



LISMORE CHURCH

Feasibility Study

for Lismore Community Council
on behalf of The Lismore Church Futures Group

STUDIO NIRO

*This document is formatted on A4 pages.
When viewing digitally please view as
'spreads'.*

Abbreviations used in this document:

LCFG The Lismore Church Futures
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HES Historic Environment Scotland
CoS Church of Scotland

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Revisions

*Rev - 21 12 23 Draft Issue
Rev A 06 02 24 INTERIM Issue
Rev B 12 03 24 FINAL Issue REV 1
Rev C 29 03 24 FINAL Issue REV 2
 Includes refs to
 Appendix I + IV
Rev D 24 06 24 FINAL Issue REV 3
 Incorporates client's
 final comments.*

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This study has been commissioned by Lismore Community Council on behalf of The Lismore Church Futures Group (LCFG), a collaboration between various interested individuals and community bodies on the Island of Lismore, including Lismore Community Council, Lismore Community Trust and Comann Eachdraidh Lios Mor (CELM).

INTRODUCTION

*Right | Oblique aerial
view.1991; RCAHMS Aerial
Photography
Catalogue Number SC
1699508
Permalink <http://canmore.org.uk/collection/1699508>*

EXECUTIVE SUMMARY LCFG was established in response to the intended disposal of The Cathedral Church of St Moluag on Lismore by the Church of Scotland [CoS] and in 2023 lodged an application to constitute as a Community Interest Company. The CoS assets includes the Church, Church House; and the surrounding Glebe Land. The Glebe land is now subject to a transaction between CoS and the current tenant and is therefore not part of the assets available for community purchase.

This feasibility report, equivalent to RIBA [Royal Institute of British Architects] Stage 0-1, has been commissioned to help determine the potential for the Church and Church house to come into community ownership and management. The report includes:

- > Conditions Survey of the Church;
- > Conservation Statement for the Church;
- > Context + Market Appraisal;
- > Options Appraisal for the Church and Church House;

The options appraisal explores strategic proposals to test 'what' type of intervention is appropriate and financially viable, and 'how' such an intervention might be handled to secure a sustainable future for the site, that is both poetic and pragmatic, meaningful and manageable.

The report concludes with recommendations on property acquisition and suggested options for use and associated strategic proposals which are considered to offer a financially viable future for the site.

1. Refer to page 60-61 for an overview of the RIBA Plan of Work





PROJECT DEFINITION + PRIORITIES

Through consultation¹ with the community of Lismore, and through the course of this study, the following project priorities have been identified and agreed on by LCFG:

1 Consultations:

- Questionnaire survey
(hosted on the SmartSurvey platform) Nov – Dec 2022 :
99 respondents answered
12 questions.
- Drop-in workshop –
28/01/2023: 52 people
participated.
- Workshop event –
18/02/2023: 24 participants
(15 apologies)
- Meeting with business
owners – 10/12/2023 at
Lismore Cafe.

2. Subject to negotiation with the new owner of the Glebe, there may be opportunities for public access, interpretation, further archaeological excavation and energy generation in the Glebe.

3. An initial discussion with HES was had as part of this study. Refer to Appendix III for a note of this meeting.

Above: View of Church from north west.

- > Development and ongoing activities should reinforce and compliment the heritage and spiritual nature of the site.
- > Interpretation of site heritage and ongoing research should be integrated.
- > Repair and upgrade the fabric of Church building should be carried out where required, and in an appropriately sensitive manner to safeguard the heritage significance of the building and address current building condition issues.
- > Uses must provide sufficient and sustainable income to support the ongoing running costs of the church building.
- > Uses must not compete with other island facilities.
- > Proposals should support continued worship by the congregation.
- > Development must permit sufficient adaptability of use in order to safeguard the long term sustainability of a project for the community.
- > Proposals should avoid or minimise volunteer input.
- > The scale and scope of the project must be manageable for the community in both development and in-use stages.
- > Where appropriate the environmental performance of buildings should be upgraded to improve comfort and reduce energy use.
- > Opportunities for the development of apprenticeships/training in traditional building skills through the project should be considered.
- > The final proposals must be supported by HES and other stakeholders.³

SITUATION

The pure, the bright,
the pleasant,
the sun of Lismore;
that is Moluoc,
of Lismore in Alba.¹

ISLAND The long and narrow island of Lismore [approximately 2.5km wide and 15km long] stretches along Loch Linnhe and sits at the base of the Great Glen fault line- a geological fault-line that stretches northeast to southwest from The North of Shetland, through Loch Linnhe and on to North America.

The geology of Lismore is also part of the history of the site. Unlike the majority of the western highlands, indeed Scotland, the island is mainly of limestone formation. As this was an important resource for building lime, needed for mortars, it also had advantages in 'sweetening' (deacidifying the soil) allowing better soil fertility and a wider range of plants to be grown than elsewhere in the region.

The islands name is believed to come from Lios Mor- meaning the great 'enclosure' or garden.

During the 6th century a wave of Irish missionaries were sent to the western Isles. They often established bases in the small isles, allowing further trips via the great glen into the north and north east and were responsible for the first wave of christianisation of Scotland or, at least, its consolidation.

The sites established in this era include Whithorn (St Ninian) and Iona (St Columba). Although much less well known, a teaching centre at Lismore was believed to be established by St Moluag at a similar time.

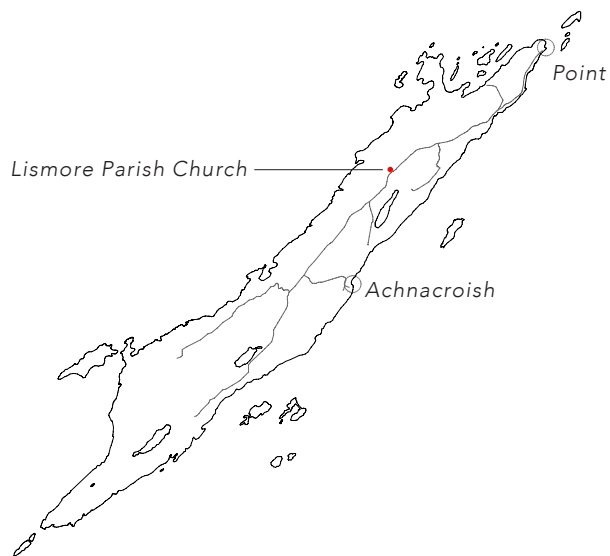
The two former monasteries have been heavily restored, particularly Iona in the 1920-50s, but Lismore has been far less studied, at least until recently: and its importance is still not fully recognised. Despite the later 12th century cathedral being named after him, the site is yet to be categorically linked to St Moluag's 'original' monastery, although there is a huge amount of archaeological evidence that some form of monastic settlement was on (or very close to) the site of the church.²

The island of Lismore was clearly important even before St Moluag, with important bronze age cairns and brochs in several locations.³

1. *The Martyrology of Oengus the Culdee*

2. Dr Claire Ellis, Society of Antiquaries of Scotland presentation, June 2023: <https://www.youtube.com/watch?v=8hkB0tgaUcE>

3. Excerpts from Munro Allison Architects, Lismore Parish Church Conservation Appraisal have been integrated into this section of the report. Refer to Appendix I for the full report.



Map of Isle of Lismore [above]



Map of Scotland [above]

Situation

SITE The site at Clachan, is immediately adjacent to the main road (B8045) which runs the length of the Island and connects the church with both ferry ports.

The Church sits within a small, divided enclosure, within a landscape of farmland. The church asset for sale is surrounded on three sides by graveyards all are owned and managed by Argyll and Bute Council, with the east edge bounded by the main road.

Beyond the immediate graveyards, there is another remnant of enclosure, possibly of the earlier Glebe or vallum, which also includes land to the south east of the site and the old manse and garden.

The church building is one of the most important buildings on Lismore and dominates the immediate landscape, creating both a physical and intangible landmark on the island. It is clearly visible from the single road, set within a wider man made landscape shaped by the early cathedral, potentially even the earlier monastic use.

There are a series of buildings and man-made structures outwith the immediate church and churchyard which are rich in important archaeological remains, not the least of which is the site of the cathedral nave to the west, but also include the wider Glebe, and beyond that, the cairn, castle, and broch.¹

Archaeological digs have been undertaken within the area of the cathedral nave, to the west of the existing church, and in the Glebe land to the north east and south of the church house. There are still many unanswered questions about the extent and condition of archaeological remains including the matter of the original Church floor level which could have a significant influence on the direction of any future development.

The assets for sale by CoS are:

- > the church building, defined by the external walls of the building and including the access steps at the east ²;
- > the church house [the Wee Manse] and grounds, defined by the boundary fence to the north, east and south and wall to the west ²;
- > the Glebe land of approx. 4.25 hectares, the sale of which is currently being negotiated between the current agricultural tenant of the land and CoS ².

1. Excerpts from Munro Allison Architects, Lismore Parish Church Conservation Appraisal have been integrated into this section of the report. Refer to Appendix I for the full report.

2. Refer to site diagrams overleaf.



1.



2.

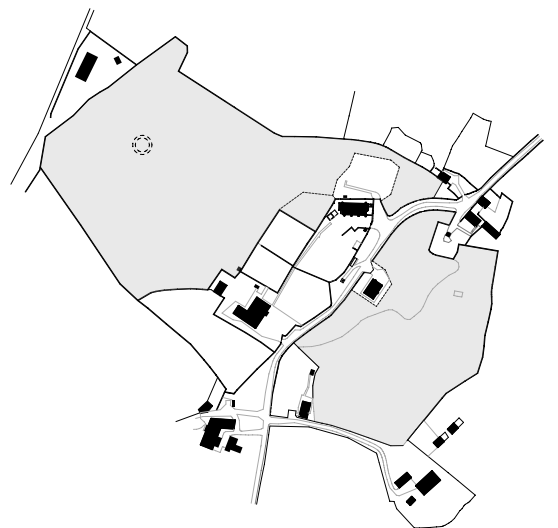
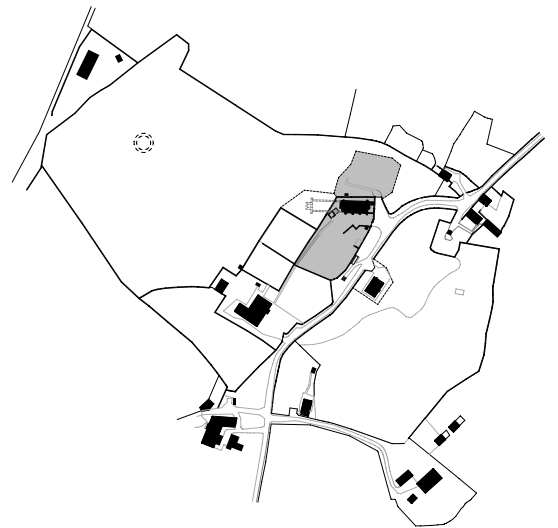
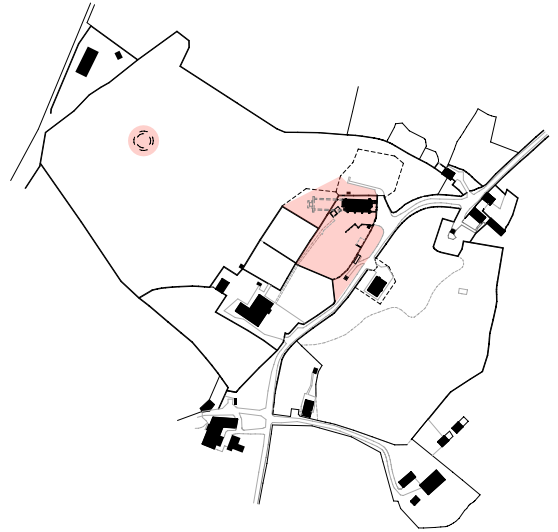


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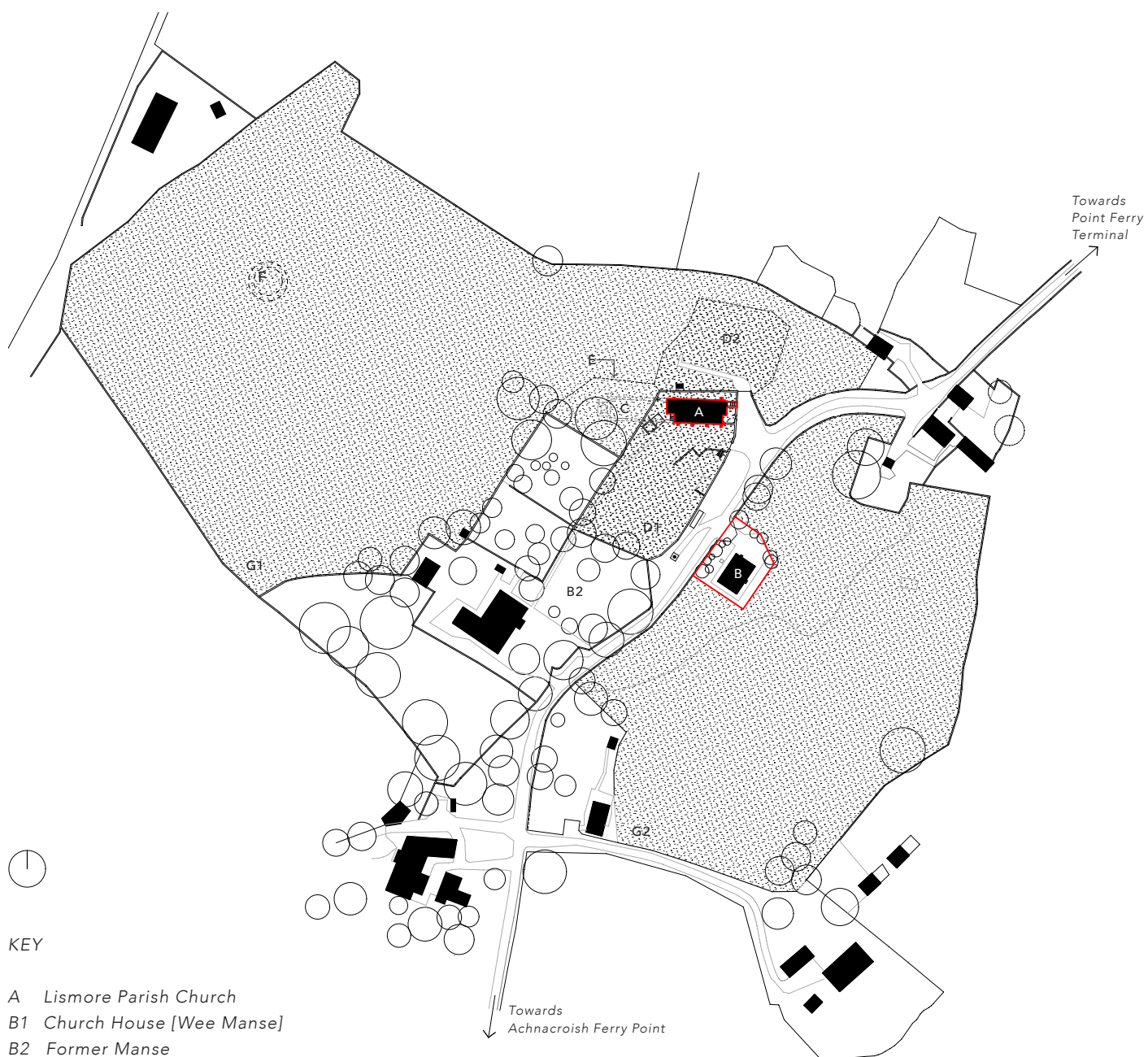


4.

1+2. View east towards the coastline of Argyll and beyond;
3. View from the historic graveyard towards the ChurchvHouse;
4. View north from the Church House towards the Parish Church.



