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CAT case study The Coach House

[BSWN website](#)

The challenge	An original 19 th Century coach house complex, spread over three floors and multiple internal levels, lacking accessibility, and in a dilapidated condition. After having been used for many years to deliver business support to SMEs and start-ups, the tenant was faced with an ageing, unsuitable and expensive to manage property, requiring major renovation and investment.
The CAT process used	Expressions of interest were invited from selected organisations. The Black South West Network was offered a short lease in 2020, plus a 35-year CAT lease, conditional on BSWN raising the capital for a major refurbishment of the property. BSWN developed an ambitious vision for a regional centre for Black Enterprise and Culture. Potential funders of its £4.9M scheme required a much longer lease. A 125-year conditional CAT lease was approved by Cabinet in Nov 2023.
The outcomes	BSWN will completely refurbish the historic buildings and create an environmentally sustainable, integrated physical and digital space that is alive with the cultural heritage of the Black and Racially Minoritized communities of the West of England. The property will remain in public ownership and will be a key pillar in the move towards inclusive growth, providing development support to hundreds of Black and Minoritized led organisations each year. By not selling the property off, the council foregoes a capital receipt and potential rental income, but the CAT will generate more than £22M of added value in the first ten years from launch. BSWN will create a unique city centre hub that builds community wealth and will nurture entrepreneurship, business development, cultural expression, and collaborative working.
Lessons learned	<ul style="list-style-type: none">• historic buildings harbour many surprises, many of which are very costly to remedy• calculating and evidencing Social Value requires a professional tool that is focused on metrics that are specific to Bristol• working collaboratively with a professionally run VCSE partner is essential to get traction and attract potential funders