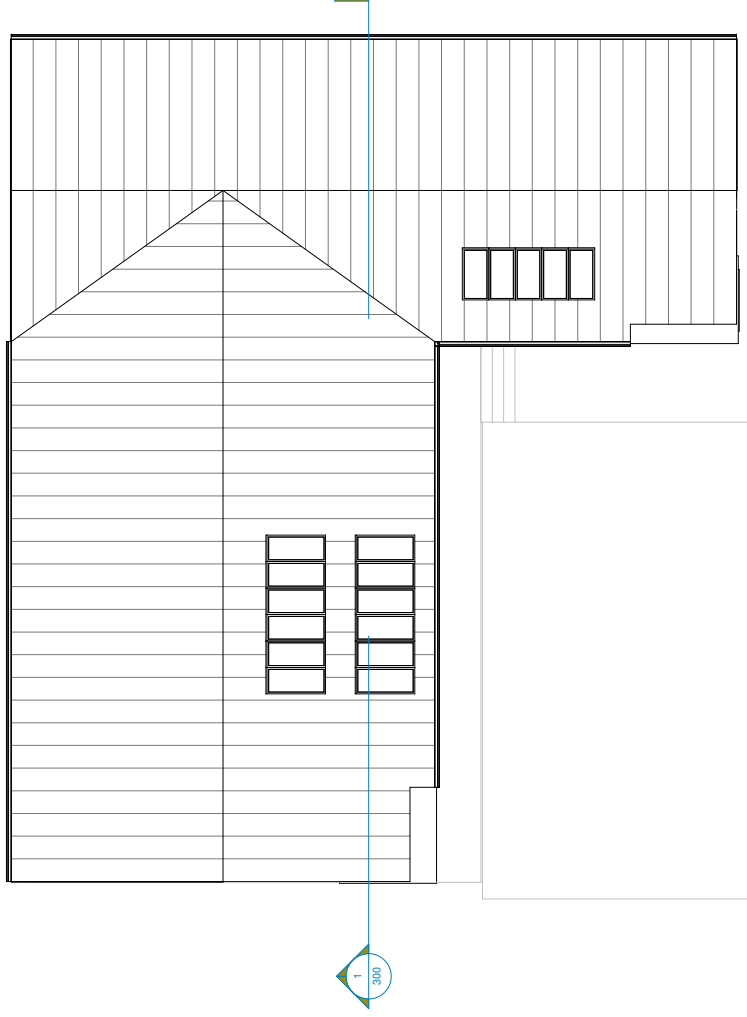
Option 2 Plans



1 Upper Ground
1 : 100



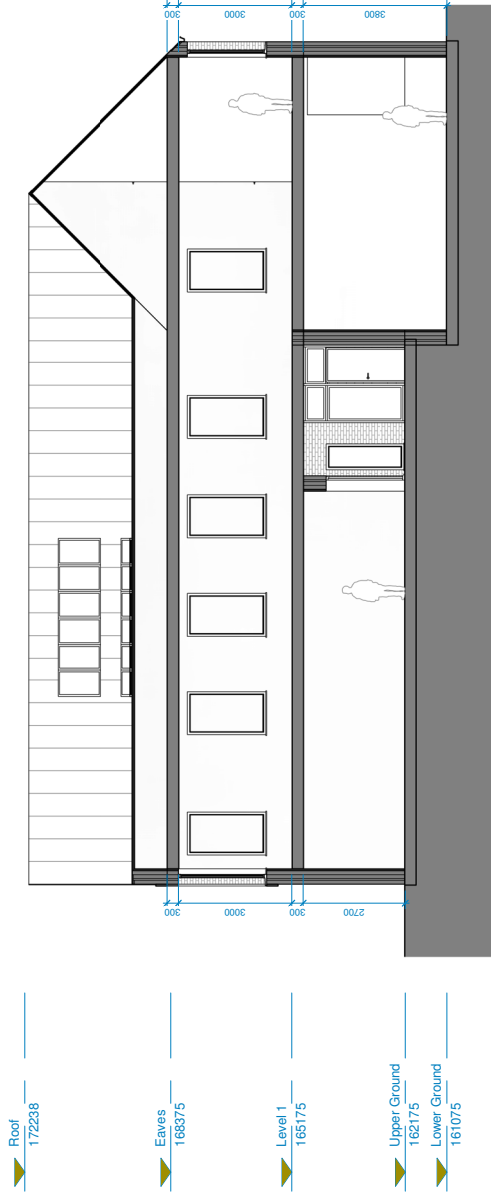
2 Level 1
1 : 100