Current land ownership/ tenancy diagrams.



KEY

- A Lismore Parish Church
- B1 Church House [Wee Manse]
- B2 Former Manse
- C Former nave + tower of Cathedral
- D1 Historic Graveyard
- D2 Modern Graveyard
- E Temporary fencing placed around previous area of archaeological investigations
- F Carn Mor
- G1 Glebe [west]
- G2 Glebe [east]

- CoS assets for potential sale to LCFG
- Area of Scheduled Monument
- Area of Graveyards owned and managed by Argyll+Bute Council
- Area of glebe land currently leased by CoS to a local farmer

BUILDINGS

Refer to Appendix II for full Conservation Appraisal and Building Conditions Survey
Refer to Appendix III for building drawings

CHURCH Lismore Parish Church was created from the ruins of St Moluags Cathedral in c.1750. The earlier cathedral itself was commenced in the 1250s, likely on, or near, the site of the earlier Christian monastery set up by St Moluag.

The church that stands today was formed in 1749, built upon the choir of the medieval cathedral. The building has undergone various alterations including lowering of the wall head.¹ Exterior walls are finished with a cement harl and concrete copes to the gables. The roof finish is slate with cast iron rainwater goods.

Elements of medieval stonework are expressed internally, however most of the internal walls have been dry lined. Timber roof trusses are expressed. A timber stair [non-compliant with current building standards] leads to an upper gallery.

The building is listed, Category B, however the wider site is a scheduled monument and this includes the ground below the current church.

A small congregation continue to use the church as a regular place of worship and the community still hold ceremonial life events here such as weddings, funerals. The good acoustics lend the space well to performance and concerts and theatrical productions have been held here too.

Receptions related to events are typically held off site at the community hall or the Heritage Centre due to the lack of on-site facilities.

Space: the main volume of the church is well proportioned and offers good acoustic qualities. Fixed pews limit the flexibility of the space.

Access: The entrance lobby at the east is constricted and offers no ceremony to arrival. Existing levels prohibit an accessible entrance - both entrances involve steps.

1. *Refer to dating diagrams overleaf.*



Comfort: Lack of adequate heating makes use of the space in colder weather uncomfortable and due to the large volume and lack of thermal insulation, the building is expensive to heat using conventional methods. Opportunities to sensitively and appropriately upgrade the building performance and integrate renewable technologies should be appraised.

Above: church viewed from south west. This was the direction from which people would have approach the building prior to the entrance reconfiguration in the 1890s.

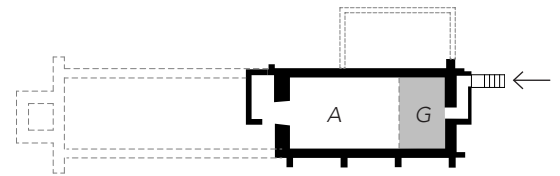
Utilities: There is no water supply or foul drainage serving the building and users rely on the use of the church house for kitchen and toilet provision. The title deeds indicate that there is a right of access across the adjacent grounds for utility connections and maintenance, although there are sensitivities to this given the burial ground and scheduled status of the site.

Refer to Appendix I for a more comprehensive description of the Church's building and setting, historical background, statement of significance and condition report.

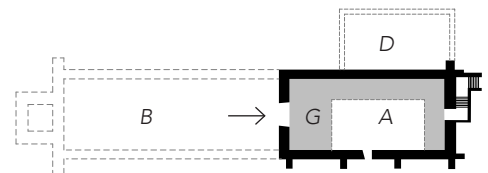
Buildings



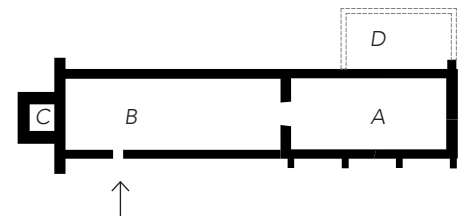
Left from top to bottom:
 - Church interior looking west.
 - Church interior looking east
 Below: Dating Diagrams



1890s



1750s



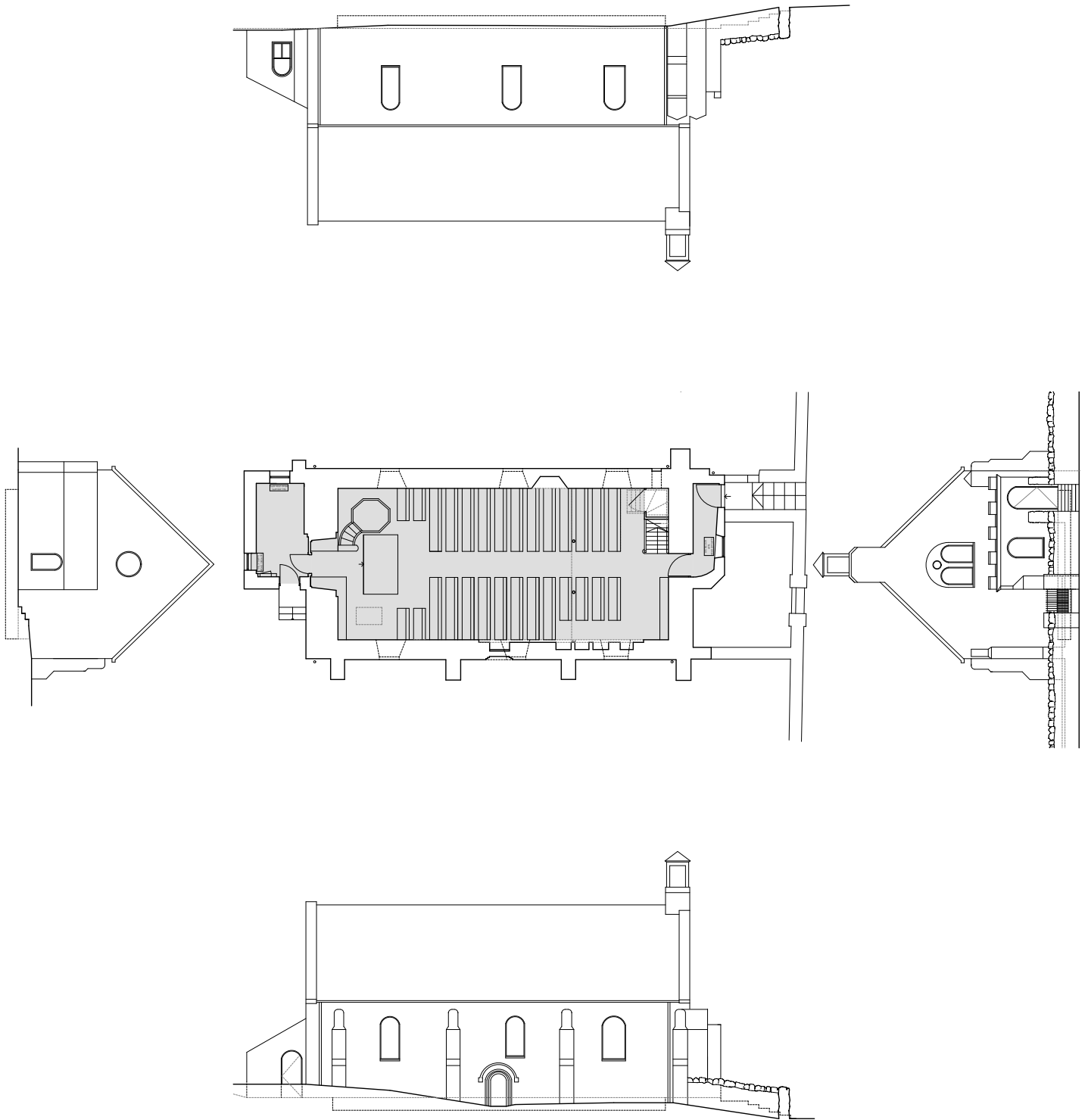
PRE-REFORMATION

KEY

- Building
- Upper gallery
- Below ground remains

- A. Choir
- B. Nave
- C. Tower
- D. Foundations of sacristy
[date unknown]
- E. External stairs
- F. Porch
- G. Upper gallery





Above: Existing Church drawings.
Refer to Appendix III for scaled and
annotated set.

CHURCH HOUSE The church house is a 1980s single storey bungalow. The construction is assumed to be timber kit with blockwork or brick outer leaf and dry dash harl finish. The roof is tiled with concrete tiles. Statutory consents for the building have not been found via the local authority.

The house is centrally heated and is served by a private septic tank. [the exact location of this is still to be confirmed.] There is no level access to the house, with steps at both entrance doors.

The house sits on part of the former Glebe land which is rich in archaeology. Construction of the house is likely to have resulted in disruption to any archaeological remains in the immediate vicinity.

The massing of the house, proportion of openings and pitch of roof do not reference those of more traditional buildings on the island [which are diverse] and the building is generic in its appearance.

Opposite page:

Top left: View of house from north entrance gate;

Top right: view of house from church yard, north west;

Bottom: existing house drawings.

KEY TO PLAN

1. Entrance
2. Dining
3. Living
4. Bedroom
5. Kitchen
6. WC
7. Bathroom
8. Utility

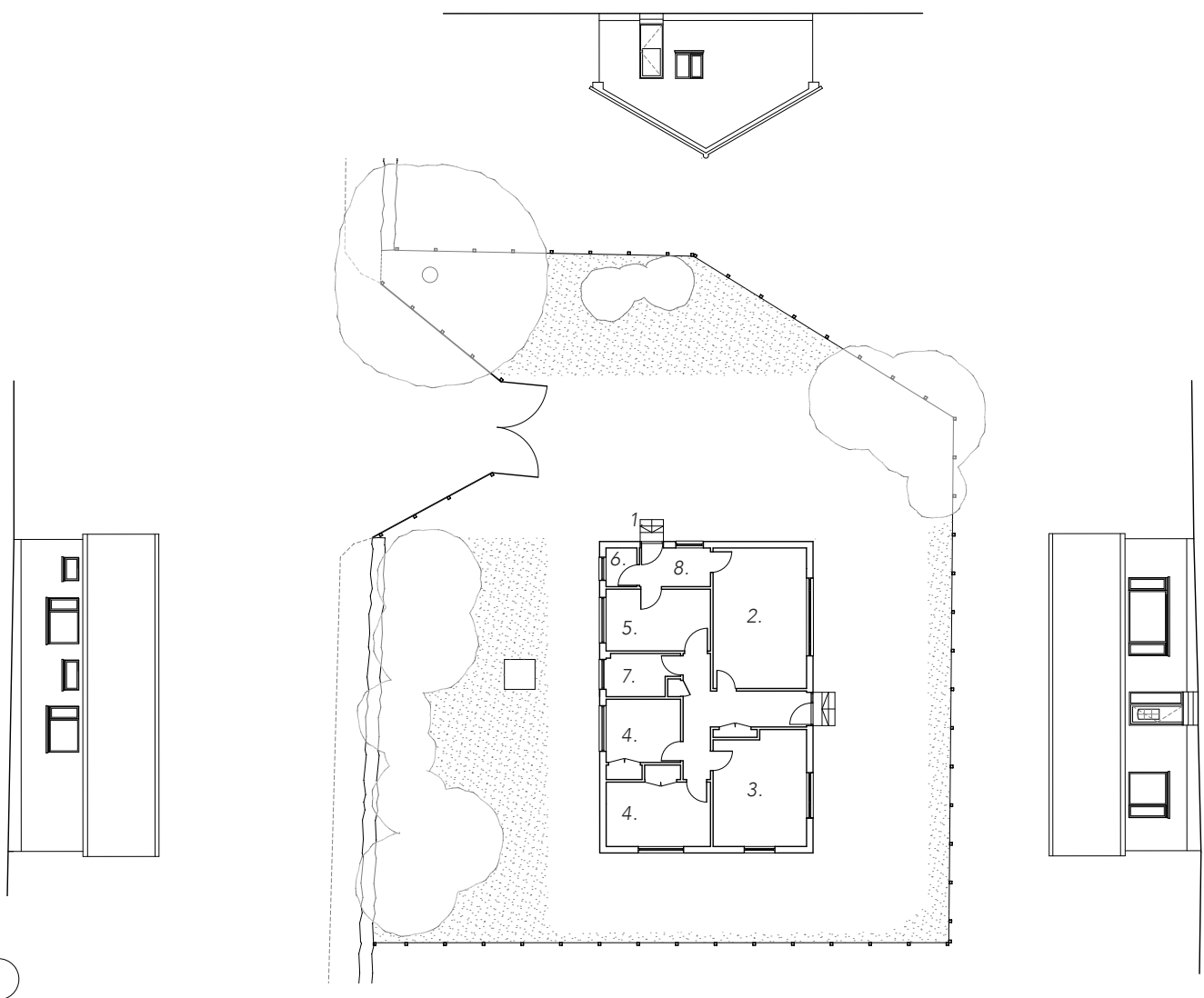
Church groups use the house for meetings, for kitchen and toilet facilities, and the parish minister stays here on occasion.

No obvious damage to the building has been observed, however due to the date of construction it is assumed that there is little to no thermal insulation in the building envelope. The interior is functional, but dated.

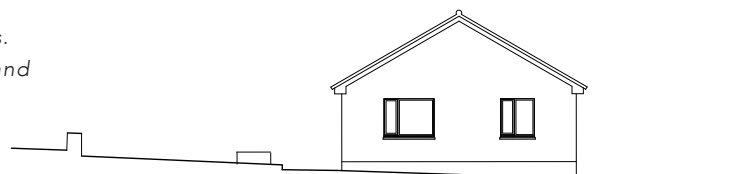
OPPORTUNITIES + CONSTRAINTS

The relationship of the building to the site is awkward and the landscape directly around the house lacks character which does not help to situate the building in its site.

The scale of the property lends itself to a modest development. Extending, or building a new development on the site could be considered, subject to the appropriate consents and archaeological watch provision.



Above: Existing Church drawings.
Refer to Appendix III for scaled and
annotated set.



CONTEXT + MARKET APPRAISAL

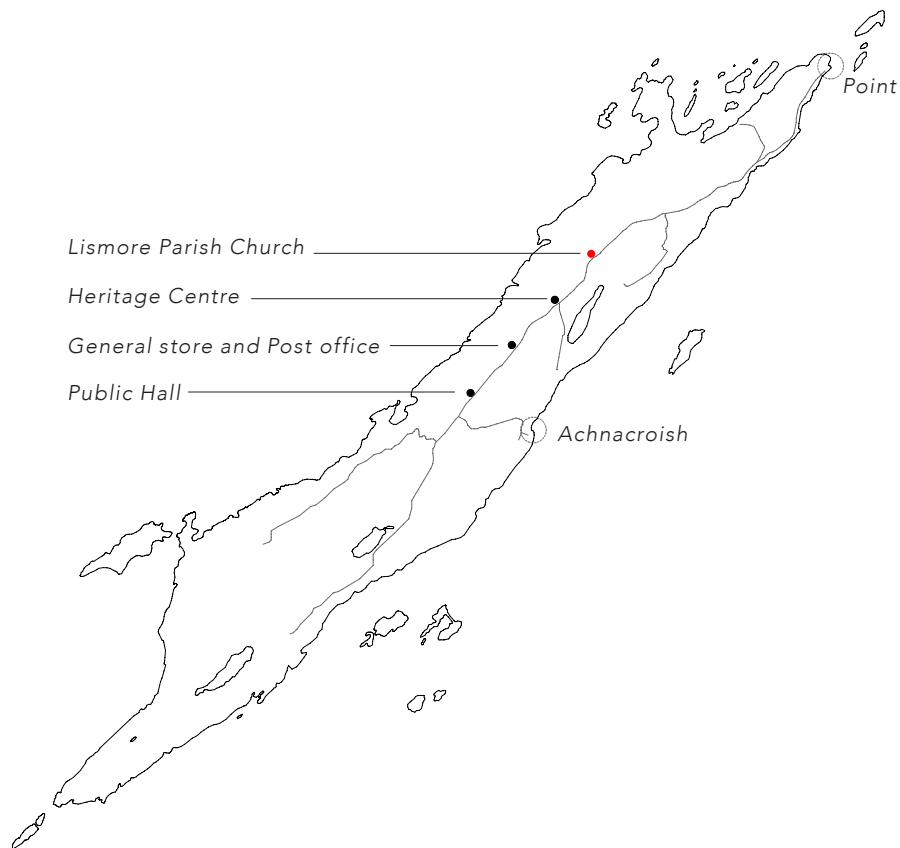
Summary from Appendix II

The Isle of Lismore is home to a dynamic and active resident community, as shown by the number of existing facilities, and community and private projects currently underway.

