



# A Different Approach to Community-Led Asset Development

In collaboration with The William Grant Foundation

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March 2020

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# Introduction

## 1.1 Background

# Community Enterprise has a 30 year history of supporting grass roots organisations to own and develop the assets that matter to them.

The William Grant Foundation is a pro-active funder that is interested in finding new ways to support individuals and communities in Scotland to thrive. As part of their thematic focus on improving Scotland's built and natural environment, they seek to enhance, develop and protect community assets which provide vital places for people to meet, access support and develop the social and cultural life of their local areas.

This research paper is a response to recent changes in community asset development and the challenges faced by community organisations in establishing sustainable and effective assets.

### Market Conditions

1. Legislation is now in place to effect and promote asset transfer and development in local communities. The Community Empowerment (Scotland) Act 2015 with its phased implementation is now a powerful tool for communities. The Land Reform (Scotland) Act 2016 and other legislation and guidance has created a momentum within communities.
2. The infrastructure that is facilitating asset transfer has matured. Initiatives and organisations such as the Community Ownership Support Service, Community Land Scotland and Community Shares Scotland (and many others) have created a support infrastructure to encourage and facilitate the process, placing Scotland at the forefront of community asset transfer. Scottish Land Fund is making funding available for purchase.
3. With austerity and public sector cuts, the availability of assets for transfer has increased. There has therefore been an increase in supply and demand from communities wanting to take on assets.
4. Funding for post-acquisition (renovation, extension, re-fit or new build) is under increasing pressure. Mechanisms such as community shares and re-payable finance are helpful but not a route for all projects.

**“Improve Scotland's natural and built environment”**

(The William Grant Foundation)

### Current Situation

The consequence of this is that demand is increasing, assets are becoming available and there is a positive policy momentum. The Community Empowerment (Scotland) Act is a very recent piece of legislation and there is a danger that momentum will be stalled and the concept severely curtailed due to lack of funding.

Until recently, the process groups have embarked on has been to undertake research, commission a design team and then try to raise often very substantial sums based on a quantity surveyors estimates. Although a standard and accepted process, with insurances and warranties built in to protect all parties, this route is also not risk free. It can involve cost increases and the abrogation of responsibility away from communities to “experts” – reducing community buy-in which can directly influence commercial sustainability through reduced demand. An asset that feels “ours” can attract financial and in-kind support in greater measure.

In addition to this, costs can often escalate beyond QS tender estimates which puts added pressure on communities and on funders. In many cases, this process is onerous and costly in itself and is leading to many projects that risk being un-fundable.<sup>1</sup>

### Extent of the sector

It is challenging to gauge the number of community owned assets. The Scottish Government estimate that over 1500 organisations own community assets.<sup>2</sup> The National Lottery Community Fund has funded over 400 assets since it started to fund capital projects.<sup>3</sup> Figures updated in December 2018<sup>4</sup> show 547,690 acres of land in community ownership.

1. see Case Study on Tayport Development Trust in Appendix 4

2. <https://statistics.gov.scot/data/community-ownership-number-of-community-groups>

3. <https://bigblogs.scotland.files.wordpress.com/2017/09/penuldraftfull-24-july-2017-v4-final-ammendments-final.pdf>

4. <https://www2.gov.scot/Topics/Statistics/Browse/Agriculture-Fisheries/Publications/CommunityOwnership/RevisedTables2017>



## 1.2 Purpose of this Paper

Scotland has taken an exciting move towards community asset transfer. A political and policy decision that these assets are often better in the hands of local people rather than in the hands of private individuals or the public sector.

In the current climate of funding pressure, a dramatic increase in traditional financial support appears unlikely. Unless a more innovative (and therefore more fundable) solution is found to existing pressures, there is a danger that funding will reduce (some funders may stop funding capital), projects won't happen and community momentum will reduce. Demand could then slow and ironically the Scottish Land Fund could see a slow-down in requests for support to purchase.

The purpose of this paper is to outline emerging approaches to community-led asset development as highlighted in research undertaken by Community Enterprise between July and November 2019. This work was originally driven by the

daily interactions Community Enterprise staff were having with a range of groups and organisations undertaking asset transfer and development. Groups were reporting an increasingly constrained funding environment as well as concerns over more commercial financing options. Many wished to explore a more community focused way of developing assets.

Insight and learning was gathered from across a range of key stakeholders in the asset transfer sector, and learning was drawn out from a range of examples from across Scotland, and further afield. Rather than an exhaustive review, this work should be seen as a useful snapshot of different approaches to community-led asset development that, it is hoped, will be utilised to stimulate further discussion within the sector. Ultimately, the key purpose of this work is to be a valuable resource for groups and organisations to consider different options in asset development.

## 1.3 Methodology

This research was underpinned by a qualitative research approach that aimed to explore key perspectives and experiences from a range of stakeholders involved in asset development. Semi-structured interviews, either in person or by phone, were conducted with participants. Analysis of these interviews enabled early coding of thematic areas to be developed. Further refinement of these and the creation of 'models' associated with these occurred throughout subsequent interviews, case study development, desk based research and a final reflective sector event.

### Sampling and recruitment

Stakeholders were sampled from a range of sectors, namely: key funders, Scottish Government, Scottish and UK third sector support agencies, private contractors, academia, and community groups. Snowball sampling was also utilised whereby participants recommended potential stakeholders. This was especially useful within key third sector organisations and Scottish Government departments. In total, 20 stakeholders participated in this research and 7 case studies were developed (see Appendix 5).

Case studies were identified and explored through stakeholder engagement and desk based research. Case study selection was determined by a range of considerations, including; availability of information, time constraints, and overall relevance of approach. It should be noted, however, that irrespective of whether a case study was developed, all groups and organisations engaged with contributed to the overall findings and recommendations of this research.

Finally around 50 key sector specialists were presented with draft findings and asked to react and reflect which has fed into this report.

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***A summary of the methodology can be seen in the graphic below:***





Organic Beef & Lamb  
taken your taste buds . . . .



HAMILTON'S  
SCOTTISH PRODUCE  
IN A NATIVE BAG

Local  
Honey

GLU  
FRE  
— bread & rolls

Photography by  
Openaye CIC



**Strategic  
Context**

## 2.1 Funding Context

### Grant Funds

Traditional funding routes for the post acquisition costs of capital projects have changed over recent years with an increase in demand alongside a reduction in available funding. It should be noted that not only has capital funding reduced, but funding for development costs is also harder to source. The following table is not meant to be exhaustive but sets out a broad direction of travel for the more significant capital funders.

Funding Source	Current Situation
<b>Local Authority</b>	With minor exceptions, local authorities have no (or only very minimal) capital budgets in relation to contributing to community owned projects. Since austerity and public sector cuts perspectives tend to be on making savings, with investments focused on core local government priorities and projects.
<b>European Structural Funds</b>	The various funds, particularly LEADER, have been highly important in relation to build projects. With BREXIT these are under severe threat and likely not to be available. The current consultation <sup>5</sup> on replacement funding for this source will take some time to conclude and there is no guarantee that it will include capital funding.
<b>National Lottery Community Fund</b>	The Community Assets <sup>6</sup> (and previous Growing Community Assets) strand was a vital component in encouraging anchor buildings to be developed in communities. The combination of a contribution of up to £1m, plus development funding as well as being willing to be a first funder was possibly the biggest catalyst to community asset development. Over recent years a reduction in lottery ticket sales has put pressure on all funding strands and the demand for this particular strand has been overwhelming. That fund is now closed and being reviewed.
<b>National Lottery Heritage Fund</b>	Although ticket sales reductions have impacted on heritage too, there is still substantial funding. However, many community projects simply don't have an important enough heritage asset.
<b>Creative Scotland</b>	Currently closed <sup>7</sup>
<b>Climate Challenge Fund</b>	Funded capital costs with environmental impact including insulation, heating systems, windows etc. This fund is now closed.
<b>Sport Scotland</b>	Funding available <sup>8</sup> , although it is highly competitive and the nature of the funder requirement (being very sport orientated) can limit the ability to match into multi-purpose space.
<b>Regeneration Capital Grants Fund</b>	This is a vital central government fund that appears likely to be available in the future. The scale of demand and the lack of other funding is putting pressure on this fund which will only approve around 50% of grants that are in stage 2 this year.
<b>Resilient Scotland</b>	A very useful source of grant and loan mix, but some of this is repayable and only available in 13 out of the 32 local authorities.
<b>Robertson Trust</b>	This Trust has recently become a key player in the sphere of capital projects. Although highly responsive and supportive, their large investment can only be a proportion of total capital costs – thus match funding dependant.
<b>Strategic Funds</b>	Funding sources such as Town Centre funds and Coastal Communities Fund are important but often appear with very quick submission dates and are hard to plan for.
<b>Charitable Trusts</b>	Various Charitable Trusts such as Trusthouse, Wolfson and Clothworkers invest in capital costs but these tend to be smaller amounts and usually require significant funding to be in place before they will accept an application.