4 Roof
1 : 100

* Note - Scale when printed A1 Size

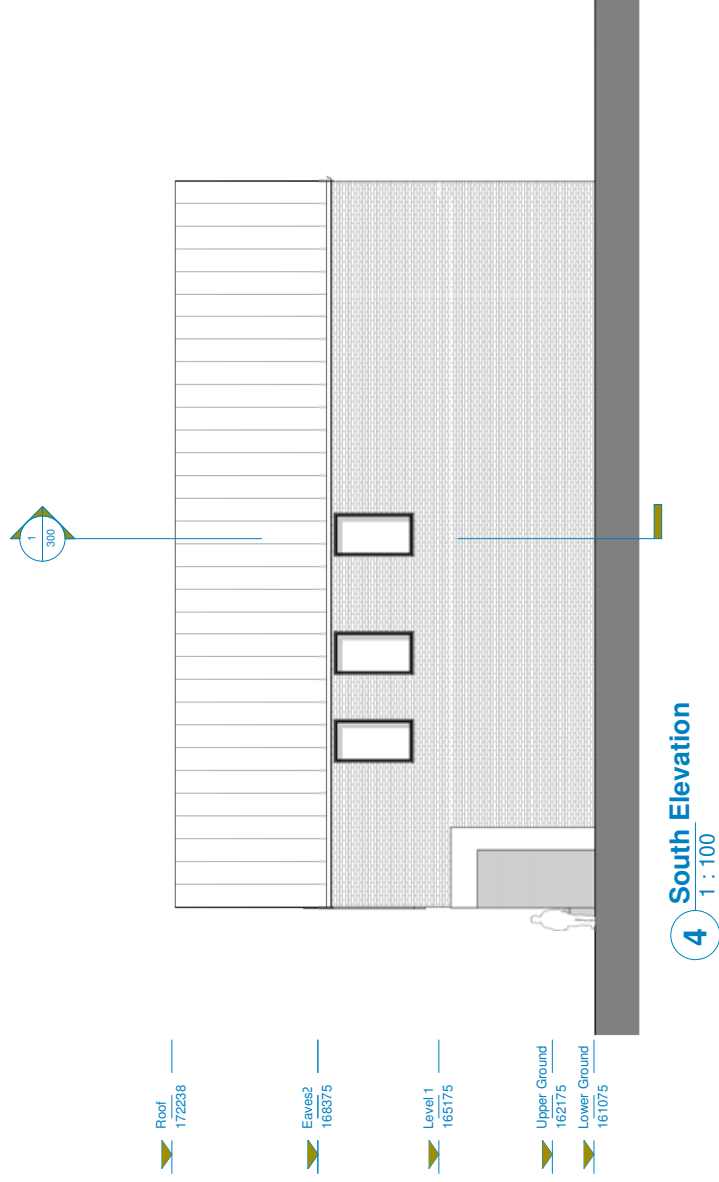
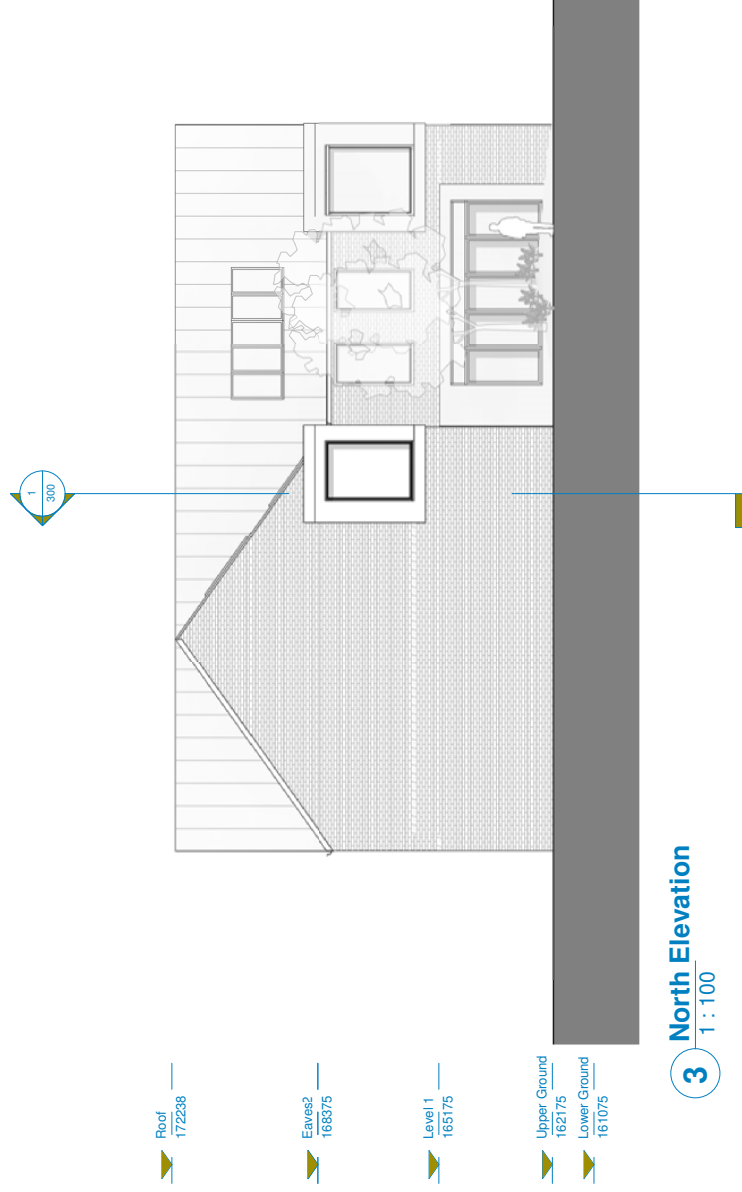