Right: Plan of Lismore

ISLAND FACILITIES A comprehensive list of island facilities is presented in appendix II, listing facilities in alphabetical order under the categories: attractions / visitor destinations; community facilities; accommodation; businesses; services; events; and future projects.

- > Attractions / visitor destinations have a strong heritage focus and include the high-quality Heritage Centre, dramatic castles and breathtaking brochs, the vast majority of which are free to enter or enjoy.
- > Community facilities are basic (and in danger of reducing) but there is an incredible drive and commitment to improve them. The community hall is of particular note, being both under used and in poor condition with very limited kitchen facilities. It should also be noted that the Heritage Centre provides an important community function for events and activities, particularly over winter months and with the café provides a key social hub.
- > Visitor accommodation on the island is considerable (with more than 12 properties) albeit primarily self-catering.
- > There is a strong entrepreneurial spirit with at least 17 visitor facing businesses on the island, particularly art, foodstuffs and music. They are distributed throughout the island with many artists and makers selling from their studios and online.
- > Services vary considerably, from the 'tatty' Achnacroish ferry point to the quirky phone box shop and the new EV community minibus.
- > Events follow a vibrant programme for such a small population with a local resident winter focus. They include the more lively events in the community hall and the more cultural programme in the Heritage Centre.



- > Future private sector projects include new glamping pods at Achinduin, which will add to the accommodation stock and cater for a younger market and the Point Farm well being retreat, a substantial wellness retreat enterprise (Planning permission has been approved)

It is interesting to note that the key facilities of the public hall, Lismore stores, the Heritage Centre and St Moluag's Cathedral are dispersed evenly along the island's main spine road between the two ferry points of Achnacroish and Point.

COMMUNITY PROJECTS As the impressive Heritage Centre demonstrates, Lismore has long been associated with a dynamic resident community delivering high-quality, forward-looking projects. This

remains equally true today, the local community having just funded the purchase of a fully electric community transport bus and a community buy-out (equipment and service not building) of the Lismore stores island shop through community shares and donations.

Current live Community Trust projects include the further development of the Lismore Stores project (the general grocery shop and Post Office store to be operated by a Community Benefit Society with the longer term aim to relocate the shop to improved premises, perhaps in Achnacroish) and an affordable housing project at Achnacroish (planning approved).

In addition, the Public Hall has agreed to host an electric charging point and there is an ambition amongst some for a new community / island hall, although these have not yet progressed to a development stage.

With the addition of the Church project, there are considerable community projects in motion on the island (given its size and population) and there will need to be a conscious effort to ensure that the Church project complements these existing projects, is conscious of volunteer capacity and does not compete for funding.

GAP ANALYSIS The gap analysis provided in appendix II identifies some of the main socio-economic ventures missing on Lismore at present and adds the most popular suggested uses for the church and church house by the community. These are appraised at a high-level and the following are considered the most appropriate uses to be taken forward for consideration in the options appraisal and feasibility stage.

- Aging population facilities
- Artistic / cultural Residencies
- Children / youth facility
- Church use / life events
- Enhanced visitor retail
- Event and function support
- Heritage interpretation
- Overnight accommodation (church users)
- Quiet space
- Resident (long let) accommodation
- Training / workshop venue
- Venue hire / performance space

MARKET APPRAISAL A detailed market appraisal is provided in appendix II, covering the resident and visitor markets, tourism trends and project specific markets.

- > Lismore has a resident population of only 187, of which almost 60% are 55 or over, although it does draw on a local mainland population of almost 10,000 people.
- > Scotland's visitor market is now close to pre-pandemic levels, with growth fuelled by the domestic Scottish market. Lismore has a fairly stable visitor market (based on ferry passengers), with an estimated 11,880 to 14,520 visitors to the island annually.
- > Tourism trends identified as particularly appropriate to the project include 'voluntourism', localism and authentic experiences, wellness tourism, artisan retail, demonstrating green credentials and appealing to families and young people.
- > The project specific markets investigated and summarised comprise pilgrimage (St Moluag's Cathedral forming the end to the Dalriada Way), destination weddings, spiritual retreats and wellness tourism and cultural workshops and courses.
- > Lismore is limited by its small island population, its reliance on ferries and ferry timetables (with day visits predominantly visiting without a car) and its small visitor numbers. However, it has strong appeal for:
 - Heritage, art/craft and wellbeing
 - Niche visits and more unique experiences
 - Older people both in terms of visits and residents

The key outcome of the market appraisal is that the church venture will need to generate high spend from low numbers and / or be realistic about what is achievable in terms of income generation. It is also very likely that a variety of compatible uses catering for different markets throughout the year will be required to ensure sufficient levels of use and income.

OWNERSHIP + MANAGEMENT

*Lismore Church Futures
Group:*

*Sebastian Tombs – Chair
Mandie Currie – Secretariat
Robert Hay
Douglas Breingan
Stephen Green
Rosemary Barry
Clare Haworth
Jennifer Baker*

GOVERNANCE The project is being managed by the Lismore Church Futures Group (LCFG), which is a registered Scottish Charitable Incorporated Organisation [SCIO]. The purposes of the SCIO 'Kilmoluag Lios Mor' are outlined below and provide the basis for the types of activities and uses for the Church site:

1. The protection, maintenance and sustainable use of the Cathedral Church of St Moluag building and Church House for the benefit of the Community, compatible with the site's historic importance and spiritual history.
2. To promote and raise awareness and understanding of the archaeology, heritage and spiritual history of the Church and its surroundings, and its importance in a national context.
3. The advancement of the arts, heritage, culture and / or science through the creation, improvement and on-going support of associated sites, infrastructure and activities.
4. To stimulate interest in, and care for, the beauty, character and environment of Lismore.
5. To encourage the preservation, development and improvement of the island's features of general public amenity or historic interest.
6. The advancement of education, lifelong learning and skills development through the creation of, and support for, education and training infrastructure and activities.
7. The advancement of citizenship and civic virtue by raising awareness of the historical and cultural significance of Lios Mor and engendering Pride of Place; by promoting understanding of human impacts on landscape and environment; and by providing and promoting opportunities for active involvement in the protection of natural, cultural and built heritage.
8. In pursuance of the above objects and as a means of generating funds to support its activities the organisation will engage in the ownership, leasing and management of land, buildings, vehicles and other community assets.

The SCIO is an ideal governance structure for the group to take forward the project and is potentially suitable for all of developing the project, taking ownership of the building(s), delivering the capital works and onwards to operation.

As the project moves forward towards full funding there will be two linked elements that will need to be considered and both will be dependent upon the final mix of agreed uses for the building(s), project costs and anticipated turnover. These are:

- > VAT – the group will need to consider the most advantageous VAT position for the project in terms of both its delivery (reclaiming VAT on capital works) and its operation (its VAT income and expenditure). This will also be linked to the likely operating turnover. Specialist VAT advice will be needed.
- > A trading subsidiary – the group will need to consider if a trading subsidiary is required to operate the ‘commercial’ elements of the operation, which elements of the operation / building(s) fall within the trading subsidiary and how it links with the parent SCIO.

OWNERSHIP SCENARIOS Whilst LCFG have expressed their preferred ownership arrangement, this report also highlights other potential scenarios:

1. Community purchase of church + house: this is the preferred option by LCFG in order to safeguard the heritage of the site and community interests, subject to a viable business model.
2. Community purchase of church only: in this scenario the activities of the church must be financially self sufficient. The community would lose control of house and potential income and key services / support that this could provide.
3. Assets purchased by another body, with the community taking on a tenancy or operating in partnership, e.g. with Historic Churches Scotland. This scenario could also include for example St Moluag’s becoming a ‘Historic Signature Church’, a concept currently being investigated by the Church of Scotland to secure viable futures for significant historic churches that are vital to the community.

4. Community do not purchase or lease buildings and they are sold by
CoS: This option is not supported by the community, however may be
the conclusion if no viable business model can be established.

SKILLS AUDIT The Lismore Church Futures Group undertook a skills audit of their members, with responses from eight out of the eleven members of the group. The audit revealed a highly experienced group with a broad range of skills. Indeed, the group was able to demonstrate sufficient skills, with three or more members possessing experience, in:

- Activity / event planning
- Activity / event delivery or management
- Administration
- Campaigning / fundraising
- Capital or community projects
- Charity / voluntary organisation governance
- Community links and consultation
- Customer care
- Education and training
- Enterprise / business development
- Exhibition development
- Funding / grant applications
- Heritage knowledge
- HR / employee management / training
- Leadership
- Local knowledge
- Operational planning
- People skills
- PR / marketing
- Project management
- Property maintenance
- Tourism / visitor knowledge
- Volunteer management

In addition, some level of experience / skills, by one or two members of the group, were demonstrated in:

- Conflict resolution
- Finance / Accounting

- IT
- Market research
- Collections management (historic collections)
- Procurement / contracts
- Project planning
- Social media / website maintenance

For the above eight skill areas where some level of experience is noted, it is recommended that additional training or additional project advisors, drawn from the wider Lismore community, are involved as the project develops. The only area in which the skills audit revealed a lack of skills / experience was in legal matters. It is recommended that, as the project develops, LCFG either find suitable additional group members / external advisers for legal issues or acknowledges that paid professional assistance will be required.

The skills audit also considered the amount of extra / additional time that LCFG members could apply to the project as it moves forward. It was noted that some members are already contributing substantial hours to the project, one as many as eight days per month. Nevertheless, the audit revealed that a further 21.5 days per month could be applied to the project by the eight members of group.

This shows a strong level of commitment as well as considerable experience amongst the group. However, depending on upon the end uses agreed and the nature of operation, it is highly likely that additional volunteer time will be needed and that additional volunteer input from the wider Lismore community will be required.

It is also recommended that given the scale and complexity of the project that a paid project development officer is employed to lead the development and delivery of the project, most likely followed by a paid venue manager to operate it.

POSSIBLE USES + VIABILITY

The viability review consists of high-level financial models and assessments for:

- > A series of potential uses determined from the gap analysis, market appraisal and community consultation.
- > The Church and Church house or Church only.
- > Key risks associated with each use.

BASELINE OPERATING COSTS

Historically Lismore Parish Church annual expenditure, as submitted to OSCR, varied from just under £16,000 in 2018 to £28,000 in 2016, although this includes kirk session activities and spend on the building. The client team have estimated that the annual running costs are likely to be a minimum of £20,000pa, although this includes high costs for insurance (£4,000), heat and light (£6,000) and building repairs / maintenance (£8,000).

Based on examples of similar sized churches elsewhere and an assumption that a more efficient heating and lighting system is installed and that the building is refurbished to a high standard with reduced repair liabilities, it is suggested that the baseline running costs for the church alone are more likely to be in the region of £12,000pa, not including any staff costs, for example:

– Insurance	£1,500
– Marketing costs	£500
– Building repairs sinking fund	£1,000
– Building annual maintenance	£1,500
– Electricity	£3,000
– Cleaning and consumables	£1,200
– Recycling septic tank	£400 <i>(assuming new WC on site)</i>
– Accountancy / admin.	£1,300
– Internet / booking / payment system	£1,000
– Other / contingency	£600
<hr/>	
Total	£12,000

Adding in the church house will obviously increase these costs, relative to the types and intensity of use and the scale of the building.

CONSIDERATION CHURCH ONLY

Initial figures suggest that in a 'church only' option, assuming toilets are on site (and ideally a tea-prep or similar) and with an online, electronic donation system the operation is likely to be viable.

Including the church house in the project increases the scope of the 'offer' and the potential for greater income generation as well as safeguarding an asset in the immediate setting of the church, however, it will also increase project costs, creates funding challenges and increases project risk.

Initial observations leading into options appraisal:

- > There will be advantages in having a flexible approach to spaces allowing for multiple uses at different times.
- > A number of these uses are higher risk and will require time to grow as a profitable venture.
- > There is a question of risk versus ambition; what is the acceptable level of risk for LCFG in delivering uses that go beyond financial benefit to include spiritual and heritage benefits.
- > While low-level church use may be volunteer managed, any significant venue or venue package management will require a paid post. This may need to be grant funded in order to ensure overall profitability.

HIGH LEVEL APPRAISAL OF INCOME POTENTIAL

SITE	USE	INCOME POTENTIAL	OPERATING CONSIDERATIONS	ASSESSMENT
CHURCH	Worship use / life events	Regular worship is likely to generate a small donation income with larger payments (charge or donations) for more major life events	Likely to be primarily island residents (and regular visitors) with mostly planned services and visiting ministers	Important use with <u>low</u> income generation
	Destination weddings	Church hire charges, most likely for wedding service only. Income similarly limited to reflect duration of use, perhaps 2 to 8 pa depending upon marketing and package at c.£300 per time for church service use	Appeal limited by available on island accommodation, suitable reception venue and distance from ferry but could support other island businesses. Considerable time / effort required to promote and manage destination weddings	Weddings likely to be a supporting income stream rather than a focus
	Venue hire / performance space	Most likely a venue hire charge with ticketing managed by others / performers. Perhaps in the region of monthly at £150 each for larger events and weekly at £50 for smaller ones (£4,400 total)	Primarily evening use, extending to full weekend use for 'festival venue'. Will require on site toilet as a minimum and a venue manager role to promote the church and manage use. Potential storage issues of kit / furniture	Good income potential although will require venue manager role
	Quiet space	Unlikely to generate an income beyond donations and often indistinguishable from heritage interpretation visit donations below	Mostly informal, sporadic use by locals and visitors and not always compatible with heritage interpretation visitors below unless 'quiet times' are designated or pre-booked by relevant groups (if linked to themed retreats)	Valuable use but no / little income
	Heritage interpretation	Likely to be donation at perhaps 4,000 visitors per year averaging at least £1 each (£4,000) increasing substantially if electronic payment can be installed (£8,000+)	Requires a high-quality interpretive exhibition and regular opening. Will have exhibition maintenance costs and volunteer guides at peak times would improve the experience	Good income potential with minimal cost implications

CHURCH HOUSE	Resident (long let) accommodation	Perhaps around £800 per month or £650 affordable rate generating £7,800 to £9,600pa plus all bills	Very low availability, good demand, will require some upgrading, assumes two-bedroom property. Tenant to also cover all utilities, insurances, etc. Will require ongoing maintenance costs if lengthy use	Good income with limited cost or resource implications
	Enhanced visitor retail	High appeal and high average sale price (higher end local crafts), perhaps 10,000 visits, 25% sale rate and £20 basket providing a £50,000 turnover	Assuming a wide range of local products, will require staffing and regular opening (possibly seasonal) and at least 50% cost of sale rate. Potentially compatible with artist / cultural residency	Will be profitable, amount of profit will depend upon careful control of staffing and arrangement with artists
	Artistic / cultural Residencies	Accommodation only income, perhaps £200 per week including bills. Residencies varying from one week to 2 months	Assumed to be one person in residence at a time, would be primarily grant funded with some self-funded residencies. Provides added benefit of classes / workshops in the church	Good but mostly reliant on securing residency grant funding
	Event and function support	Potential to increase appeal and capacity of use. However, there will be a 'sweet-spot' where support increases appeal (not just operating ease) but remains within market demand and island capacity	Variable depending upon level of supporting facilities i.e. toilets and kitchen or full reception facility. Minimal support may impact more on operational ease rather than income / profit, while significant destination development may go beyond demand or island capacity. Will also have additional building running costs	Danger of developing facilities beyond demand and island capacity
	Overnight accommodation (church users)	Nightly 'self-catering', reduced rate charge. Very difficult to estimate demand / use and income potential – likely to be infrequent and irregular	Assuming two-bedroom accommodation, therefore limits numbers, guest(s) may expect reduced rate stay. They could also stay in existing on island accom. May increase appeal to some church users but unlikely to deter if unavailable	Unclear, will most likely have significant periods when unoccupied

BOTH/EITHER	Aging population and children / youth facilities	Likely to be low cost, regular, frequent use, perhaps £20 a time 2-4 times per week (£2,000 to £4,000pa) venue only	Dependent upon volunteer, member of staff or other partner to promote and operate – age specific or inter-generational for example yoga, music club or art / craft clubs use	Valuable use and good regular income generation
	Training / workshop venue	Difficult to estimate use (either demand or capacity to deliver) and different activities will require different spaces (church space or house). Currently unclear how these would be managed and delivered	Most likely led by a professional requiring payment (they could lead the package and pay venue hire or could be paid if the package was led by the church group). Some residents will attend but the majority of users will be visitors, requiring on island / Appin accommodation	Uncertain income generation but unlikely to be significant as income will also go to practitioners, catering and accommodation providers
	Retreats	Difficult to estimate income generation as it is not clear who would operate these and how. Possibly venue only hire charge or full package for (very) small groups	Often appeal linked to the mix of experience, the accommodation and the location. If providing all of these, occupancy capacity would be very small, limiting income, if only provide a space for some of the experiences the package is dependent upon others – possible links with the new wellbeing centre at Point	Uncertain income generation

OPTIONS APPRAISAL

The options appraisal considers use and scope of development for the Church and Church House buildings and their immediate sites.