5. <https://www.gov.scot/publications/replacement-european-structural-funds-scotland-post-eu-exit/>

6. <https://www.tnlcommunityfund.org.uk/funding/programmes/community-assets>

7. <https://www.creativescotland.com/funding/archive/large-capital>

8. <https://sportscotland.org.uk/funding/sport-facilities-fund/>





## Repayable Finance

Funding Source	Current Situation
<b>Social loans</b>	<p>From Big Issue Invest and Social Investment Scotland's loans (which tend to be higher risk and higher interest rates) to the Co-operative's interest free loan, there are a significant range of finance available.</p> <p>Many local assets are in areas of high relative deprivation and building a business case can be challenging to reach a break-even point, without also allowing for loan servicing.</p>
<b>Community Shares</b>	<p>A crucial component in many funding strategies. A new legal instruments drafted by Burness Paull alongside DTAS and OSCR will make this easier for more projects.</p> <p>As with loans, Although risk is lower, liquidity needs to be built so there needs to be a significantly commercial operation in any business plan.</p>
<b>Community Bonds</b>	<p>Although useful, this is only a possibility where investment returns are likely and capital is protected and can be withdrawn under certain circumstances. Again a strong financial case is required for this to stack up.</p>

## 2.2 Research and Strategy

This section will outline some of the key research, policy, and strategy that exists in Scotland and elsewhere that is likely to be an important reference point for any alternative models of asset development.

### The Range, Nature and Applicability of Funding Models to Support Community Land Ownership

This was a report commissioned by the Scottish Land Commission<sup>9</sup> (SLC) to scope the range of funding models available to, and being used by, community landowning groups. It was undertaken in a similar context of the contraction of grants for asset development and a need to consider alternative options.

This study scoped the range of potential funding models available to support community acquisition and development of land and building assets, in particular, options available beyond direct government funding.

*13 models were described which are currently available in the UK. These are:*

- Charitable Funding
- Philanthropy
- Commercial lending
- Social Investment
- Lending in return for Guarantee of a Social Outcome
- Mutually Beneficial Arrangements between private and community businesses
- Private Investment
- Crowdfunding
- Community Shares
- Peer to Peer Lending
- Corporate Social Responsibility Funds
- Leveraging Assets Obtained by Nil Value Transfer
- Impact Bonds

9. <https://landcommission.gov.scot/wp-content/uploads/2019/05/The-Range-Nature-and-Applicability-of-Funding-Models-to-Support-Community-Land-Ownership-FINAL-Draft.pdf>



*The study also identified seven factors influencing the choice of model:*

1. Availability of Security
2. Availability of Capital
3. Relative Availability of Types of Finance
4. Willingness to Take Risk
5. Capacity
6. Structure
7. Investor Tax Relief

This report illustrated a wide range of funding models available to community land and asset owning bodies but these sources are largely based on various models of repayable finance. These tools are an important element of the support infrastructure and need to be available with support and information. However, re-payable options could add pressure to community asset owners who are already facing challenging local market conditions and can often have limited capacity.

### What if We Ran It Ourselves?<sup>10</sup>

*This report was published by The Power to Change (a funder and supporter of community business operating in England) and the key findings are:*

Support needs to be different at each stage of the community business life cycle. At pre-venture stage, programmes are needed to educate and engage people. At inception, the chief gap is access to technical support, such as legal advice. As they grow, businesses need smart and sustained grants and loans in the £75,000-200,000 range to fill the “missing middle” of finance. Finally, businesses looking to scale could benefit from clearer norms on asset locks and social franchising.

*The authors Swersky and Plunkett summarise the sector below:*

**““ They are the Lewis and Clarks of the sector, exploring an uncharted frontier. Where they succeed, community businesses bring new life and light to their areas. With the right support, there can be more successes to come. ””**

(Swersky and Plunkett, 2015:4)

### Speaking Out on Taking Over : Perspectives on Community Ownership, Community Control and Sustainability (2016)

**The Big Lottery in Scotland commissioned the Scottish Community Development Centre and Community Enterprise to undertake a piece of national research to review the efficacy of the Fund’s investment in community asset ownership and development. This research was aimed at testing the hypothesis that ownership intrinsically leads to sustainability over a 10 year period.**

In summary the research concludes that **“whilst they have had a range of positive and challenging experiences along the way, organisations are making community control of assets work locally”**.

The full research report can be seen here <https://bit.ly/390tVjV>

10. <http://www.thepowertochange.org.uk/wp-content/uploads/2016/03/What-if-we-ran-it-ourselves-JAN2015.pdf>



## National Performance Framework and National Outcomes<sup>11</sup>

The development of community-led assets can be seen to contribute to most of these national outcomes (depending on project priorities) but links strongly to the following:

- We live in communities that are inclusive, empowered, resilient and safe
- We value, enjoy, project and enhance our environment
- We tackle poverty by sharing opportunities, wealth and power more equally

## Place making Principle

Place making is about strengthening the connection between people and the places they live, work and share. Place making refers to a collaborative process by which people can shape the public realm where they live and work in order to maximize shared value. It is about focusing on a specific place and considering how to ensure it is resilient and the people who live there are committed to its development.

The Scottish Government have committed to the Place Making Principle. The National Lottery Community Fund has changed its structure to be place based and funders such as the Corra Foundation are committed to place making. Community Place Plans<sup>12</sup> are becoming highly important with periodic funding (e.g. for charrettes and place plans) becoming available.

Developing a new model of asset development that is rooted in and controlled by local communities will dovetail well with the place principle.

## Social Enterprise

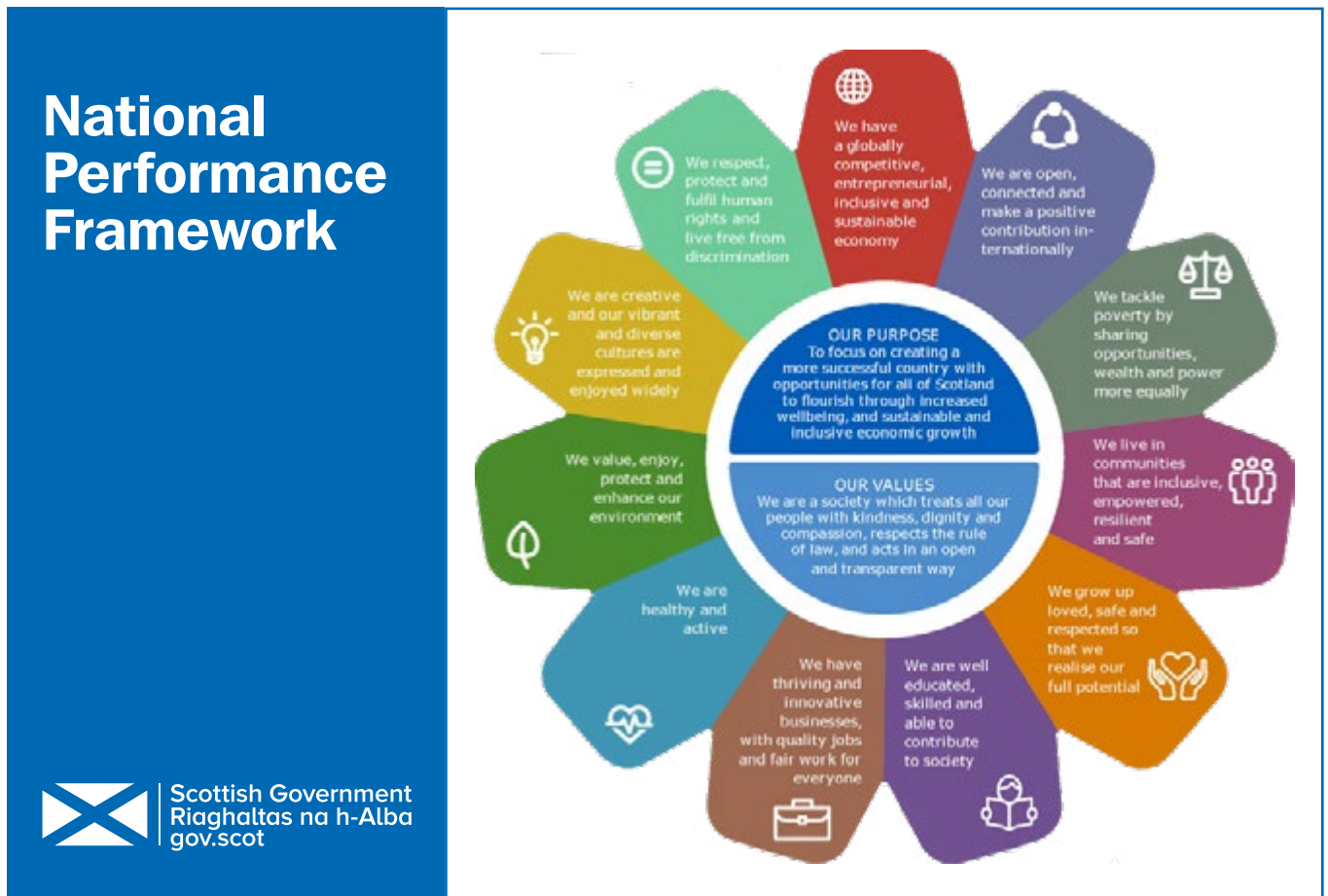
There is no accepted definition of social enterprise or community enterprise. Scotland's 10 Year Social Enterprise Strategy with 3 x three year action plans are a strategic commitment to creating the conditions in which providers of social impact can do so in a more sustainable way. The "local" dimension in this enterprise strategy has become increasingly important. The 2019 Social Enterprise Census shows many social enterprise trading at a low level and selling to their own communities. Finding a model that boosts local enterprise and establishes social enterprise supply chains is vital for sustainability.