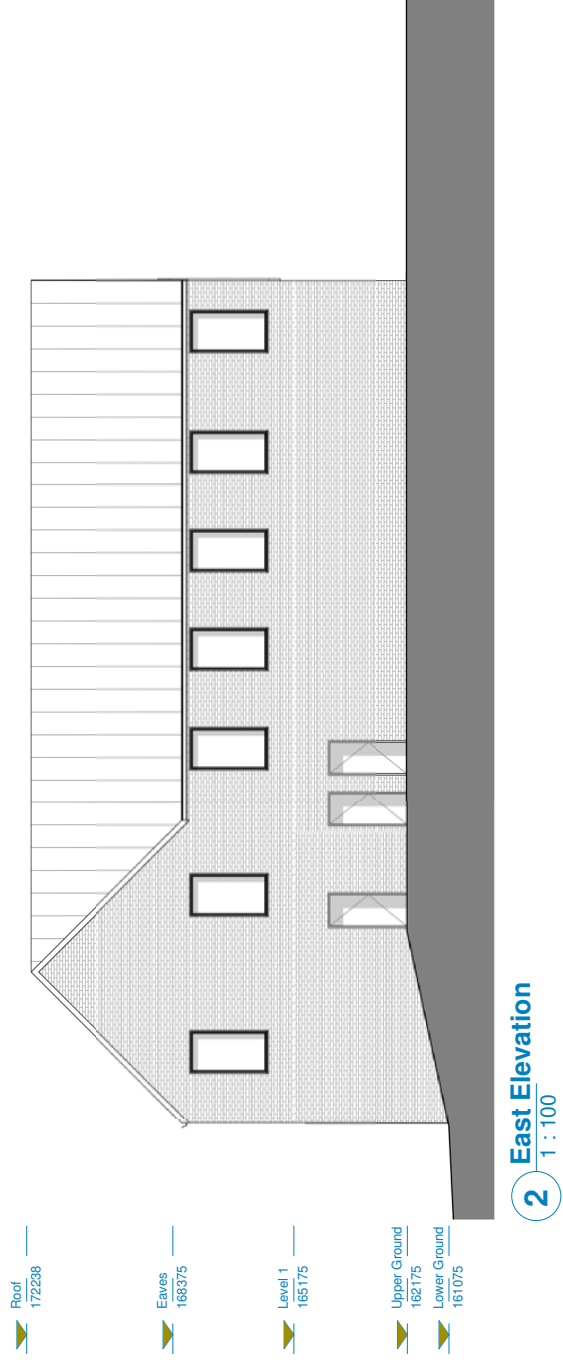
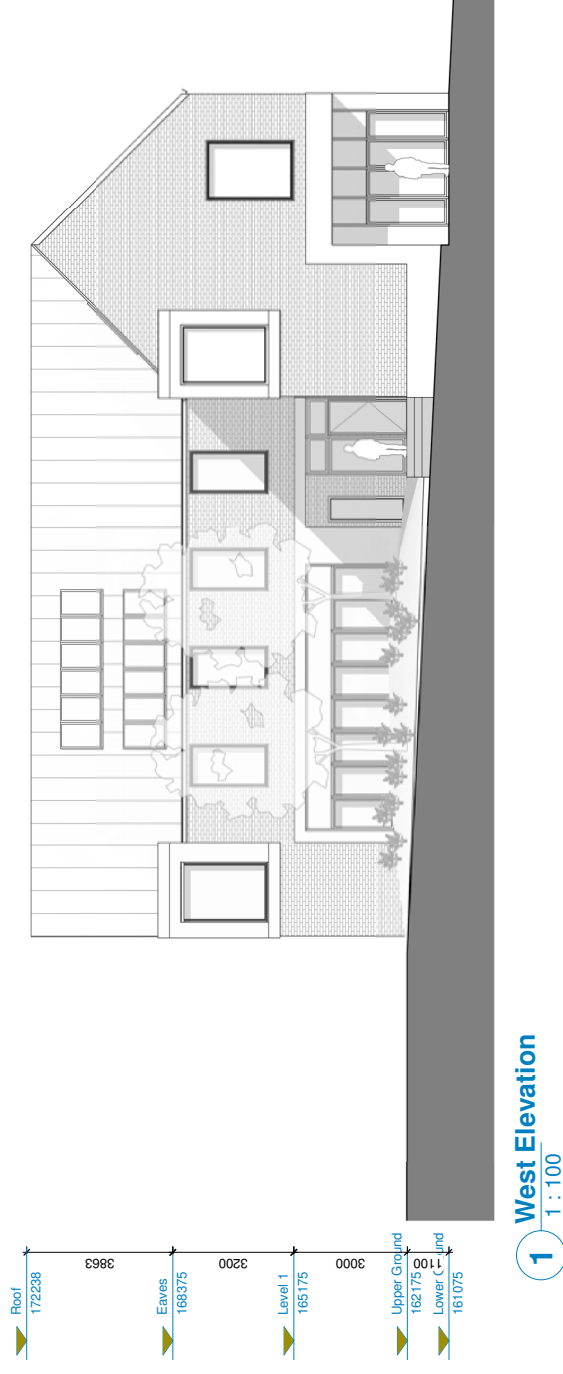
Option 2 Sections



1 Section 1
1 : 100

*Note - Scale when printed A1 Size

Option 2 Elevations



*Note - Scale when printed A1 Size

Option 2 Exterior



Option 2

Views along the street



Option 3

Views along the street