As identified in Appendix I, the heritage significance of the site lies not simply in the Church as a standalone building, but in its relationship to the immediate and wider landscape setting. A holistic project which interprets the site's significance comprehensively, whilst also incorporating appropriate pedestrian access and vehicle parking, will require negotiations with adjacent landowners. Refer to page 32 for further suggestions. Parking has not been appraised in detail, however a schematic layout has been included in Appendix IV.

An extensive range of options have been tested as part of this study. The full range of options are included in Appendix IV.

Based on a balance of financial viability, risk and delivery of the brief, 3no. options for each building are illustrated in this report.

The referencing of options should be read as follows:

Example: **OPTION [c] C-2 = CHURCH | REFURBISH + EXTEND | Layout 2**

<i>Building</i>	<i>Strategic Option</i>	<i>Layout Version</i>
[c] = CHURCH	A = REFURBISH + CONSOLIDATE	1
	B = REFURBISH + RECONFIGURE	2
		3
[ch] = CHURCH HOUSE	C = REFURBISH + EXTEND	4

PROJECT BRIEF

The project brief has been informed by the analysis carried out in the first sections of this report.

CHURCH

> Design criteria:

- Provide accessible entrance;
- Maximise capacity;
- Permit adaptability of use in order to safeguard the long term sustainability of a project for the community;
- Integrate heritage interpretation;

> Heritage + Archaeology considerations:

- Proposals should seek to remove existing elements that negatively impact the building/site's heritage significance;
- Proposals should emphasise the spatial volume of the church, defined by the medieval walls;
- Proposals should support/enhance the legibility of the historic [pre 1890s] entrance sequence;
- Proposals should support/enhance the legibility of the connection between the medieval choir and nave.

> Use options:

All options should consider a mixed programme for:

- Ongoing worship;
- Venue for life events;
- Heritage interpretation;
- Training/workshops;
- Artistic/cultural residencies;
- Performance space.

CHURCH HOUSE

> Design criteria:

- Provide accessible entrance;
- Maximise income potential;
- Permit adaptability of use in order to safeguard the long term sustainability of a project for the community.

> Heritage + Archaeology considerations:

- Proposals should take cognisance of the immediate archaeological significance of the immediate site;
- Proposals should ensure that the Church House remains subservient to the Church building;
- Proposals should seek opportunities to relate the building more appropriately to its setting.

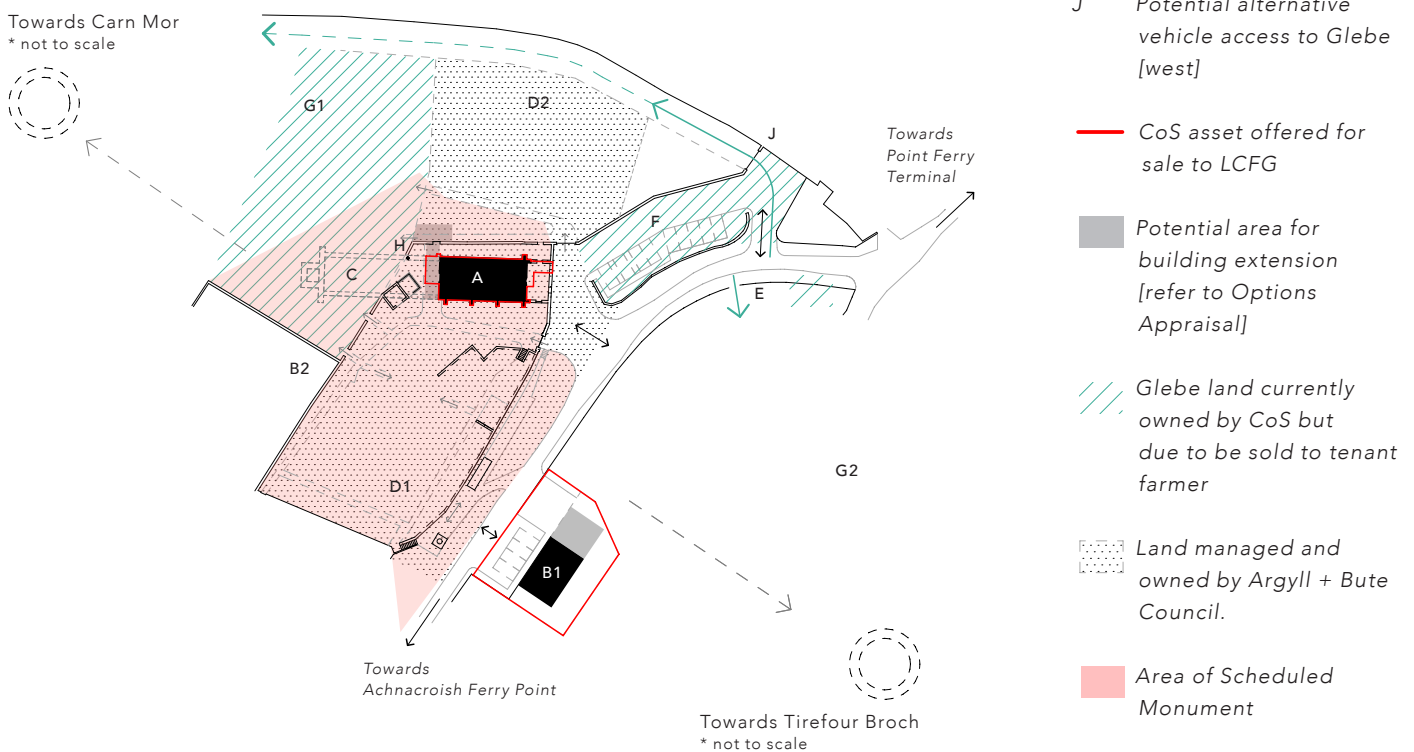
> Use options:

- Resident (long let) accommodation;
- Church support;
- Artistic/cultural residencies;
- Overnight accommodation;
- Enhanced visitor retail;
- Workshops/studios.

SITE APPROACH

All of the Church options included within this report require access for maintenance and/ or works on land out with CoS asset being offered for sale to LCFG and will require negotiation and approval from the relevant land owner, in advance of further development. This includes works to the external fabric of the church, boundary walls and pathway improvements.

As outlined via the Conservation Appraisal, the setting and surroundings of the Lismore Parish Church holds as much significance as the Church building that remains today. Wider site access and interpretation, beyond the extents of the graveyards, would bring significant value to a visitors experience, and additional land will also be required to cater for an increased car parking provision. The following diagram highlights areas affected by the proposals and land where access or/and purchase maybe required as part of the future development.



BUILDING CONDITION REPAIRS

All Church options include building condition upgrades as summarised via the Building Conditions Upgrade works in C-1 Table/ Appendix IV. Cost allowances for these items have been integrated into the strategic construction costs presented for each option.

DOWNTAKINGS + DEMOLITIONS

The Church options, illustrated overleaf, include the following dunting and demolition works, in addition to those included as part of the Building Conditions Upgrade works.

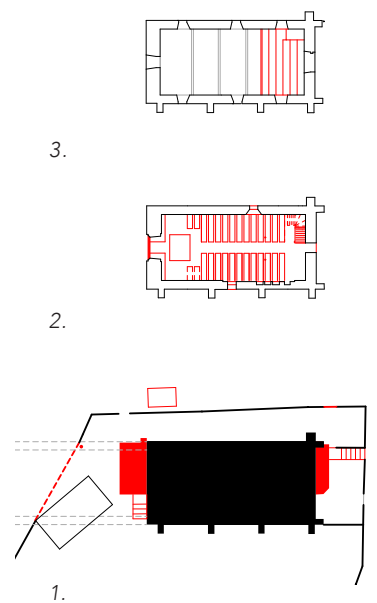
D2 scope includes:

- > Demolition of Porch structure [east side] footprint =8m2
- > Demolition of Vestry structure [west side] footprint =16.5m2
- > Opening up and removal of the infill wall at the existing arched opening at the west face of the Church [between main church/ vestry];
- > Removal of existing doors;
- > Part removal of existing external graveyard walls;
- > Removal of existing concrete steps at east Porch;
- > Removal of existing raked balcony, seating and associated structure.

A full range of dunting and demolition scopes are integrated in the Church Comparison Schedule within Appendix IV.

There is a strong desire from LCFG to investigate the medieval floor level which is believed to lie below the existing timber floor and later 18th C stone flagged floor. Further commentary provided via p33 in Appendix I.

For the purposes of the options appraisal these works have not been included. However, all options illustrated could accommodate a lower floor level but require commensurate lowering of external ground levels. Any investigation into this will need scheduled monument consent and archaeological input.



Above:
Diagrams illustrating extent of
D2 demolitions.

- 1 Site plan diagram
2. Ground Floor Plan diagram
3. Mezzanine Plan diagram

KEY
Existing building ■
Existing —
Duntakings ■

Options Appraisal

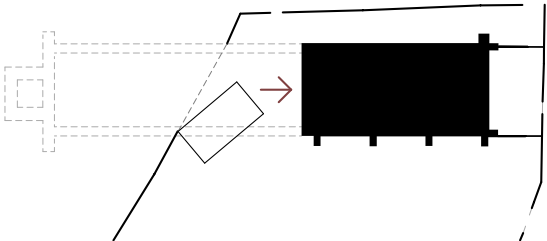
CHURCH OVERVIEW

KEY TO PLAN DIAGRAMS

- Existing building
- Existing wall
- New building
- Remains of nave
- Main entrance

NOTES

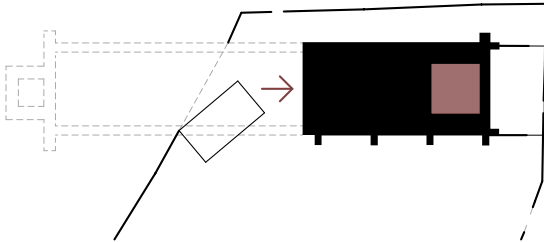
- Costs noted exclude VAT. Refer to appendix IV for cost report.
- Mixed Use for Church as defined via p31
- To be read in conjunction with ownership scenarios on p23.
- Landscape works required to provide access/ egress into the Church are outwith the sale area for the CoS asset and within the Scheduled Monument Area Proposed landscape works would require negotiation approval from land owner, Argyll and Bute Council as well as HES and wider stakeholders.
- The proposed new supporting building is outwith the CoS sale and within the Scheduled Monument Area and would therefore require negotiation with owner and stakeholders as noted via Item 4.



[c]A-1 REFURBISH + CONSOLIDATE

Costs ¹	
Construction cost	–
Project cost	–
Total GIFA	
	– 113m2
Use	
	– mixed use ²
Capacity	
	– 75
Accessible entrance	
	– yes
Compatible Ownership Scenario	
	– requires community purchase of church + house ³
contained within CoS asset	
	– yes ⁴

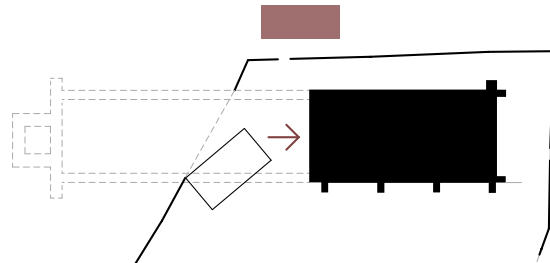
Refer to pages 36-37 and Appendix IV for further information on this option. Financial appraisal included via p51.



[c]B-1 REFURBISH + RECONFIGURE

Costs ¹	
Construction cost	–
Project cost	–
Total GIFA	– 127m2
Use	– mixed use ²
Capacity	– 60
Accessible entrance	– yes
Compatible Ownership Scenario	– church only ³ or community purchase of church + house ³
contained within CoS asset	– yes ⁴

Refer to pages 38-39 and Appendix IV for further information on this option. Financial appraisal included via p51.



[c]C-1 REFURBISH + EXTEND

Costs ¹	
Construction cost	–
Project cost	–
Total GIFA	– 122m2
Use	– mixed use ²
Capacity	– 75
Accessible entrance	– yes
Compatible Ownership Scenario	– church only ³ or community purchase of church + house ³
contained within CoS asset	– no ⁵

Refer to pages 40-41 and Appendix IV for further information on this option. Financial appraisal included via p51.

OPTION [c]A-1

Church | Refurbish + consolidate


KEY

Existing building 

Existing 

New building 

New works 

Loose Furniture 
[shown for ref.
only]

Remains of nave 

Main entrance 

1. Entrance gates
2. Accessible pathways
+ lighting
3. External stairs, landing
+ lighting at secondary
entrance/egress. [no. of
steps subject to internal
level].
4. Low wall/ seat
- 5A. Boundary wall infill
- 5B. Opening in boundary wall
6. Open plan flexible space
7. Tea prep. [fitted furniture
unit]
8. Furniture storage
[fitted furniture unit]
9. Movable pulpit
10. Potential space for
interpretation [at perimeter
of room].
11. New windows at former
doors [detail subject to final
floor level].
12. Secondary entrance/egress

OUTLINE SCOPE OF WORKS [for costing]

- > Downtaking + demolition works as per D2, see p33.
- > Building condition repairs as per table BC-1, see Appendix VI.
- > Refurbishment scope as per R2. This includes:
 - New external doors;
 - New double glazed windows in former door openings;
 - New plumbing, heating, lighting and AV;
 - New fitted furniture [for tea prep. + furniture storage].
 - New decoration
- > New external works as per EW1. This includes:
 - Minor ground levelling works to form new accessible pathway on both the south and north side of the church;
 - New steps and entrance platform at east side of the church;
 - Infill to former openings at boundary wall;
 - New openings at boundary wall;
 - Low level seat/ retaining wall [near main entrance];
 - External lighting to accessible pathways.