## Community Empowerment

The 2015 Community Empowerment (Scotland) Act<sup>13</sup> draws on the definition of community empowerment agreed between the Government and COSLA as: *'...a process where people work together to make change happen in their communities by having more power and influence over what matters to them.'*

It provides a framework for empowering communities including:

- through the community control of land and buildings;
- meaningful community participation in public services, including in decisions about resources (e.g. through participation requests); and
- making community planning a statutory duty for more public bodies, for them to be held to account better and to share resources and support community participation



Where communities are empowered we would expect to see a range of benefits: local democratic participation boosted; increased confidence and skills among local people; higher numbers of people volunteering in their communities; and more satisfaction with quality of life in a local neighbourhood. Better community engagement and participation leads to the delivery of better, more responsive services and better outcomes for communities.

### Asset Based Community Development

Asset Based Community Development (ABCD) is a strategy for sustainable community driven development<sup>14</sup> and how to link these assets to the macro environment. The process aims to identify assets that already exist in communities, whether these are individuals, groups or associations, and to help them to link together and design or deliver services that meet the needs of their own communities.

#### The five key assets within ABCD are:

1. Individuals
2. Associations
3. Institutions
4. Physical assets
5. Connections

Fundamentally this approach encourages initiatives to be built on the skills, talents and assets within a community rather than parachuting in “experts” (such as architect led design teams perhaps) to fix social problems. Any community controlled social care model should use this asset approach as set out in the infographic above.

### Social Capital Policy

According to Assist Social Capital<sup>15</sup> social capital is “the network of relationships and values that connect individuals and groups in society and enable collective action”. It highlights the importance of trust and reciprocity and achieving things at community level.

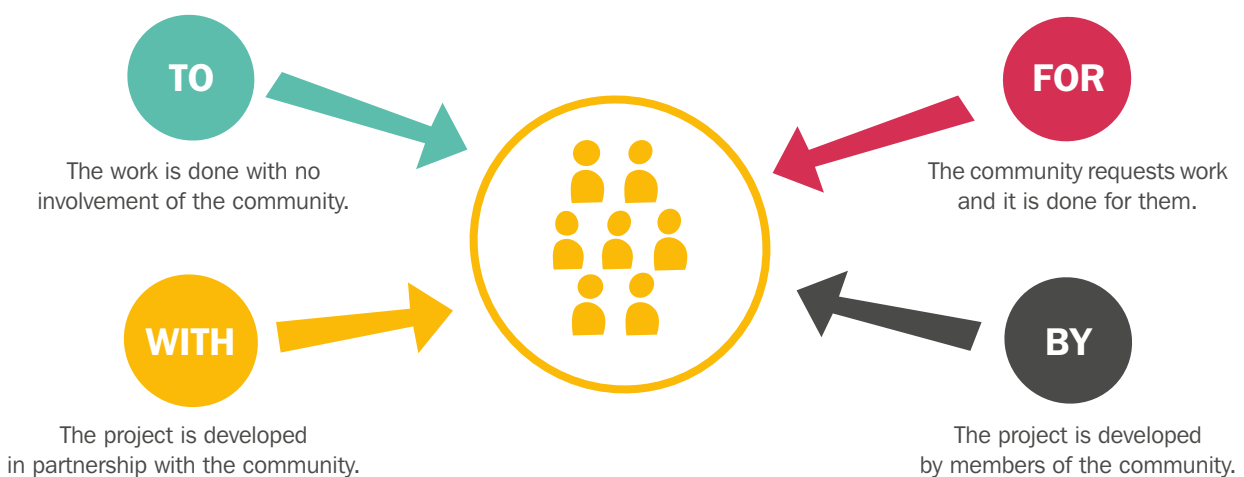
In practice, social capital enables communities and individuals to work together, helping each other by offering a “bridging” experience using local development phases to share and build skills and capacity.

This could be demonstrated by the Timebanking model<sup>16</sup> which would value someone’s own expertise or time to assist people in their community. Tasks such as gardening, DIY or even more formal construction trades could be considered, or alternatively by offering their services to Committees or Boards of voluntary organisations if they have a skill such as accountancy or website development. This reciprocity model would sit well alongside the provision of locally developed and physically built projects.

### Community Wealth Building (CWB)

CWB<sup>17</sup> is a model whereby locally based anchor institutions (such as local authorities, NHS, etc.) focus spend locally to encourage the development of local economies and to limit procurement spend leaking out of the area.

The Scottish Government are currently working up a report on community wealth building (CWB) to be given to Ministers and North Ayrshire Council are engaging in the concept directly. The CWB model is viewed as an important context and driver for undertaking activity at a more local level rather than out-sourcing to external experts. It retains and builds capacity and keeps wealth in a local place by using local companies, trades people, technical skills and labour to the extent that these are available.



11. <https://nationalperformance.gov.scot/>

12. <https://dtascommunityownership.org.uk/community/community-place-plans>

13. The Scottish Community Empowerment Action Plan: Celebrating Success: Inspiring Change: published jointly in 2009 by the Scottish Government and COSLA.

14. [www.ABCDinstitute.org](http://www.ABCDinstitute.org)

15. [www.social-capital.net](http://www.social-capital.net)

16. Evaluation Support Scotland, 2013, A Stitch in Time Launch Report

17. <https://cles.org.uk/the-community-wealth-building-centre-of-excellence/>



# Emerging Models



## 3.1 Introduction to Models

**Four key models emerged from the research which encapsulated the breadth of innovative approaches taken by community stakeholders in the development of local assets. These are:**

- 1. Partnership and Collaborative Approaches
- 3. Innovative Construction
- 2. Community DIY
- 4. Stepped Development

Full and detailed case studies can be seen in the appendices.

The activities and approaches contained within these models were found to facilitate and enable community-led asset development. In many instances, these approaches are not used in isolation but rather form a combined strategy to develop community assets. In these instances, case studies have been categorised according to the primary approach taken by the organisation or have been chosen to illustrate a particular model. A summary of the approaches and exemplars can be seen below.

Organisation/Group	Primary theme	Secondary/Tertiary themes
Minginish Community Hall Association	Partnership approach	Stepped development
Blantyre Soccer Academy	Partnership approach	Community DIY / Stepped Development
Out of the Blue Arts & Education Trust	Innovative construction	Partnership approach
Burtle Village Hall	Community DIY	Innovative construction
Whithorn Trust	Innovative construction	Community DIY / Partnership approach
Tayport Community Trust	Stepped development	-
Bannockburn House Trust	Stepped development	Community DIY/ Partnership approach

## 3.2 Partnership and Collaborative Approaches

### Summary of the Model

**A key model emerging from the research involved the strategic use and development of partnerships, where collaboration is central to achieving an asset based project. This approach acts as a broad category in which a range of formal and informal working arrangements can be situated. These arrangements are designed to be mutually beneficial and have positive impact for all parties.**

It was apparent that a wide range of collaborative working could be captured within this model, from sporadic arrangements to long-term working. In some instances, these were formalised, with legal support and contractual arrangements in place (e.g.

Minginish Community Hall Association). In others, less formal arrangements were used. Formal partnership arrangements were found to be more common. This could be due in part to organisations and stakeholders recognising this formalised partnership working and not viewing informal collaborative working in the same manner.

Many of the collaborative arrangements, formal or not, were based on prior relationships and knowledge with the groups or organisations in question. Most participants indicated that a local or personal connection was a key driving factor in partnership development. This appeared to be especially true for instances of local business support, third sector groups working together, and traineeship/employability schemes.

#### Benefits

Many of the groups involved in this research outlined some form of partnership working in order to facilitate their project goals. Benefits of this approach emerged from case studies, interviews and, more widely, in the literature<sup>18</sup> and are listed below.

- Pulling of resources, skills and knowledge strengthens business plans
- Networking and relationship building shares risk
- Joint tendering and consortia procurement opportunities
- Reduced costs through sharing resources
- Live peer learning and mutual support through challenging times
- Joint marketing and PR
- Opening of new markets through the multiplier of more than one network
- Increased confidence from key stakeholders
- Perception of greater security for grants/financing options
- Innovative/creative solutions and ideas

#### Challenges and Mitigating Factors

Working with partners also presented a range of challenges that participants recognised. These challenges, and approaches to mitigate them (where possible) have been summarised and presented below.

Challenges and Risks	Mitigating Factors
<ul style="list-style-type: none"> <li>• Difference in mission/vision of orgs</li> <li>• Negotiating formal arrangements e.g. legal structures and contracts</li> <li>• Risk in non-formal arrangements – no recourse or formal obligations</li> <li>• Time consuming and difficult to manage</li> <li>• Different quality standards between partners</li> <li>• Risk of partnership souring and impact on overall project</li> <li>• Negotiating financial arrangements</li> <li>• Potential loss of ownership from local community or the perception of this</li> <li>• Awareness of promoting brands etc. through partnership</li> <li>• Potential for more complicated risk assessment/health and safety arrangement</li> </ul>	<ul style="list-style-type: none"> <li>• Access to good advice and support e.g. legal advice for formalised arrangements</li> <li>• Thinking creatively around collaboration and finding an organisation that might match values</li> <li>• Retain overall control of project in community e.g. a rental or lease agreement with partner org</li> <li>• Clear and transparent roles and responsibilities from outset</li> <li>• If informal arrangements in place – more flexibility might be needed</li> <li>• Be prepared for this process to take more time and support</li> <li>• Seek out support from peers and professionals</li> </ul>



## 3.3 Community DIY

### Summary of the Model

All the groups and organisations who participated in this research recognised the importance of volunteer involvement within community-led asset development. However, some projects also actively engaged volunteers in the hands-on construction or renovation of local assets. It's this type of working that we have dubbed 'Community DIY'.