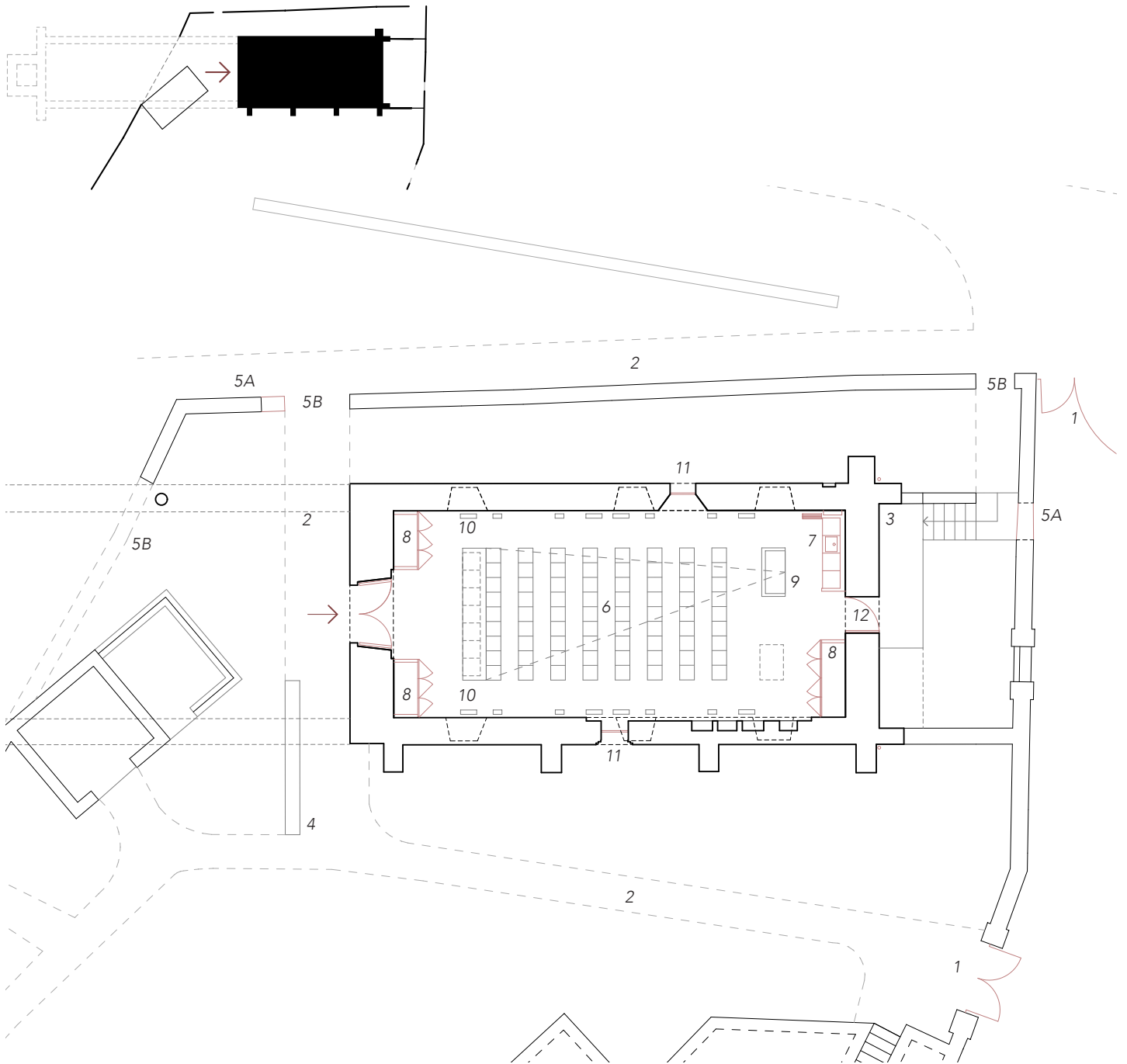
Note: Any proposals for infrastructure or facilities will be sited at a respectful distance from all grave locations.

HERITAGE + ARCHAEOLOGY

- > This option primarily removes negative and neutral elements of significance.
- > This option results in some loss of moderately significant fittings and fabric [balcony + assumed base of the external 1750's external stair which has been since built over].
- > Reinstatement of main church entrance to the west reinforces the historic access sequence and improves the legibility and connection between medieval choir and nave.
- > New access route provides closer relationship between graveyard and church.
- > Without the Victorian balcony, the space is focussed towards the spatial volume created by the medieval walls and has more opportunity to interpret political and social changes to the interior layout.

COMPLIANCE WITH TECHNICAL STANDARDS

- > Accessible entrance achieved via new works.
- > Two means of escape are achieved [one accessible, one stepped] - compliant with requirements for the designed occupancy capacity.
- > This option does not provide any on-site sanitary provision therefore operation will rely on the use of the Church House. This strategy will be subject to a relaxation by the statutory authorities.



Scale 1:200 at A4

Refer to Appendix IV for further appraisal of this option including integration of the existing balcony.

OPTION [c]B-1

Church | Refurbish + reconfigure


KEY


Existing building 

Existing 

New building 

New works 

Loose Furniture 
[shown for ref.
only]

Remains of nave 

Main entrance 

1. Entrance gates
2. Accessible pathways
+ lighting
3. /
4. Low wall/ seat
- 5A. Boundary wall infill
- 5B. Opening in boundary wall
6. Open plan flexible space
7. Tea prep. [fitted furniture
unit]
8. Furniture storage
[fitted furniture unit]
9. Movable pulpit
10. Potential space for
interpretation [at perimeter
of room].
11. Understair storage
12. Toilets including
1x Accessible Toilet
13. Compliant stair
14. Mezzanine level open to
main space
15. External wall infill
16. New landscaping in areas
of duntakings.

OUTLINE SCOPE OF WORKS [for costing]

- > Duntaking + demolition works as per D2, see p33.
- > Building condition repairs as per table BC-1, see Appendix VI.
- > Refurbishment scope as per R3. This includes:
 - New structure to form 2-storey timber ‘furniture’ volume integrating tea prep, toilet cubicles, storage, stairs and open mezzanine level.
 - New external doors;
 - New plumbing, heating, lighting and AV;
 - New fitted furniture [for tea prep. + furniture storage].
 - New decoration
- > New external works as per EW1. This includes:
 - Minor ground levelling works to form new accessible pathway on both the south and north side of the church;
 - Infill to former openings at boundary wall;
 - New openings at boundary wall;
 - Low level seat/ retaining wall [near main entrance];
 - External lighting to accessible pathways.

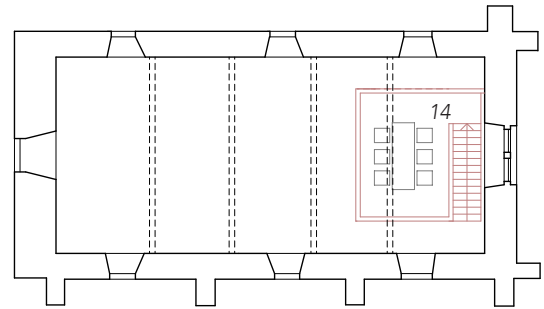
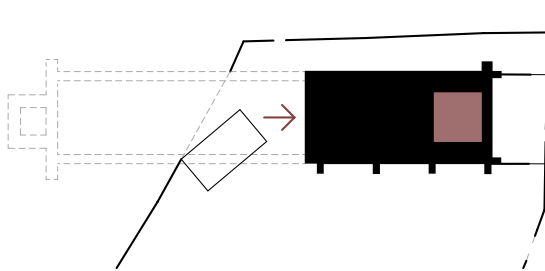
Note: Any proposals for infrastructure or facilities will be sited at a respectful distance from all grave locations.

HERITAGE + ARCHAEOLOGY

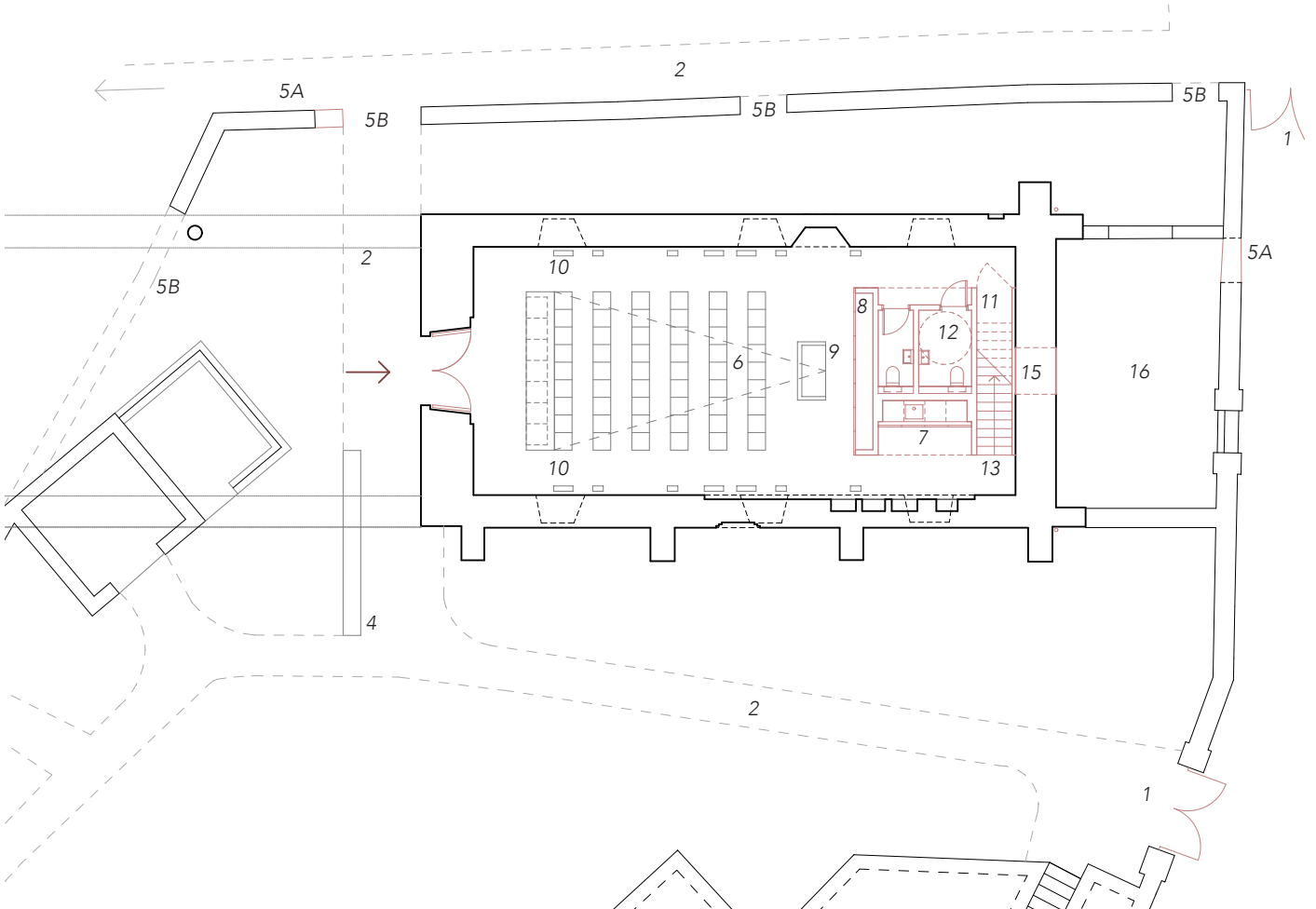
- > This option removes negative and neutral elements of significance.
- > This option results in some loss of moderately significant fittings and fabric [balcony + assumed base of the external 1750’s external stair which has been since built over].
- > Reinstatement of main church entrance to the west reinforces the historic access sequence and improves the legibility and connection between medieval choir and nave and a closer relationship with the graveyard.
- > The proposal retains the simple form of the church but the reading of the ‘former cathedral choir volume’ is reduced by the new insertion.
- > Constructing new rooms within the church will involve more complex works to the floor but this could allows greater opportunity to investigate and record hidden archaeology as part of the construction process.

COMPLIANCE WITH TECHNICAL STANDARDS

- > Accessible entrance achieved via new works.
- > One means of escape is achieved. This is not compliant with the designed occupancy capacity and would require a fire engineered design solution to satisfy building warrant approval.
- > On-site sanitary provision is achieved but under provision so will require negotiation with the statutory authorities.



Mezzanine Level
NTS at A4





Scale 1:200 at A4

Refer to Appendix IV for further appraisal of this option.

OPTION [c]C-1

Church | Refurbish + extend

KEY

Existing building Existing New building New works Loose Furniture 
[shown for ref.
only]Remains of nave Main entrance 

1. Entrance gates
2. Accessible pathways
+ lighting
3. External stairs, landing
+ lighting at secondary
entrance/egress. [no. of
steps subject to internal
level].
4. Low wall/ seat
- 5A. Boundary wall infill
- 5B. Opening in boundary wall
6. Open plan flexible space
7. Tea prep.[fitted furniture
unit]
8. Furniture storage
[fitted furniture unit]
9. Movable pulpit
10. Potential space for
interpretation [at perimeter
of room].
11. New windows at former
doors [detail subject to final
floor level].
12. Secondary entrance/ egress
13. Toilets including
1x Accessible Toilet
14. Interpretation panel
15. Canopy structure

OUTLINE SCOPE OF WORKS [for costing]

- > Downtaking + demolition works as per D2, see p33.
- > Building condition repairs as per table BC-1, see Appendix VI.
- > Refurbishment scope as per R2. This includes:
 - New external doors;
 - New double glazed windows in former door openings;
 - New plumbing, heating, lighting and AV;
 - New fitted furniture [for tea prep. + furniture storage].
 - New decoration
- > New one storey volume [heated]
- > New canopy structure
- > New external works as per EW1. This includes:
 - Minor ground levelling works to form new accessible pathway on both the south and north side of the church;
 - New steps and entrance platform at east side of the church;
 - Infill to former openings at boundary wall;
 - New openings at boundary wall;
 - Low level seat/ retaining wall [near main entrance];
 - External lighting to accessible pathways.