This model illustrated most disparity in terms of the views, experiences and perceptions between professional and community stakeholders. Professional stakeholders in the sector – from funders, support organisations and other key professionals – articulated some concern over hands-on volunteer involvement in asset development. Community stakeholders weren't oblivious to these concerns and many recognised the challenges with this type of approach. They did, however, appear more willing to take risks associated with this way of working. The benefits of this way of working as well as the risk to project viability without this hands-on support appeared to underpin this attitude. Recognising that there are different levels and types of this hands-on approach and determining what might be possible or suitable can be challenging. Within this research, a continuum of unskilled to skilled work was undertaken through this approach.

Many of these benefits were also highlighted as having considerable secondary benefits for the community. Factors such as: a sense of ownership; having a greater voice and decision making ability; improved confidence, and community resilience were all believed to have wider positive benefits to individuals and communities. Several respondents highlighted the potential longer term impact of this hands on approach to asset development.

Fundamentally, this approach is almost always driven by funding constraints. Despite this, all community stakeholders who have undertaken this type of approach would incorporate it as part of any future project.

#### Benefits

- Greater sense of ownership within community – used to support the use and care of the asset going forward.
- This sense of ownership can increase commitment to using the building and enhance sustainability
- Reduced costs by adding in volunteer labour and donated materials.
- Funding goes further and can be prioritised for areas that require professional expertise.
- Community have greater control over project design and outcomes.
- Allows for a simple design and build.
- Enables the use of innovative construction which is more risky for standard contractors.
- Creates, or leads to, employment or training opportunities.
- Develops skills and confidence in volunteers.
- Retains and promotes the use of traditional crafts and building techniques.
- Used to demonstrate community involvement / support – useful for asset transfer process and funding bodies.
- Gamers attention and interest in project – both locally and further afield.
- Changes relationship with professional stakeholders – a more equal footing.
- Builds community pride and resilience
- Fosters on-going relationship with key stakeholders that may not otherwise have developed i.e. local representatives, councils.
- Enables creative and personal touches to asset development which may not otherwise be considered e.g. time capsules.



## Challenges and Mitigating Factors

**There were considerable challenges and risk associated with this model and participants from both professional and community perspectives were not oblivious to these. One such example was illustrated when volunteering of local children required involvement of the Child Protection department of the local council to ensure that the provision of lunch for the kids did not contravene child labour laws.**

Much of the concern around this approach, especially from the perspective of funders and support agencies, centres

on the notion that it places undue burden on communities and groups. It was also expressed that this type of approach will often be labelled as ‘empowering’ to the community but concerns were apparent that the reality may be very different. One example cited within this research was that of an asset transfer of a property that was without mains water. The group involved, mainly consisting of older adults, were subsequently tasked with digging a trench for a water pipe to be connected to the property. It was uncertain how the group in question perceived this task. For several professional stakeholders, however, the Community DIY model was felt to risk devolving inappropriate responsibility on to the shoulders of individuals, often with the label of empowerment attached.

Challenges and Risks	Mitigating Factors
<ul style="list-style-type: none"> <li>• Risk of a lower standard and quality of work produced.</li> <li>• Time intensive - greater degree of oversight / supervision needed for volunteer labourers.</li> <li>• Potential delay in asset development through use of volunteers.</li> <li>• Volunteer involvement can be sporadic and hard to predict.</li> <li>• Issues around health and safety and risk assessment.</li> <li>• Concerns from funders can impact grants available.</li> <li>• Volunteer fatigue and dropout.</li> <li>• Undue burden, stress and risk on community members.</li> <li>• Often requires significant input and leadership from handful of skilled local volunteers with experience or a background in project management, construction, accountancy etc.</li> <li>• Over reliance on small team of volunteers.</li> <li>• Can be challenging to engage with professionals and integrate these alongside volunteer involvement.</li> <li>• Scale of development may be underestimated by community.</li> <li>• Potentially a false economy - short term savings by volunteer labour may result in more expensive problems to fix later.</li> <li>• Design of development may not allow for volunteer involvement.</li> <li>• Lack of knowledge around where to go for support in hands-on development projects.</li> <li>• Lack of funding to support groups and organisations to engage in peer-to-peer learning.</li> <li>• Managing child and youth participation was felt by some groups to be overly complicated in terms of Health and Safety.</li> </ul>	<ul style="list-style-type: none"> <li>• External funding of project manager type post to help manage the work.</li> <li>• Specialist advice, including health and safety and legal advice.</li> <li>• Recruit local specialists from a wide range of skill areas.</li> <li>• Involvement of main contractor who can understand and accommodate this model – mixed approach.</li> <li>• Detailed discussion with funders who can work to different timescales and reporting mechanisms.</li> <li>• Sensitive design teams.</li> <li>• More flexible spend deadlines for funders.</li> <li>• Strong volunteer recruitment and support infrastructure. Design project in a way that a wide range of volunteers could potentially get involved i.e. range of tasks suited for anyone to take part in, including local children.</li> <li>• Mapping local assets and skillsets in advance and updating it.</li> <li>• Some construction methods enable the Community DIY model more than others eg straw-bale construction. Linking this to innovative construction methods, especially at the project inception stage, will enable more volunteer involvement.</li> <li>• Explore partnerships with craftspeople or local colleges in order to balance quality of the work with community involvement.</li> <li>• Having clear guidelines and parental consent and linking to local schools.</li> <li>• Be transparent and open with community including doors open days, newsletters and social media (including ongoing photo diaries). Some groups were able to continue use of space during re-development enabling local people to stay connected to the project.</li> </ul>



## 3.4 Innovative Construction

### Summary of the Model

The theme of innovative construction resonated strongly with several examples of communities leading development of local assets through creative design and construction methods. In the context of this research, innovative construction as a term is largely being used to capture learning from non-standard materials and buildings.

Much of this learning comes from projects that have utilised modular buildings, traditional crafting or construction materials such as straw bales that are easier for laypeople to build with. The projects engaged within this research are undoubtedly just a snapshot of what is being explored in this area. However, many of the groups and organisations involved illustrate how innovative design and construction can help to enable community led asset development.

A relationship with professionals in each field was viewed as crucial to a successful development.

The benefits of this way of working are listed below split into two sections:

#### Modular Buildings or spaces

*e.g. Pre-fabricated buildings, portacabins, shipping containers*

- Flexible spaces that can change over time.
- Cheaper than standard building cost.
- Can be shipped in parts and constructed on site – useful for more remote areas e.g. islands.
- Can be used inside other buildings to break up space.
- Enables spaces to exist separately and be hired out individually with no disruption to other users.
- Can be moved to a new site if need be.
- Useful to test ideas in project development e.g. pop up events or businesses.
- Learn what works and is successful before scaling up.
- Can be useful to ensure continuity or maintain income stream during asset development i.e. modular building on site enables some aspects to continue unabated despite on-going larger scale project.

#### Non-standard Materials/Ease of use

*e.g. traditional crafts (thatching), straw bale construction, fleece insulation, car tire foundations.*

- Enables volunteer involvement in the hands-on building work.
- Often more forgiving materials in terms of having low skilled volunteers – many issues and mistakes can be tidied up and fixed.
- Can be linked to volunteering and employability schemes.
- Promotion of traditional crafting skills and methods.
- Encourages buy-in and ownership from community/users.
- Reduces cost through volunteer construction and donations.
- Greater community input and control over project.
- Can be linked to locally sourced materials that are often more sustainable or eco-friendly.
- Create a local, community-led, innovative narrative around the project that can be useful for marketing, advertising and fundraising campaigns.
- Build a sense of community whilst building a community asset – potential for long-term support for asset due to community having developed the space themselves.



## Challenges and Mitigating Factors

Stakeholders did highlight considerable challenges within this model – mainly around the use of non-standard building materials and volunteer involvement. Some of these challenges

can be seen to echo those outlined in the Community DIY model. It became apparent that these two thematic areas were most commonly utilised together. The table below outlines the range of challenges faced when utilising innovative construction within community-led asset development.