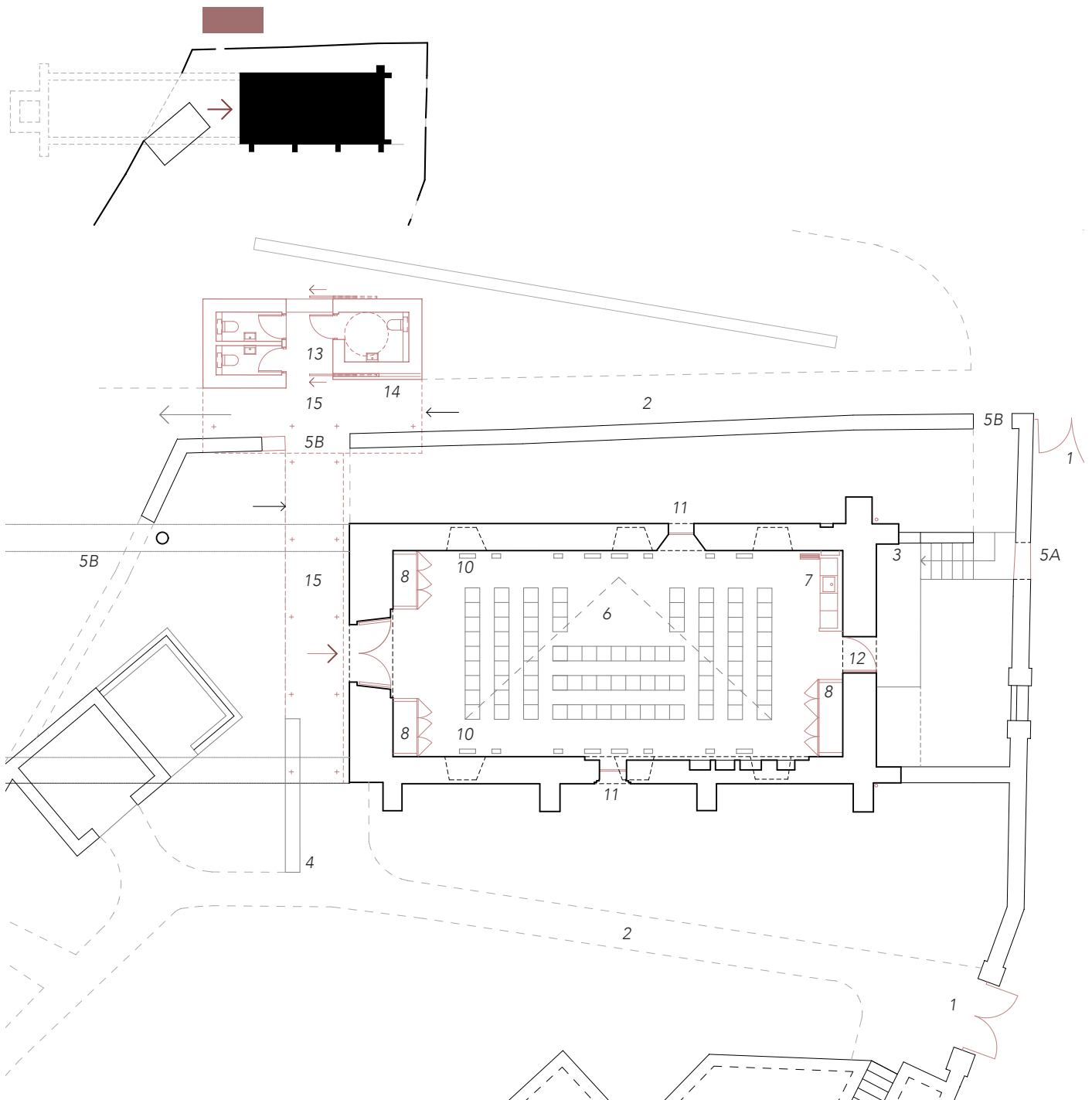
Note: Any proposals for infrastructure or facilities will be sited at a respectful distance from all grave locations.

HERITAGE + ARCHAEOLOGY

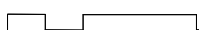
- > This option removes negative and neutral elements of significance with some loss of moderately significant fittings and fabric [as per [c]A-1].
- > Reinstatement of main church entrance to the west reinforces the historic access sequence and improves the legibility and connection between medieval choir and nave and a closer relationship with the graveyard.
- > New buildings are identified as different to that of historic significance, purposefully separating new from old and connecting via a subservient canopy structure to enable the simple form of the church still to be read.
- > New access route provides closer relationship between graveyard and church.
- > Without the Victorian balcony, the space is focussed towards the spatial volume created by the medieval walls and has more opportunity to interpret political and social changes to the interior layout.

COMPLIANCE WITH TECHNICAL STANDARDS

- > Accessible entrance achieved via new works.
- > Two means of escape are achieved as per [c]A-1
- > On-site sanitary provision is achieved but under provision so will require negotiation with the statutory authorities. If required the new toilet building could be extended to the east if required.



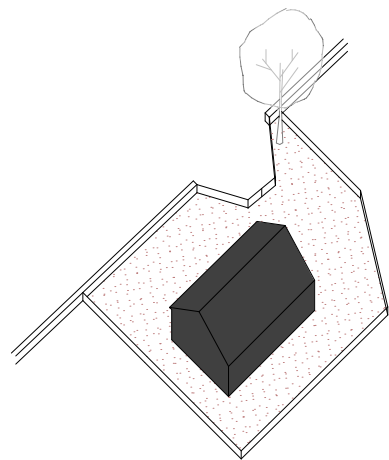
Scale 1:200 at A4



Refer to Appendix IV for further appraisal of this option including integration of a new balcony.

Options Appraisal

CHURCH HOUSE



- NOTES
1. Costs noted exclude VAT.

2. Areas noted are gross internal areas in m2.

3. Key to diagrams:

- > Existing building

> New building/structure

> New covered area

4. Based on Occupancy Load Factor of 1.0 for 'Committee room, common room, conference room, dining room, licensed betting office (public area), lounge (other than a lounge bar), meeting room, reading room, restaurant, staff room, waiting room.'

5. Mixed use incorporates space for Residencies + retreats; Retail; church support; overnight accommodation for church users.

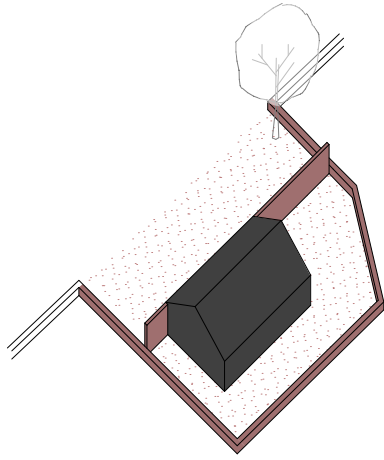
6. To be read in conjunction with ownership scenarios on p23.

[ch] A-1

REFURBISH + CONSOLIDATE

Costs ¹	
Construction cost	–
Project cost	–
GIFA ²	– 90m2
Use	– Residential let
Capacity	– 2no. double bedrooms.
Accessible entrance	– No
Ownership Scenario	– Community purchase of church + house ⁶

Refer to pages 44-45 and Appendix IV for further information on this option. Financial appraisal included via p51.



[ch]B-3 REFURBISH + RECONFIGURE

Costs¹

Construction cost –

Project cost –

GIFA² – 90m²

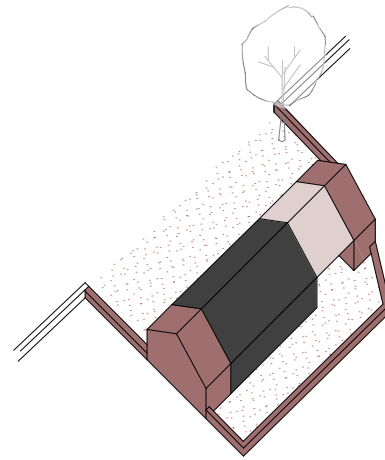
Use – Retail + workshops

Capacity – Open plan for 34no.⁴

Accessible entrance – Yes

Ownership Scenario – Community purchase of church + house⁶

Refer to pages 46-47 and Appendix IV for further information on this option. Financial appraisal included via p52.



[ch]C-2 REFURBISH + EXTEND

Costs¹

Construction cost –

Project cost –

GIFA² – 135m²

Use – Mixed use⁵

Capacity – 2no. double bedrooms.
– Office for 2no. staff.
– Open plan space for 57no.⁴

Accessible entrance – Yes

Ownership Scenario – Community purchase of church + house⁶

Refer to pages 48-49 and Appendix IV for further information on this option. Financial appraisal included via p52/53.

OPTION [ch] A-1

Church House | Refurbish + Consolidate

KEY TO PLAN

1. Entrance
2. Dining
3. Living
4. Bedroom
5. Kitchen
6. WC
7. Bathroom

OUTLINE SCOPE OF WORKS:

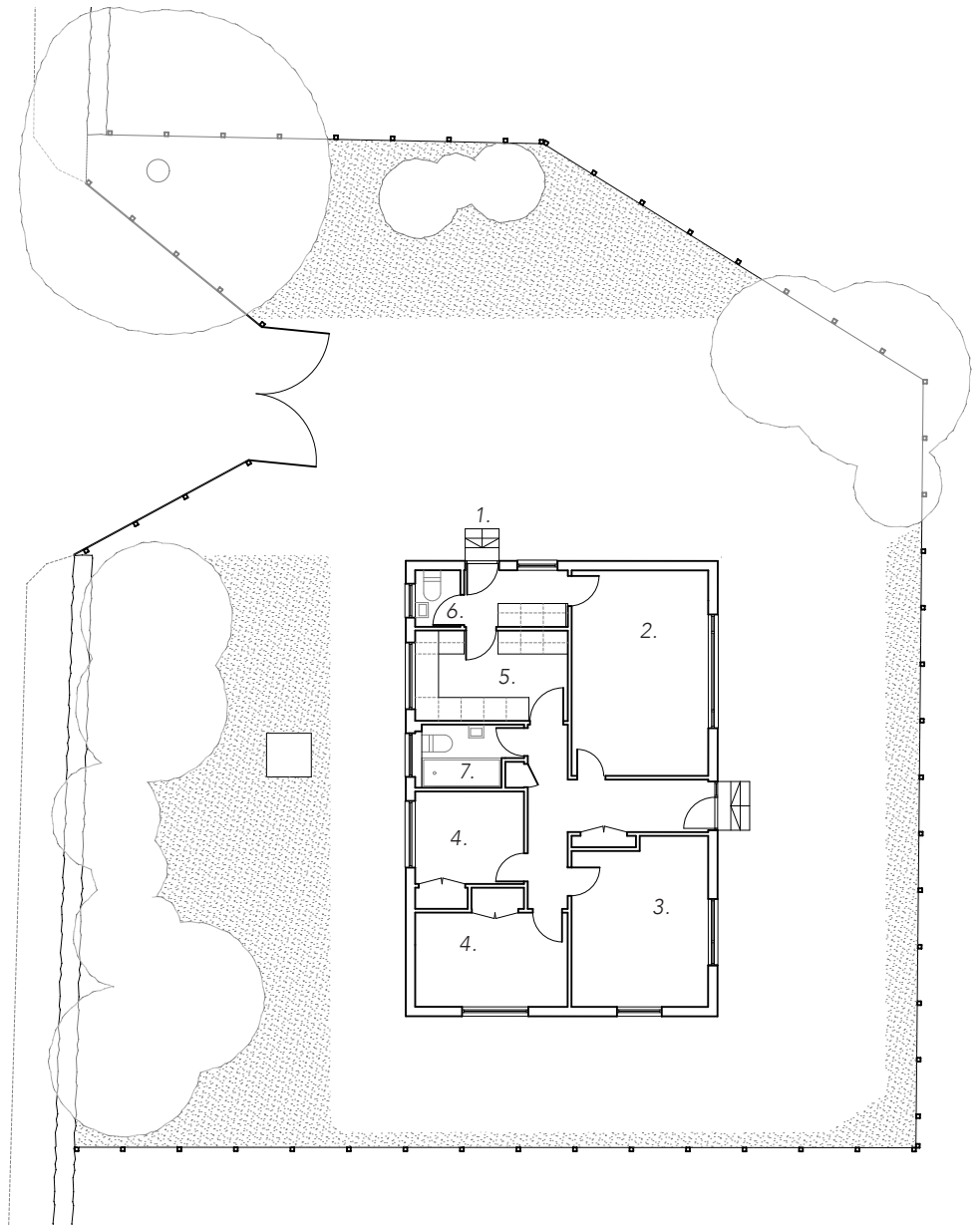
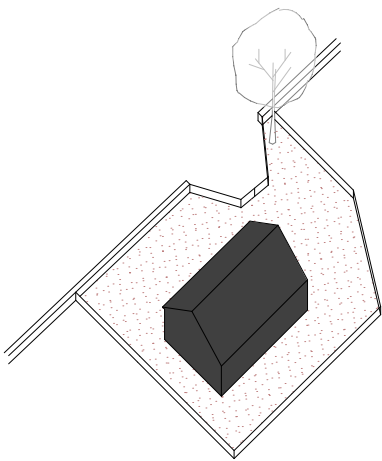
- > New mains wired fire detection.
- > Internal decoration throughout to walls, ceilings and woodwork.

HERITAGE + ARCHAEOLOGY

- > No ground works are proposed therefore there is no impact to the archaeology of the site.

COMPLIANCE WITH TECHNICAL STANDARDS

- > This proposal would maintain the current class use.



Above - axonometric view
 Right - proposed plan layout



Scale 1:200 at A4

OPTION [ch] B-3

Church House | Refurbish + Reconfigure

KEY TO PLAN

1. Entrance
2. Retail/workshop space
3. Accessible WC
4. Storage
5. Kitchen/seating
6. Possible ASHP location.
7. Parking

OUTLINE SCOPE OF WORKS:

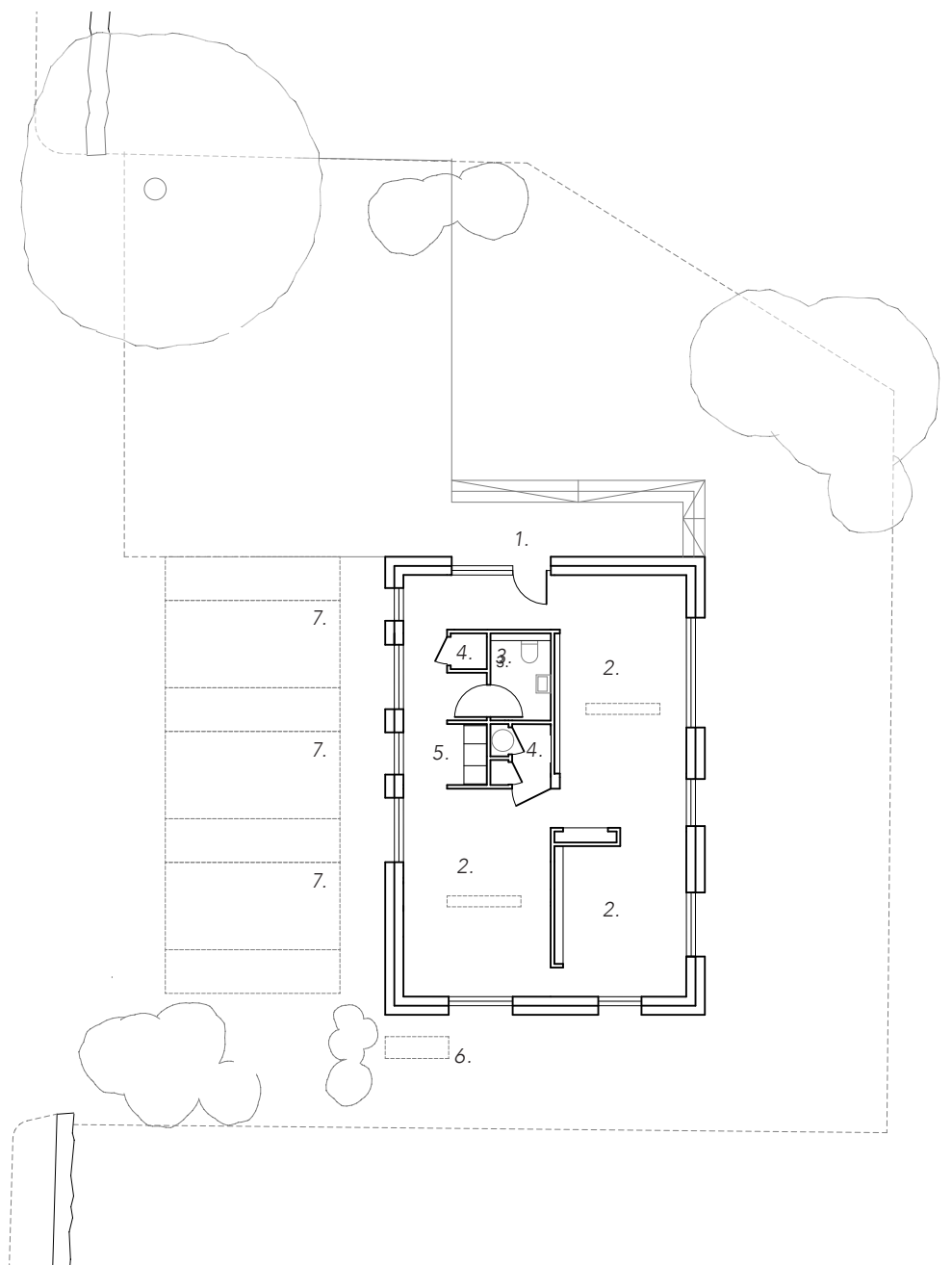
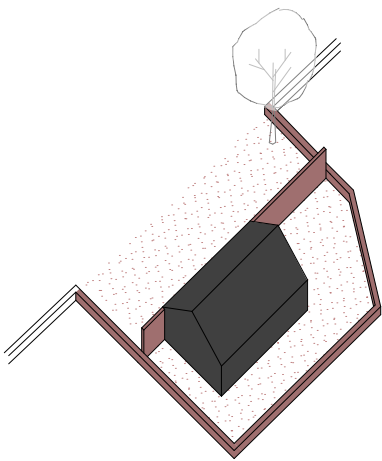
- > Remove internal partitions and doors as required.
- > Remove windows and external doors.
- > New partitions and doors.
- > New kitchenette
- > New sanitaryware.
- > New flooring throughout.
- > New windows and external doors.
- > External insulation with render finish
- > Roof insulation at ceiling level.
- > New air source heat pump [ASHP] for hot water and underfloor heating.
- > New solar panels to roof.
- > Landscape works to provide level access and parking.

HERITAGE + ARCHAEOLOGY

- > Landscaping works are mainly above ground, however an archaeological watch order may be required in relation to any below ground works, however significant disruption to archaeology may have already occurred at the time of building the house.
- > Changes to exterior expression of the house, through repositioning of windows and doors and installation of external insulation, provides opportunity to make the building more appropriate for its setting.

COMPLIANCE WITH TECHNICAL STANDARDS

- > This would qualify as a conversion for Planning and Building Warrant.



Above - axonometric view
Right - proposed plan layout



Scale 1:200 at A4

OPTION [ch] C-2

Church House | Refurbish + Extend

KEY TO PLAN

1. Entrance
2. Retail/flexible space
3. Office
4. Ensuite bedroom
5. Kitchen/seating
- 6A. Accessible WC
- 6B. WC
7. Possible ASHP location.
8. Parking.
9. Storage
10. Covered external space.
[permanent]

OUTLINE SCOPE OF WORKS:

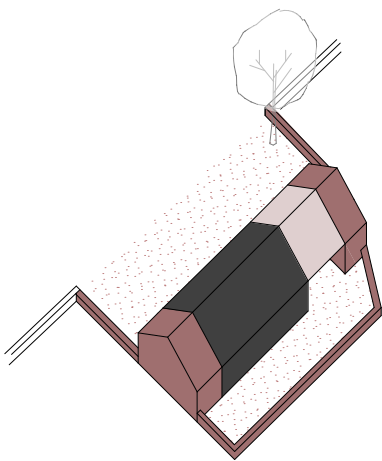
- > Remove internal partitions and doors as required.
- > Remove windows and external doors.
- > New partitions and doors including folding/sliding partition.
- > New kitchenette
- > New sanitaryware.
- > New flooring throughout.
- > New windows and external doors.
- > External insulation with render finish
- > Roof insulation at ceiling level.
- > New structure for external canopy
- > New build WC and storage building
- > New extension to house.
- > New air source heat pump [ASHP] for hot water and underfloor heating.
- > New solar panels to roof.
- > Landscape works to provide level access and parking.

HERITAGE + ARCHAEOLOGY

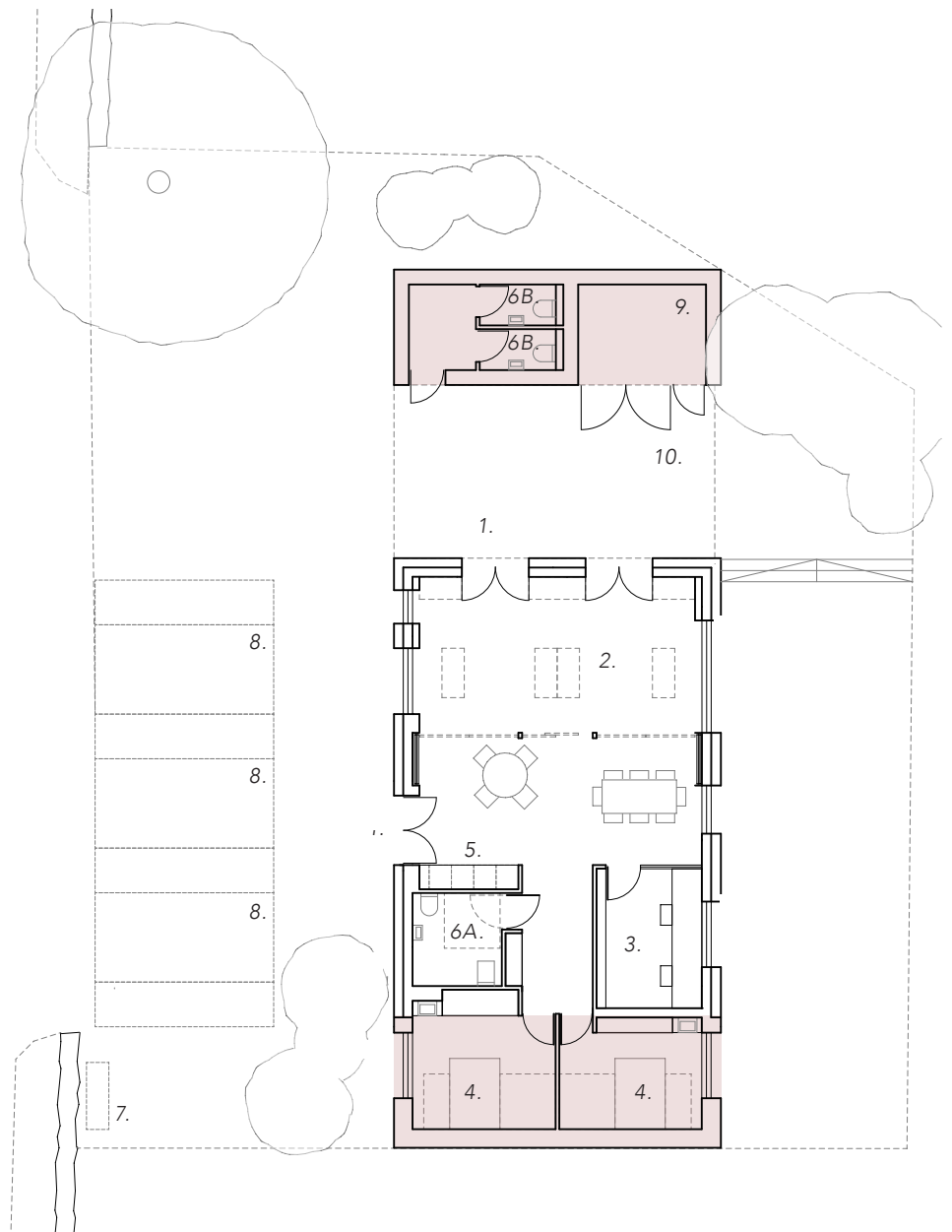
- > An archaeological watch order may be required in relation to the new build elements and any below ground landscaping works, however significant disruption to archaeology may have already occurred at the time of building the house.
- > Changes to exterior expression of the house, through repositioning of windows and doors and installation of external insulation, provides opportunity to make the building more appropriate for its setting.

COMPLIANCE WITH TECHNICAL STANDARDS

- > This would qualify as a conversion for Planning and Building Warrant.
- > Provides a min. of 1no. fully accessible bedroom/shower room.
- > Does not provide individual en suite facilities but includes wash hand basins in bedrooms.



Above - axonometric view
 Right - proposed plan layout



FINANCIAL REVIEW

Financial Review Summary Table

NOTE 1 ← NOTE 2 →

	Church Only	Option [ch]A-1+ [ch]A-2	Option [ch]B-1	Option [ch]B-3	Option [ch]B-4	Option [ch]C-1	Option [ch]C-2
		Residential let	Mixed use	Studio / Retail	Venue space	Mixed use 1 bed	Mixed use 2 bed
Income							
Donations (exhibition)	£6,000	£6,000	£6,000	£6,000	£6,000	£6,000	£6,000
Church use / life events	£1,000	£1,000	£2,000	£1,000	£1,000	£2,000	£2,000
Destination weddings (church)	£600	£600	£0	£600		£0	£0
Venue hire / performance space	£4,400	£4,400	£6,600	£4,400	£6,600	£6,600	£6,600
Aging / youth facilities	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000	£2,000
House let (long term)		£7,180					
Creative retail income			£16,500	£53,600		£32,500	£32,500
Destination weddings (venue package)			£3,000		£36,000	£6,000	£6,000
Additional venue rental			£1,440		£4,000	£1,800	£1,800
Workshops / training			£21,400			£25,400	£26,750
Retreats			£3,200			£0	£4,000
Accommodation support			£3,600			£2,400	£3,600
Administrator funding			£14,400			£14,400	£14,400
Income Total	£14,000	£21,180	£80,140	£67,600	£55,600	£99,100	£105,650
Expenditure							
Insurance	£1,500	£2,500	£3,000	£3,000	£3,000	£3,000	£3,000
Marketing	£500	£500	£3,000	£1,000	£3,000	£3,000	£3,000
Building repair (sink fund)	£1,000	£1,000	£2,000	£2,000	£2,000	£2,000	£2,000
Building maintenance	£1,500	£3,000	£3,000	£3,000	£3,000	£3,000	£3,000
Electricity	£3,000	£3,000	£5,000	£5,000	£5,000	£5,000	£5,000
Cleaning and consumables	£1,200	£1,200	£3,000	£2,000	£3,000	£3,000	£3,000
Rates / water / septic tank	£400	£400	£1,200	£1,200	£1,200	£1,200	£1,200
Accountancy / admin	£1,000	£1,200	£1,500	£1,500	£1,500	£1,500	£1,500
Internet / booking / payment system	£1,200	£1,200	£2,000	£1,000	£2,000	£2,000	£2,000
Other / contingency	£600	£1,000	£1,500	£1,500	£1,500	£1,500	£1,500
Cost of retail sales			£8,250	£26,800		£16,250	£16,250
Direct activity / accommodation costs			£6,000		£5,400	£5,800	£7,230
Retail assistant				£15,750			
Wedding coordinator					£20,000		
Venue manager + 0.5FTE admin			£50,400			£50,400	£50,400
Expenditure Total	£11,900	£15,000	£89,850	£63,750	£50,600	£97,650	£99,080
Potential P/L	£2,100	£6,180	-£9,710	£3,850	£5,000	£1,450	£6,570
RISK	LOW	LOW	HIGH	MEDIUM	HIGH	HIGH	MEDIUM

NOTES

1. Covers Church options [c] A-1, [c] B-1 and [c] C-1.
2. Strategic layout options are included in this report for the options highlighted in pink. For option [ch]B-1, [ch]B-4 and [ch]C-1 refer to appendix IV.

This section is an early high-level financial appraisal of the options followed by a level of financial risk for each one, with risk primarily based on the levels of uncertainty regarding income generation and proximity to break even. The broad assumptions are presented below followed by a summary financial table.

CHURCH ONLY

Income assumes 4,000 visitors per year donating an average of £1.50 each for a high-quality interpretive exhibition, a conservative church use / life event use of £1,000 (c.£20 per week) and full day large wedding use at £600 (£300 per day hire). Performance / event income at £4,400 (monthly at £150 each for larger events and weekly at £50 for smaller ones) and regular aging / youth activity use at £20 a time twice a week (£2,000) venue only. Additional training, workshop or wellbeing activity may also be possible within the church but are not included in this model. In addition, donation income excludes gift aid at this stage and therefore income may be increased.

At this basic level of church use it is assumed that a volunteer(s) venue manager or team would be in place. As use intensifies and becomes more commercial, either over time or with the addition of the Church House a funded employee will be required. Expenditure is modest but realistic for an operation at this scale.

These church use activities can continue, albeit either increased or decreased with the addition of the Church House options below.

RESIDENTIAL LET: OPTION [ch] A-1

This provides no change to the Church uses and adds a two-bedroom property as a (short term) affordable housing let to generate an income for LCFG and the project. The income assumes an affordable rent rate that includes insurance but excludes utilities, communications and council tax, all of which would be paid by the tenant. Although the property could perhaps generate in excess of £900 per month privately, the current affordable housing rate of £138.08 per week generates £7,180pa.

Overall running costs are increased to cover the additional insurance, building maintenance and contingency associated with operating another building.

There is extremely low affordable housing availability in Argyll and strong demand. It should be noted that the property will require some initial upgrading / decorating and greater ongoing maintenance if used for more than five years. The income does not account for vacant periods.

STUDIO / RETAIL: OPTION [ch] B-3

The studio / art-craft retail option provides no additional functionality and little income generation potential directly for the Church space and acts primarily as a stand-alone income generator, although artist exhibitions or performances would be possible within the Church.

If all the Church House space was given over to art-craft retail, selling a broad collection of on island makers products this would equate to around 80m² of retail. Given the high appeal of this use to visitors at least 8,000 'shoppers' are possible. With a 25% hit rate and a £25 average basket this is likely to generate around £50,000pa.

This equates to a floor area income generation of only £635pm². This is low and provides significant room for growth but is likely to be market limited. This therefore also provides the opportunity to reduce the retail area and provide space for a studio or two. It is likely that halving the retail space will have little impact on potential sales and renting half the space as studio use (demand permitting) may generate a further £3,600 per year (£150 per month each), or free space in exchange for managing the sale room / sales.

Cost of sales are estimated at 50%, running costs take into account the additional building operation and a retail assistant will be needed, suggested at 182 days per year, 10am-4pm opening, at £12ph plus 20% oncosts. At this stage the retail assistant is included in the model, although as noted above there is the potential for cost saving through agreement with the tenants to provide this role.

MIXED USE: OPTION [ch] C-2

Office – the two-person office space will be required for a LCFG venue manager and administrator. It will not provide a direct income, however, it is anticipated that one of these roles will be able to operate the retail sales.

Retail – is provided at approximately 32.5m². This is likely to mean that the available space is more of a limiting factor than demand. At a realistic rate of £1,250per m² this would generate £40,625, and with cost of sales at 50%. Mixed use non-compatibility (i.e. alternative use of space) is likely to reduce these figures. An initial estimate of 80% is applied, reducing income to £32,500.

Workshops / training – the facility provides accommodation for two trainers / facilitators and space for small group sessions within the Church House, although larger sessions can be accommodated in the Church. These will develop and grow over time, but are initially suggested as:

- Formal / semi-formal courses – one day (12), two day (8) and five day (4) courses, perhaps totalling 48 days per year in total for an average of 6

people. Initially assumed that all are facilitated by professional trainer(s) with income generated through use of space and package creation, say 30% of average £100 per day fee (£8,640) plus £75 per night fee for each facilitator(s) assuming average of 1.5 facilitators for all two and five day courses (£4,050) – with direct costs at 20%

- 2-hour holiday sessions – primarily operated by volunteers in local crafts and island life, or in collaboration with local businesses targeted at existing visitors. Perhaps an average of 1.5 sessions per week for 6 people at £30 per head totalling £14,040 with direct costs at 20%

Retreats – with a spiritual and wellbeing focus utilising the unique heritage and presence of the Church and wider Lismore landscape. Although there may be scope to grow these, they are initially suggested as (perhaps 10 per year) one-to-one four day professionally facilitated retreats with accommodation and food at £800 each with a 50% venue / accommodation fee generating £4,000 and associated costs at 20%.