### Modular Buildings or spaces e.g. Pre-fabricated buildings, portacabins, shipping containers

Challenges and Risks	Mitigating Factors
<ul style="list-style-type: none"> <li>• Can have a poor reputation for cold, damp and ugly buildings.</li> <li>• Potentially less community engagement and ownership of space.</li> <li>• Cost of some modular buildings and spaces can be quite high.</li> <li>• May be space-limiting and not suitable for some projects.</li> <li>• Potentially more challenging to successfully fundraise or get grant funding for a modular building. Some funders won't fund modular buildings as they are viewed as temporary.</li> </ul>	<ul style="list-style-type: none"> <li>• Bring in key professional support as and when needed, particularly specialists in each kind of innovative construction.</li> <li>• Utilise peer learning from other groups who have undertaken similar asset development.</li> <li>• Consider leasing arrangements for modular spaces to offset cost of purchase.</li> <li>• To overcome compliance and health and safety issues consider getting national or independent advice and support e.g. Health and Safety Executive and Independent Building Inspectors.</li> </ul>

## Four Key Models



Partnership and Collaborative Approaches



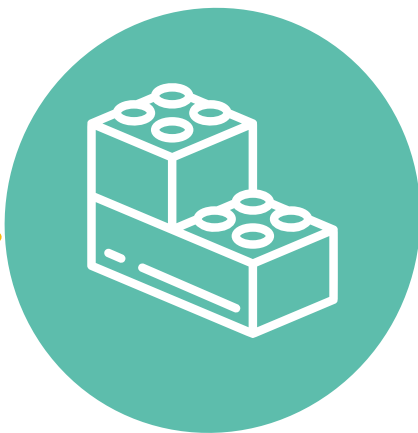
Community DIY



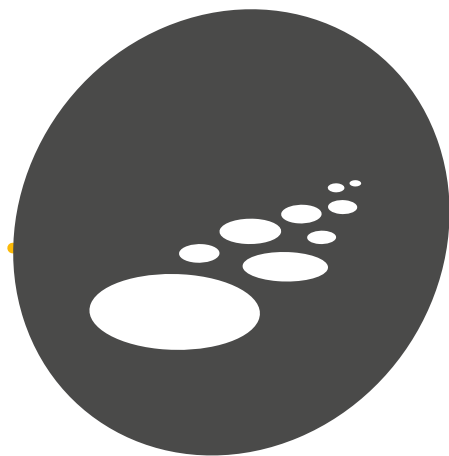
## Non-standard Materials/Ease of use

e.g. traditional crafts (thatching), straw bale construction, fleece insulation, car tyre foundations.

Challenges and Risks	Mitigating Factors
<ul style="list-style-type: none"> <li>• Risk of poor project management - lack of knowledge and expertise.</li> <li>• Planning and consent procedures can be more challenging with non-standard materials and volunteer involvement. Lack of familiarity at local Council level can hinder development.</li> <li>• If materials are not local then sourcing and shipping can be costly and reduce eco-friendly benefits.</li> <li>• Materials may not come in useful building sizes e.g. straw bales may need to be sized prior to construction.</li> <li>• Some construction methods may not have as long a lifespan as standard builds.</li> <li>• Engaging professionals to work on build may be more challenging with non-standard materials.</li> <li>• Volunteer construction risks a lower quality of build.</li> <li>• Reluctance by some funders to support innovative construction and community-led builds.</li> <li>• Associated training costs for volunteers potentially high.</li> <li>• Reliance on volunteers could risk disagreements and internal politics disrupting asset development.</li> <li>• Potentially high burden on shoulders of core individuals to manage volunteers and build.</li> <li>• Volunteer fatigue.</li> </ul>	<ul style="list-style-type: none"> <li>• Dividing tasks into varying skill levels can ensure quality control throughout project.</li> <li>• Use local assets and knowledge to gather support and donations of materials for project.</li> <li>• Build up financial reserves for unseen issues and problems including volunteer fatigue and drop-off.</li> <li>• Consider employing project manager role –considered highly advantageous.</li> <li>• Get buy in from local representatives - act as champions for the project to help drive it through regulatory and funding issues.</li> </ul>



Innovative Construction



Stepped Development

## 3.5 Stepped Development

### Summary of the Model

Emerging from the research were a range of groups and case studies that undertook stepped (or phased) development of projects. This stepped development model was seen to facilitate or enable a community-led approach within asset development and was often used alongside community DIY and partnership approaches. As a broad category we sought to capture learning from projects that grew gradually, had smaller initial projects prior to larger scale asset development or had broken a large development project into smaller, more manageable projects.

While there was recognition that this could apply to a wide range of asset development projects that had grown organically, the organisations and projects outlined here have deliberately chosen this approach. The main drivers lay in the desire to build slowly, develop an income stream and grow community capacity. Whether a deliberate decision, or by happenstance, stepped development was highlighted as able to facilitate or enable communities to have greater control or involvement in asset development projects.

*Participants outlined projects that can be broadly captured within three main types of stepped development approaches:*

- **Developing an income stream** – small projects that bring in income to support long term projects. Often related to the work of the wider project but some pursued unrelated income streams (e.g. car park fees).
- **Pilot study** – testing and developing project ideas for effectiveness and value prior to use in larger developments.
- **Lease arrangements** – trialling project ideas in leased spaces or through leasing space to other organisations e.g. community café. Often prior to ownership of assets.

The stepped development model was strongly supported by both professional and community stakeholders within this research. Several in latter group, highlighted that this wasn't always a realistic solution when many projects are initially driven by the potential loss of a local asset e.g. closure of a community hall.

#### Benefits

- Enables testing and piloting of ideas.
- Can facilitate involvement of volunteers in smaller, less complex projects.
- Shorter term projects can galvanise volunteer involvement.
- Build community support and buy-in for larger scale projects.
- Develop capacity and confidence in communities, group and organisations.
- Success of initial projects can encourage groups to take a more hands-on approach to future phases.
- Grow market and user base for products or services.
- Lowers risk associated with asset ownership.
- Act as a proof of concept for funding or financing.
- Builds organisational and financial history.
- May enable more time to explore peer learning and sectoral support.
- Potentially reduces pitfalls and mistakes in larger-scale asset development projects.
- Build up non-grant reliant capital for future projects.
- Potentially decrease amount of grant funding needed for future projects.
- Leases enables groups to find out if assets work for their purposes and be more aware of the realities about taking title.
- Lease arrangements would enable faster turnaround of projects.
- Enable creative use of temporary spaces through leases i.e. derelict land and unused buildings that aren't available for asset transfer.

Many of the advantages of taking a stepped development approach were felt to directly facilitate greater community involvement and ownership over longer term projects. When considering issues of equality this approach potentially enables the benefits of community-led asset development to be shared more widely despite variations in community capacity.



## Challenges and Mitigation Factors

Whilst professionals seemed less concerned about the potential restrictions of this stepped development approach, these were readily apparent to several community stakeholders. These largely centred on the notion of the reality of asset development vs. what the ideal circumstances might be. Whilst the notion of growing and developing gradually was recognised as beneficial, some participants felt the realities on the ground were difficult to align to this approach.

*A summary of the challenges and approaches reported by stakeholders to mitigate or tackle these have been outlined below.*

	Challenges and Risks	Mitigating Factors
Local community assets	<ul style="list-style-type: none"> <li>Projects are often in response to a loss of service or developed in order to 'save' a key local space. A longer-term, stepped approach may simply not suit these types of projects.</li> </ul>	<ul style="list-style-type: none"> <li>Encouraging communities to be more critical about which assets to take on and looking more widely at potential assets in the community.</li> </ul>
Leasing arrangements	<ul style="list-style-type: none"> <li>Leases used as stepping stone: can be difficult to negotiate and often have maintenance clauses within these.</li> <li>Funders have traditionally been reluctant to support asset development on projects with leasing arrangements rather than ownership.</li> <li>Financing arrangements difficult without asset ownership to support loans.</li> <li>Redevelopment of leased spaces may fail to generate community support due to lack of ownership.</li> </ul>	<ul style="list-style-type: none"> <li>Building a good, long term relationship with funders and key stakeholders will enable longer term projects to be better supported and issues like leases less of a roadblock to financial support.</li> <li>Seek help from support agencies and/or professionals when negotiating lease or contractual arrangements.</li> </ul>
Community buy-in	<ul style="list-style-type: none"> <li>May appear to be focused on smaller projects rather than priorities of local people and fail to meet immediate community needs.</li> <li>Lack of community ownership and control through lease.</li> <li>May fail to galvanise community buy-in and support.</li> <li>Volunteer fatigue and drop off a consideration when undertaking multiple projects. Energy for longer term project may not be as high.</li> <li>Potential to lose social mission by focusing on income generating project.</li> </ul>	<ul style="list-style-type: none"> <li>Clear and effective communication and engagement with community can help demonstrate immediate and longer term project goals and ensure continued buy in and support.</li> <li>Engaging in Community DIY approaches within smaller scale projects can help to build support and ownership over projects.</li> </ul>



**Stakeholder  
Reflections**

Kinn Samskull  
Kinn Samskull

# There was recognition in the sector that interest in asset transfer is high but funding available to support these is increasingly restricted.

## 4.1 Current state of the sector

**Stakeholders reflected that many early projects were rural in nature and often utilised alternative energy (e.g. micro-hydro/wind turbines) to fund or raise financing for asset development. With changes to Feed-in Tariffs, this is no longer as viable for groups. This combined with an increase in urban projects and asset transfer of older, dilapidated buildings was felt to have changed the nature of asset development across Scotland.**

There was widespread awareness that there has been a reduction in funding across the sector, especially in relation to capital redevelopment funds. Many of the current funding streams for capital redevelopment were highlighted as under review or closing, and availability of these sources going forward was unclear. The majority of stakeholders indicated that whilst capital funding is still available, it's often now a longer, more arduous process for many groups involving the management of multiple funding partners. With the closure of the National Lottery Community Assets Fund, it was widely recognised that there will be less money in the short to medium term. A review of this fund, and others involved in capital redevelopment support, was highlighted as potentially risking the viability of many asset development projects and longer term direction of this process.

Large scale e.g. £1m grants are increasingly rare and funders are looking to explore partnership options and cooperative working going forward. Current statutory guidance on asset transfer highlights the need for assets to be sustainable. As part of this direction change, it was recognised that conversations

with groups seeking asset transfer are more balanced than they were in the past, front-loading the conversation with financial sustainability. This could be tightened up to reduce the risks associated with taking on projects that cannot be sustainably financed. This focus driven by concern over the risk to community groups as well as the reduction in available support. Whilst recognising positive moves towards sustainability there was considerable concern across the sector over the future of funding and support for asset transfer and development. The importance of Regeneration Capital Grant Funds (RCGF) were highlighted as playing a vital role in supporting many of these groups and projects going forward.

In the past, a significant proportion of grants included funds for planning, advice and the early stages of project work. Several stakeholders indicated these elements had largely been lost as a result of funding reductions. This could have considerable ramifications for any focus on early engagement of groups and critical assessment of asset sustainability.

The rise in the cost of building and construction work was also noted as an important contextual factor. The same level of funding, according to one stakeholder, "doesn't buy you as much, for example, it used to be around £1800 per m2 now it's closer to £3600 per m2. This is important if you're considering building a community centre of any considerable size." It was also perceived that the third sector had filled a gap during the recession when projects within the construction industry were limited. Costs were felt to have risen partly as a result in this shift in demand.

## 4.2 Asset transfer and legislation

**The presence of a benevolent policy environment for asset transfer was highlighted within Scotland. In order to take advantage of this, however, a need to build and strengthen support structures was recognised. A review of the processes within the Community Empowerment (Scotland) Act (asset transfer and participation requests) has been undertaken by academic researchers (to be published in early 2020). Early findings from this evaluation suggest that the use of these processes varies considerably across local authority areas with notable variance in levels of buy-in and understanding around this legislation. This was echoed within this research with stakeholders identifying barriers to asset transfer due to misunderstanding on the part of transferring bodies (mainly local councils).**

This nervousness around asset transfer was felt to be largely

based on a risk of failure and potential impact on the reputation and public image of the local authority. Several stakeholders indicated that the suggestion of a community-led approach to asset redevelopment could also trigger this nervousness. Improved awareness and promotion of asset transfer from other institutions such as NHS, Colleges, Fire, and Police was also noted. It was felt that greater utilisation of these could enable communities to take on better, and more sustainable, assets.

There was a concern that this legislation is being utilised most effectively by communities with a higher level of capacity and may exacerbate existing inequalities. Centring asset transfer and development support on an inequalities agenda was, however, felt to be challenging to implement. Despite this, inequalities were consistently highlighted as a key area of focus for funding and support packages around asset development going forward.







'Meanwhile...  
in Leith' workshop

### 4.3 Sustainable assets

**The movement in the last few years was felt to be towards focusing on the sustainability of assets communities are looking to take on. Most professional stakeholders highlighted that they were encouraging groups to be more aware of the financial aspects and building awareness that there may be a better option; especially in urban spaces where there is more choice available. This was being largely driven by awareness of funding restraints and many poor quality assets being offered for transfer.**

The importance of the Scottish Land Fund (SLF) in supporting asset transfer emerged strongly from the research. The inclusion of more urban projects was noted to have had a significant impact on the level and availability of SLF funding. In the past, individual grants were more likely to cover most or all of the development costs but now these aren't, according to one stakeholder, "anything like enough to develop entire build or redevelopment". Many funders recognised that they were paying more attention to match funding and developing collaborative funding packages and are more wary of projects without this in place. Community-led asset development models were noted as having the potential to assist with match funding (through income generation) or making smaller grants go further (by reducing development costs). Even with these approaches, focusing on sustainability will inevitably mean encouraging some groups not to take on some assets. Examples of these included 'Grade A' buildings and churches that communities may want to 'save' but where financing and income streams are going to struggle to make it sustainable.

Alongside concerns around the future of funding within the sector, several stakeholders highlighted the need for gradual, organic growth that enables groups to develop and grow slowly. It was felt that asset transfer driven by the need to 'save'

local buildings often ran the risk of groups taking on large projects too soon in their development. Stepped development was highlighted as having the potential to aid in the critical assessment of asset transfer, as well as, the creating and maintaining sustainable streams of income to support these.



Out of the Blue  
and Education  
Trust event



## 4.4 Views on community-led asset development

**Stakeholder views on community-led asset development illustrated that there was considerable potential in these approaches. Initially, there was a sense of confusion around what this term meant in practice. Several stakeholders utilised the term throughout interviews to refer to community involvement or input into asset development more generally. Drilling down into leadership (rather than involvement) in asset development helped to reduce ambiguity around this term. The development of the four models outlined in this report were used to guide and to promote discussion with stakeholders and this was effective at illustrating how community-led asset development could be conceptualised. Some stakeholders indicated that most, if not all, asset development projects included committees made up of the local community who were involved in co-designing the development of the asset. There was some debate as to whether this level of involvement could be categorised as being community-led. However, there was recognition that community capacity, experience and confidence will have a significant influence on whether this can be considered community-led.**

Fundamental to this was felt to be the ability to work with, challenge and direct decision making with professionals involved in asset development. These professionals, in turn, offered a mixed picture in terms of working with communities. Those involved in the research did have experience of working with community groups on asset transfer and redevelopment, however, there was a range of attitudes towards a community-led approach. Several stakeholders highlighted their interest and enjoyment in working with communities who are active and engaged in the process of development. Others, focused on the pitfalls of this way of working, namely, longer time frames, volunteer drop-off, and lack of experience hindering progress. Communities taking a DIY approach received the most concern from professionals. Project design often acted as a driver for interest in a community-led approach from groups. Expensively designed buildings that went beyond the need of the local community (or available funding/financing) was consistently raised. Several professional stakeholders reported that they felt this has been less of an issue in recent years, whereas, a number of community groups illustrated cases where this had emerged as a current issue.

The community-led models were not felt to be “the silver bullet” to solve issues in asset development, however, opportunities to explore these were welcomed. Overall, there was a sense that these approaches sat on a spectrum of involvement from communities, with large scale redevelopment with professional involvement on one end and community led, DIY projects with minimal professional input on the other. Although interviews with communities and groups utilising these models illustrate that this delineation may not be clear cut.

There was concern from a number of funders that the lack of professionalism and formal structures in some of the organisations they support is a current concern. This would be an area that would require considerable development prior to encouraging groups to undertake a community-led approach to asset development. There was also a concern that community involvement might be automatically tagged as an empowering process. Implementation of these approaches could ultimately be a response to lack of funding and support rather than as a move towards empowerment. There was concern that the experience of asset transfer can be exhausting and subsequent community-led redevelopment may struggle to gain momentum and input from the community. However, it was felt to be an interesting option for some groups and some spaces, especially those with prior project experience or a paid member of staff. The stepped development approach was found to have strong support from professional stakeholders. It was recognised that asset transfer and development was often in response to a changing local context (e.g. the sale of a building) and therefore this approach may be unrealistic for some groups.

Overall, stakeholders recognised that community-led approaches could add value to on-going discussions about the future direction and sustainability of the sector. There was also recognition that these approaches could prove useful for a wide range of community groups and organisations across Scotland. Support for partnership working and taking a stepped development approach was strong whilst approaches that explored innovative construction methods or a DIY approach received less support from participants.



Community consultation event



## 4.5 Future for the sector

**Considerable differences emerged between professional and community stakeholders when envisioning the future of the sector. Most participants from within funding and support agencies indicated that the future of the sector lay within social investment and financing arrangements. However, Reluctance to explore these options was recognised by professionals and community participants. This reluctance was thought to be due to concern and unfamiliarity over taking on debt. Despite most individuals being comfortable with this on a personal basis, taking on debt to own or renovate a community asset was felt to be very risky.**

Concerns largely centred on generating enough sustainable income to cover loan payments and overhead costs. Some stakeholders also highlighted that a lack of financial history on the part of some organisations being a barrier to accessing loan financing. One stakeholder noted there was, “simply not much appetite for loans in the sector, perhaps unsurprising if you can get grants.” The psychological aspect of taking on debt was also felt to play a strong role in why loan options were not explored by many groups and organisations. It was highlighted that, “there is the fear factor. It’s outside of the comfort zone. If it were private then they would expect to pay a mortgage but for social enterprises and charities this is not the norm.” It was also noted that lowering interest rates and designing loans specifically for the sector were important factors in making this feasible for groups in the future.

Other approaches were also highlighted as having the potential to be explored. Simultaneous transfer-and-sale was mentioned i.e. the transfer of land or building(s) where one part can be sold immediately after transfer. This had been undertaken in the Highlands whereby a small parcel of land within a wider area was sold for local housing, thereby, creating revenue for the group and helping to address local housing needs. Other stakeholders identified multiple asset transfer whereby there is a transfer of both a profitable asset and a non-profitable one in tandem. It was recognised that this may only be appropriate for

specific groups or organisations that will be able to successfully manage these types of transfers, however, it was felt that this was a potential area of future development for the sector.