Accommodation support – in addition to the users previously mentioned, the accommodation can be used by visiting performers at Church events, for the visiting minister and potentially as part of a package to celebrate the completion of the Dalriada Way. It is difficult to estimate use, but this may equate to around 36 nights per year at, say an average of, £100 per night per double room totalling £3,600. Direct associated costs (breakfasts, linen, etc) may be around 30% of income. Note that income for this use could be substantially increased if a more commercial approach to visitor accommodation was promoted.

Church use growth – the facilities within the Church House will also increase the appeal and usability of the Church for events, activities and performances as the provision of a kitchen and additional indoor space (and covered space) will provide a useful area for light refreshments, receptions and general additional comfortable circulation space while any reconfigurations within the Church take place. This will be particularly important for life events and weddings but will also provide alternative space for activities to minimise conflicts of uses and help programming. As an early estimate, this may double life event income, increase destination wedding income to at least £6,000 (six weddings at £1,000 each facility fee) and increase venue hire / performance income – by say a 50% growth in larger events and all larger events at £200 each generating an additional £1,800.

For all of the uses the operating costs are increased to reflect the operation of another building. The major additional cost is for staff, it is likely that a full-time venue manager (£30,000pa) and a 0.5FTE part time administrator (£12,000pa) will be required (both figures plus 20% oncosts), totalling £50,400pa. The administrator will likely need to be revenue funded – this is included in the model.

OUTLINE FUNDING POTENTIAL

NOTES

1. The cost of purchasing the assets is still to be negotiated between LCFG and CoS.

2. LCFG will need to raise match funding for 20% of the property value.

The following provides a broad outline of the potential sources of funding for the various key stages of the project through to build / opening. A more detailed funding plan will be provided in the business plan.

PURCHASE¹ For the purchase of the Church and Church House, the two main sources of funding are likely to be:

- Scottish Land Fund [SLF] ²
- Local community fundraising

The selected use option is unlikely to affect the decision of SLF to fund the purchase.

Purchase of the Church is likely to be more attractive to SLF than purchase of the Church House. Due to the repairs required to the church, LCFG may be able to negotiate a discount so that the church is bought under value, therefore reducing the match funding required.

If the Church House is sold at full market value then the required 20% match funding could be substantial. depending upon the asking price.

DEVELOPMENT STAGE

EARLY DEVELOPMENT STAGE

For the development of the project to round one capital funding applications, the main funders are likely to be:

- Scottish Land Fund [SLF]
- Glensanda Community Fund
- Architectural Heritage Fund [AHF]
- Grant making Trusts – particularly Barcapel Foundation, Pilgrim Trust, William Grant Foundation, Fore Trust

LATER DEVELOPMENT STAGE

For the development of the project through to planning permission, full capital funding applications and the funding of a paid project development officer, the main funders are likely to be:

- National Lottery Heritage Fund [NLHF]

- Highlands and Islands Enterprise
- Argyll and Bute Council
- Grant making Trusts – particularly Barcapel Foundation, Pilgrim Trust, William Grant Foundation, Fore Trust

DELIVERY STAGE This is taking the project through the capital works phase (usually RIBA 4-6), interpretive fit out and opening. Main funders of this stage are likely to be:

- National Lottery Heritage Fund [NLHF]
- Historic Environment Scotland [HES]
- National Lottery Community Fund – Community Led
- Scottish Government LEADER replacement (potentially)
- Scottish Landfill Communities Fund (multiple landfill operator funds)
- Climate Challenge Fund (or similar)
- Argyll and Bute Council Place Based Investment
- Creative Scotland
- Glensanda Community Fund
- Community fundraising – community, business and diaspora
- Scottish Government Regeneration Fund (assuming future rounds)
- [SGRF]– Grant making Trusts – particularly the Charles Hayward Foundation (Heritage and Conservation Grants), Clore Duffield Foundation, Foyle Foundation, Garfield Weston Foundation, Hugh Fraser Foundation, National Churches Trust, Robertson Trust, Weir Charitable Trust, William Grant Foundation, Wolfson Foundation

REVENUE / OPERATING STAGE This is likely to be required for funding / subsidising staff and specific targeted programmes, events or activities. The main funders are likely to include:

- Argyll and the Islands Community Led Local Development (CLLD)
- Highlands and Islands Enterprise
- National Lottery Heritage Fund
- Grant making Trusts – particularly the Esmee Fairbairn Trust
- Community fundraising – community, business and diaspora

OPTION VARIATIONS

The above sources of potential funding demonstrate the range of funds available at different stages of the project's development and implementation. While some funds will apply to all elements of the project and use options, some will be more targeted to certain uses over others. Some use options will be substantially more difficult to fund than others.

This is summarised below.

- Church – the Church element has excellent funding potential, underpinned by HES and NLHF with priorities including historic fabric conservation, interpretation and engagement and community benefit. Funding in excess of £1million is regarded as achievable for this element.
- Church house – the Church House will appeal to different funders depending upon use and will have less appeal to heritage funders even if part of the same overall project package.
- Option A1+A2 (Residential let) – fundable (up to £20,000 grant plus £20,000 loan) if affordable housing is provided. Funding is available through the Argyll and Bute Empty Homes Grant. Properties must have been registered empty for at least three years and the owner must agree to lease the improved property to an identified Registered Social Landlord (RSL) partner for a minimum period of 5 years, with the lease to the RSL being matched to the loan repayment period.
- Options B1, C1+C2 (Mixed use) – this is likely to have the greatest chance of grant funding success as the various uses can match specific fund priorities, e.g. training, education, skills development, economic benefit, wellbeing.
- Option B3 (Workshop / retail) – some funding may be possible through Creative Scotland if some studio space is provided to develop or nurture new talent, but funding of any kind is unlikely for a purely retail venture. Community loans (e.g. Social Investment Scotland) are more common for these types of projects.
- Option B4 (Venue space) – as a predominantly commercial use, this is very unlikely to be funded through public grants, although some

community / economic growth funding or loans may be possible. More creative funding such as sponsorship may be required.

In summary, the Church is very fundable but the Church House will be more challenging. The mixed-use option has the greatest chance of public funding while options B3 and B4 will pose a greater funding challenge. Funding is available for residential letting improvements but with conditions.

FEASIBILITY SUMMARY

1. LCFG concur that, as noted in the Conservation Statement and reflected in the Church options, historic access routes and entrances should be suitably honoured. However, for practical reasons of gradients and precise knowledge of grave locations, they have expressed a preference for the main access route to the Church to be on the north of the building through the new graveyard. Agreement on the final access arrangements will be subject to further surveys and investigations and design development at subsequent project stages.

2. SLF is very unlikely to fund the purchase of a building (the Church House) if the intention at the outset is to sell it to fund capital works on another building (the Church).

VIABILITY OF USE SUMMARY

Adaptability is vital for the resilience of this project particularly in an island context such as Lismore. As such, the mixed use options for both the Church and Church House are the preferred route for LCFG.

The relationship between the Church and Church House is an important consideration in terms of compatible uses, but also in relation to practicalities and compliance. Without on-site sanitary facilities, the Church building is highly reliant on use of the Church House. As previously noted, such an arrangement would require a relaxation by statutory authorities. Should the Church House be unavailable for a period of time due to development works being carried out, short to medium term use as private residential let, or if the Church House needs to be sold on at a later date, use of the Church is compromised.

For this reason, options [c] B-1 and [c] C-1¹ are the most viable proposals for the Church, and a mixed use programme as per [ch] C-2 for the Church House is preferred.

FINANCIAL SUMMARY

The financial appraisal suggests that operating the Church alone is economically viable and that the addition of the Church House as a residential let during any development phase would add to the financial viability.

In terms of long term uses for the Church House, both the venue space, focusing on destinations weddings, and the craft retail / studio are both likely to be viable business models generating a surplus income to help support the maintenance of the Church. However, the wedding use is considered high risk, due to the untested nature of this business at this scale on the island.

The mixed-use models have variable viability. Option C2 is the most viable providing the additional space and flexibility to support multiple uses adequately and is likely to provide an income level that could tolerate sensitivity analysis in the business plan.

OVERALL PROJECT RECOMMENDATIONS

The overall recommendation is to purchase the Church but to carefully

consider whether the Church House provides sufficient reward given the likely challenge of funding, increased risk and low direct financial gain (while noting that it does bring additional employment, economic benefits and wider benefits to the island).

The recommended options for LCFG to consider are:

1. Purchase only the Church – relatively easy to fund and viable if volunteer run. This is the quick win approach to saving and securing the building and poses the least risk.
2. Purchase the Church and Church House and work towards Option C with a phased approach to development and a minimum six-year development programme from now until full funding in order to strengthen uses, fundraise and generate income through the Church House let. In the short term, operate the Church House as a residential let to generate income (affordable let unless private finance is available for modernisation). After five years of affordable let operation, either sell it to generate additional capital funding for the Church² (SLF legal burden lapses after five years allowing resale) or redevelop as a supporting facility to the Church – this is low to medium risk and allows for future flexibility in terms of options, new opportunities or constraints.

PROJECT DEVELOPMENT

The following are recommended to move the project forward over the next year:

- > Instruct business plan for preferred option;
- > Discuss access/use of adjacent land with landowners as relevant;
- > Discuss project with potential funders;
- > Formally agree to proceed;
- > Produce outline activity plan for the project (in house);
- > Produce and submit applications for development stage funding.

Feasibility Summary

NEXT STEPS

1. These recommendations are based on the knowledge and understanding of the project at this stage.

PROGRAMME
The RIBA [Royal Institute of British Architects] provides a Plan of Work to define the scope of work and outputs to be expected at each stage of an architectural project. See outline plan of work below.

The contents of this report include some of the aspects usually covered by RIBA Stage 0-1.

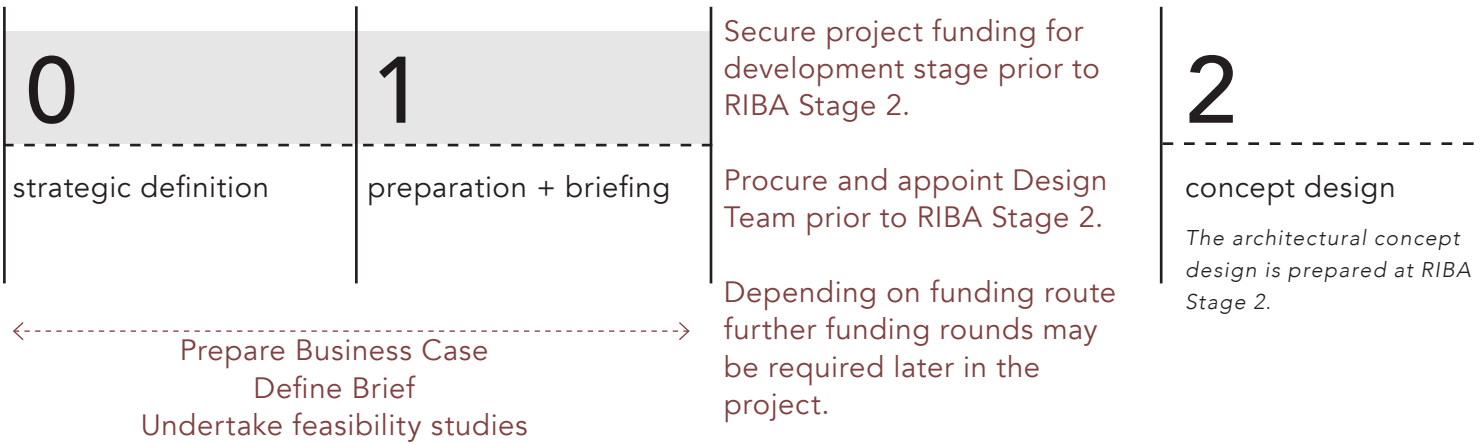
A detailed programme will be required during RIBA Stage 2, mapping critical points such as funding spend deadlines, key points for community engagement, target dates for approval of statutory consents etc.

STUDIES/SURVEYS/INVESTIGATIONS
The following should be undertaken during subsequent stages of the project:

- > Measured building surveys
- > Topographical survey of the site.
- > Local excavation of church floor to ascertain depth of original floor level.
- > Drainage survey.
- > Rot survey in church building.
- > Asbestos refurbishment and demolition surveys.
- > Condition report on leaded and painted glass panels
- > Condition report on cementitious finishes to the carved stones elements, externally and internally.

Below: Summary of RIBA Plan of Work. For detailed version refer to www.architecture.com

If these surveys can be undertaken early in the process then they can contribute to more accurate cost estimates as the detail of the project is progressed. Some surveys will require scheduled monument consent.



DESIGN TEAM

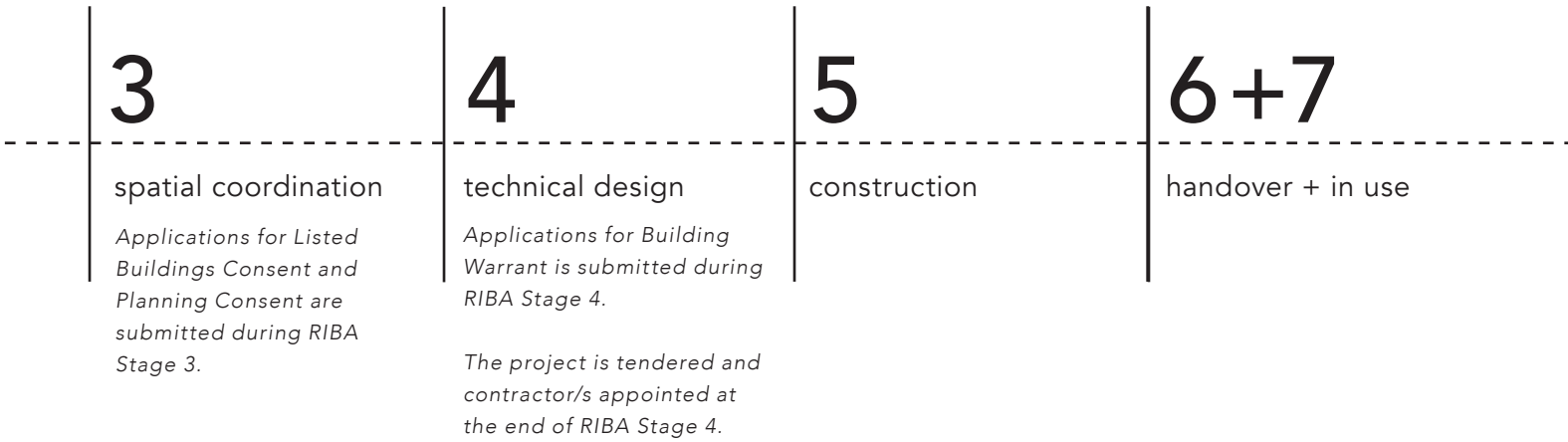
The following design team consultants will be required to progress the project at RIBA Stage 2. The timing and criteria for procuring the services of these consultants may depend on the criteria of funders:

- > Architect
- > Conservation Accredited Architect
- > Principal Designer
- > Structural + Civil Engineer
- > Mechanical + Electrical Engineer
- > Landscape Architect
- > Quantity Surveyor

Input from the following consultants may be required during the development stages:

- > Archaeologist
- > Ecologist
- > Drainage consultant
- > Fire Engineer
- > Acoustic Consultant
- > Sustainability + Net Zero Consultant
- > Interpretation + exhibition designer

The client may also wish to appoint a project manager to liaise between the client team and the design team.



for Lismore Community Council
on behalf of The Lismore Church Futures Group

STUDIO NIRO