There was concern expressed from some stakeholders that support and funding is still largely limited to asset ownership. This was felt to be largely ignoring the risks and financial precarity that can come with ownership models. Community-led asset development models were highlighted as being well placed to support lease arrangements for community groups. Projects that were identified as having the potential to work well in this way were ones with strong partnerships before acquisition and continuing support after the transfer e.g. council/community anchor organisation as a core tenant to ensure a degree of stability. The National Lottery Community Fund recognised their resistance to funding leased premises in the past but indicated that this may be re-examined in the future with the desire to encourage projects to grow slowly.

As previously highlighted, funders indicated their support for a greater focus on issues of inequality. Capacity is an important consideration within these community-led models with more experienced communities being well placed to explore them. Within a context of reduced funding, this potentially creates additional space and resources to be directed towards less experienced communities. Additionally, the development of ‘virtuous circles’ whereby more experienced communities or ones with large income streams could support or fund other community projects was also highlighted as being an area of growth for the sector going forward.

Generally, there was an indication from funders that they would respond to a shift in the sector towards community-led asset development and would be flexible in funding applications to support this. However, going forward it was largely agreed that collaborative funding would be more common so agreement and support across the funding sector would need to be built around these approaches to ensure buy-in from a range of funders.





Photography by  
Openaye CIC



Photography by  
Jane Allan

# Community-Led Asset Development Event

## 5.1 Introduction

**50 stakeholders attended a consultation session on the findings of this research in late January 2020. Attendees included staff from: Third sector agencies; funding bodies; community organisations; Scottish Government departments, and architecture and design agencies.**

After a short presentation of the research, breakout discussions enabled feedback to be gathered on the four models. Participants were asked to consider the following questions as a context to their feedback:

1. Do the models make sense?
2. What needs to be done to make these happen effectively and in all communities?
3. What can your organisation contribute?

## 5.2 Delegate Feedback

### Partnership Approaches

Does it make sense?	What needs to be done to make it happen effectively and in all communities?	What can your organisation contribute?
<p><b>General reflection from participants was that partnership approaches as a facilitator of community-led asset approaches made sense and was viewed positively.</b></p> <p>Seen as:</p> <ul style="list-style-type: none"> <li>• Building capacity.</li> <li>• Spreading the load.</li> <li>• Able to lever support of other sectors.</li> <li>• Building good negotiation skills for communities.</li> <li>• Developing common shared goals across the community able to increase potential for success.</li> </ul>	<ul style="list-style-type: none"> <li>• More opportunities required for organisations to find out about partnership potential / brokering:</li> </ul> <ol style="list-style-type: none"> <li>1. Who leads? Community? A funder?</li> <li>2. How does partnership come about?</li> </ol> <ul style="list-style-type: none"> <li>• Clear responsibilities.</li> <li>• Partnership of skill sets &amp; peer groups not just funders.</li> <li>• Educating / enabling public bodies to share professional expertise.</li> <li>• Funders to support networking, help build longer term relationships, and collaborate more.</li> <li>• Sharing of data, learning and expertise. Promotion of relevant examples (successful or not!)</li> <li>• Takes time. Start early as it uses significant time resources within communities. Build this into funding proposals.</li> <li>• Focus on partnerships for revenue funding as well as capital e.g. Anchor tenancies and community owned assets as public service providers.</li> </ul>	<ul style="list-style-type: none"> <li>• Brokering partnerships between organisations with expertise in asset development / buildings and service delivery how to do more of this.</li> <li>• As funders we have more expertise? E.g. surveyors and architects to help groups move projects on.</li> <li>• Third party community developer – Housing Associations.</li> </ul>



# Community DIY

Does it make sense?	What needs to be done to make it happen effectively and in all communities?	What can your organisation contribute?
<p><b>General reflection on Community DIY was mixed with participants split between seeing this as an excellent opportunity for engagement and concern over the practicalities and risks associated with this approach.</b></p> <p><b>E.g.</b></p> <ul style="list-style-type: none"> <li>• Is DIY too risky for most funders – or evidenced by prior experience?</li> <li>• Very worthwhile but can bring extra costs.</li> <li>• Who ensures quality and sustainability?</li> <li>• Excellent engagement opportunity and volunteer participation.</li> <li>• <i>“Music to my ears. It is not without risks but if plans are realistic and deliverable there is much merit in this approach”.</i> Not appropriate in all situations.</li> <li>• Links well to oft-used initiatives to include skills development in projects e.g. Heritage / traditional skills.</li> <li>• Time and volunteer capacity.</li> <li>• DIY very difficult to control – design, budget, changes, regulations.</li> </ul>	<ul style="list-style-type: none"> <li>• How do you identify the right ‘conditions’ for any particular approach?</li> <li>• Maybe not 100% DIY, but much scope for some of the development to be DIY.</li> <li>• Caution over local experts who help but can't sustain the effort.</li> <li>• Risk all dependent on management.</li> <li>• Use of crowdfunding &amp; community shares (feeling of ownership).</li> <li>• What do communities expect from funders – apart from money?</li> <li>• When and for what is early funding needed?</li> <li>• Link with phased approach – ie. one stage based on DIY?</li> <li>• How do you ensure the correct conservation standards?</li> <li>• Needs careful technical project management &amp; co-ordination.</li> <li>• Needs local fundraising / time / donations.</li> <li>• Potential to incorporate community benefits / positive aspects within traditional model?</li> <li>• Their specialist nature often needs professional training and supervision.</li> <li>• Does this approach lend itself better to strong, well connected communities?</li> <li>• Needs good community organisers / sales skills.</li> <li>• Including community development? i.e. participation in decision making vital!</li> </ul>	<ul style="list-style-type: none"> <li>• Finding the correct contractors to help</li> <li>• More limited Architect's involvement– not ideal.</li> <li>• Men's sheds are a great resource.</li> <li>• Funder to start from the premise that this approach will work.</li> <li>• Peer learning – can funders help facilitate this?</li> </ul>





Photograph by  
Openaye CIC

## Innovative Construction

Does it make sense?	What needs to be done to make it happen effectively and in all communities?	What can your organisation contribute?
<p><b>General interest in this approach from stakeholders especially around the use of more sustainable building solutions. Questions over managements and use of experts.</b></p> <ul style="list-style-type: none"> <li>• Opportunity for communities to have / try out new ideas eg. Renewable energies.</li> <li>• Could this approach help prove the need for more sustainable / permanent development?</li> <li>• Still need the right expertise for the innovations and the funding for this.</li> <li>• Would untested approaches put the potential for CAT at risk at proposal stage?</li> <li>• Opportunities for this to happen and it enables skills courses to be run at the same time BUT it needs the right expertise in at the outset of the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Needs consultant management throughout the life of the project – just like someone building their own home.</li> <li>• Opportunity for modular construction ‘kits’ / standard plans.</li> <li>• Understand right solutions on different cases.</li> <li>• Any new technology needs to be user driven – to avoid maintenance issues in the future.</li> <li>• Is there room for a design / build / volunteer engagement service or approach?</li> <li>• Opportunity to source / grow local materials.</li> <li>• Need the right expertise for the innovations and the funding for this.</li> <li>• It needs the right expertise at outset of the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable construction industry.</li> <li>• Re-use / adaptation opportunities with historic environment – new collaborations for sector / industry and communities.</li> <li>• Link with firms who would have developed these technologies – support available for trials?</li> </ul>





# Phased Approach

Does it make sense?	What needs to be done to make it happen effectively and in all communities?	What can your organisation contribute?
<p><b>General reflections from stakeholders were positive overall but issues around concern over non-completion of projects, slow pace, and additional costs raised.</b></p> <p><b>E.g.</b></p> <ul style="list-style-type: none"> <li>• Makes sense as an approach.</li> <li>• Some funders uneasy about phasing – risk to them that next phase won't succeed.</li> <li>• Able to manage risk BUT can slow or jeopardise future capacity.</li> <li>• Community capacity is an issue.</li> <li>• Cost to volunteers (mental, social &amp; physical).</li> <li>• Will three phases ultimately cost more than one phase e.g. Scaffold costs x 3?</li> <li>• Reduces risk.</li> <li>• Enables asset to adapt to community needs over time.</li> <li>• Every project and community is unique!</li> <li>• Sometimes easier if developing a sense of discreet projects.</li> <li>• Scaled approach: different requirements for large / small acquisitions.</li> <li>• Might be off putting at beginning.</li> <li>• Gives other funders confidence.</li> </ul>	<ul style="list-style-type: none"> <li>• Important to maintain 'meantime' use through phases.</li> <li>• Long term vision.</li> <li>• Design thinking - move beyond traditional approach.</li> <li>• Communicable to community - critical to keep folk informed.</li> <li>• Educational process as important as design. Keep pushing this aspect.</li> <li>• Early objective advice.</li> <li>• Community Shares / crowdfunding (Community DIY).</li> <li>• How does Government get to something that is good for everyone?</li> <li>• Identify start and long term achievable goals - funder confidence and increases community morale / engagement.</li> <li>• Fair leasing – re-light debate.</li> <li>• Identify priorities – consider support for each step and funding required.</li> <li>• Seek out peer support and share learning.</li> <li>• Define a management structure.</li> <li>• Modest and grow incrementally - DIY where possible.</li> <li>• Paid staff critical to assisting this.</li> <li>• Control needed to keep original aim or to change them effectively.</li> <li>• Needs flexibility and dialogue between communities and funders.</li> <li>• Capacity to carry out several rounds of funding / fundraising? Funders being willing to fund in a phased approach.</li> <li>• Needs a whole sector / partnership approach i.e. Knowledge of what each other is doing.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of revenue funding in operational phase (built into capital &amp; recommendation).</li> <li>• Invest capacity building of budgets into communities rather than projects?</li> <li>• Loan financing for short term cash flows - Toolbox.</li> <li>• National support exists and could be further developed to align with the stepped model.</li> <li>• How can professional teams help groups to prioritise?</li> </ul>



# Betty's Room

Thanks to everyone who helped us reach our target

400<sup>th</sup> Anniversary

£100k

Community-led asset feedback event

# Findings



## 6.1 State of the Sector

1. Research indicates that community anchor orgs within locally owned (or controlled) buildings are vital to local resilience, but that sustainability is a concern.
2. Legislation and a support infrastructure, along with the availability of assets has increased interest and demand from communities.
3. A range of factors have led to a reduction in post-acquisition capital grant funding which, combined with the inability or risk aversion to access repayable finance, means the funding that is required is not available to the necessary extent.
4. Capital asset developments can be complex and time consuming and successful projects have tended to be led in more able communities with higher capacity. There is a concern that this doesn't address inequality, but can in addition lead to failure in communities which can be damaging.

## 6.2 Community Models in response

5. It was noted that, although a standard and accepted process, with insurances and warranties built in to protect all parties, the traditional development route is not risk free. Fundamentally, it can involve cost increases while the abrogation of responsibility away from communities to "experts" can reduce community buy in which can directly influence commercial sustainability.
6. A range of solutions to address these conditions have emerged from within communities. Overall, there was a sense that these approaches sit on a spectrum of involvement from communities, with large scale redevelopment with professional involvement on one end and community led, DIY projects with minimal professional input on the other. However, this delineation may not be clear cut.
7. Four models have emerged and the nature, pros and cons of each are set out in the body of the report. In summary;
  - **Partnership Approaches** identify that collaboration has been an important way of developing assets, using both formal and informal working arrangements. Most participants indicated that a local or personal connection was a key driving factor in partnership development and there were significant financial, social and capacity building benefits. Challenges of managing partnerships are well evidenced and real, but can be mitigated.
  - **Community DIY** offers a greater sense of community ownership with immediate reduced costs. Longer term benefits were identified in relation to sustainability through facilitating a sense of ownership. Having a greater voice and decision making ability, improved confidence and community resilience have all been shown to have positive impact on people's lives and long term financial sustainability. It is acknowledged that the approach is driven by funding constraints rather than community empowerment. There was concern about the burden and risk this passed on to communities.
  - **Innovative construction** techniques have utilised modular buildings, traditional crafts or innovative construction materials that are easier for laypeople to build. A relationship with professionals in each field was viewed as crucial to a successful development and often communities struggle to secure this kind of unusual support. The main concerns highlighted were about the use of non-standard building materials and volunteer involvement.
  - **Stepped Development** enables sites to be developed slowly and organically in a fundable way. It can also allow for the development of an income stream while community capacity grows. Though this can be frustratingly slow it is often necessary and funders and policy makers supported this model.



## 6.3 Benefits

8. Fundamentally this kind of non-traditional approach is usually cheaper so smaller investments from grant funders can make a similar difference in communities, making more projects fundable.
9. Local involvement creates a sense of commitment to a place which increases social and commercial demand and contributes to future sustainability.
10. Commitment from local businesses can have future impact as they feel a sense of connection to the community group and to the space – this can lead to additional contributions of materials, labour and sponsorship in the future.
11. Closer working relationship between local people, anchor organisations, businesses, funders and other partners can support a single vision.
12. It is easier to innovate at a local level.
13. The skills and confidence developed locally can be transferable to other projects which increases community resilience to a much greater extent than allowing experts (e.g. an architect led design team and contractors) to undertake everything

## 6.4 Risks and Concerns

14. Implementation of these approaches is largely a response to lack of funding and support rather than as a positive move towards empowerment. There was significant concern that undertaking non-standard routes where more control is vested in communities both increases the risk and passes it to communities.
15. The increased complexity of these approaches could mean that they are increasingly led by higher capacity groups in areas of less relative deprivation, impacting on the ability of these funds to make a difference to equalities and social issues where they should be targeted.
16. Longer time frames, volunteer drop-off, and lack of experience can hinder progress and lead to projects failing before complete. This could impact detrimentally on community self-esteem, cohesion and resilience

## 6.5 Future Considerations

17. **Continued and increased grant funding** is required in the field of community asset development. Funders support will shape how possible this is.
18. **Better collaboration** between funders will become especially important, particularly if investing in a specific mutually agreed model.
19. **A different kind of support.** Communities seem to be at the forefront of innovation. When success is recognised, support and funding needs to be wrapped round it. The quality of existing support was recognised but more and more specialist support will be needed, for example funding for technical project managers based locally.
20. It was noted that full ownership may not be the only route and that **different control models** should be explored.
21. The development of '**virtuous circles**' whereby more experienced communities or ones with large income streams (e.g. trading activities or income from energy sources) could support or fund other community projects.
22. **Design teams willing to engage.** Architect led design teams will still need to be involved in some of the design and certification of projects. This approach may generate less money for them (as they have percentage based fees) while increasing complexity.
23. **Further longitudinal research** may be required exploring the impact of these models on the success of these approaches and sustainability of assets.



# The next step – A real time demonstration project

## Group/Organisation:

Isle of Kerrera Development Trust

## Project:

Demonstration Project

## Geographic area:

Isle of Kerrera



## Testing the Research

**To ensure that this research was not simply an academic one, a real-time demonstration project will be undertaken to explore and contextualise this research in the field. The Isle of Kerrera Development Trust (IKDT) has been selected**

After years of thinking and planning, the IKDT finally purchased the old primary school on the island in 2019 using funding from the Scottish Land Fund.

IKDT was selected for this pilot because they themselves independently expressed a frustration with the process of traditional architect-led design and procurement. They felt forced into a model that did not meet their needs, was too expensive and didn't invest in the economy of the island. They also indicated that they had capacity and expertise on the island that could deliver a capital renovation effectively and affordably if allowed the control to do it.

William Grant Foundation have offered to fund a Project Manager to over-see the process safely, compliantly and effectively to test alternative models.



Isle of Kerrera:  
The old school





# Appendix 1: Case Studies – Partnership and Collaborative Approaches

## Group/Organisation:

Blantyre Soccer Academy SCIO

## Project:

Asset transfer of Rowans Hall

## Geographic area:

South Lanarkshire



## Overview of project:

Rowans Hall in Blantyre operated as a community hall owned by South Lanarkshire Council until 2016. Blantyre Soccer Academy had been seeking new premises in the Blantyre area and in August 2017 approached the Council with a proposal for the building. A formal application for asset transfer under the Community Empowerment (Scotland) Act 2015 was submitted by the group on 4 June 2018.

Building was redeveloped to include a new kitchen, bathroom, community laundry, hall, and board/classroom space.

## Community-led approaches:

Partnership approach, Stepped development & Community DIY

## What factors have supported the project?

### **Partnerships – industry, academic, and community:**

A key aspect of this project surrounds the development of strategic partnerships within the local area. The Chairman of the Blantyre Soccer Academy was invited by South Lanarkshire College to take on apprenticeships within his own building company but saw the opportunity to link the college with the redevelopment of the Academy's building. Students from a range of courses gained site experience in plumbing, joinery, plastering, and interior painting

Additionally, community support was sought through social media and many local residents helped volunteer with the lighter redevelopment work on the interior of the building.

Further partnerships were developed with key contacts in the construction industry (largely due to personal connections) this enabled much of the exterior redevelopment, and some fixtures and fittings to be donated or offered at cost.

### **Stepped development:**

Prior to undertaking the community asset transfer of Rowans Hall, the organisation had a rental agreement in place for another site in Blantyre. The move to a permanent space was part of their long term plan and they built up a surplus over

4 years. This surplus has enabled immediate repairs to be undertaken (costed at around £70,000). Part of this income stream included the operation of a laundry facility where they would wash football kits for other teams.

### **Low cost of asset transfer:**

The Council estimated Rowans Hall had an estimated sale value of around £15,000 to £20,000. However, lack of vehicular access and planning issues limited the market interest in this site and the building was eventually transferred to Blantyre Soccer Academy at the cost of £1.

## What factors have hindered or challenged the project?

Their status as a sports club, despite having wider community aims and actions, limited access to certain grants and funds.

Misunderstandings around the community asset transfer legislation by south Lanarkshire Council hampered progress.

## Impact:

Traineeship opportunities enabled a range of local students to get essential hands-on experience on a construction site – gaining valuable skills and credit towards professional qualifications. Enabling this student involvement was also estimated to have saved Blantyre Soccer Academy around £15,000.

Involvement of local volunteers in the interior re-development garnered a greater sense of community ownership of the building and the project. This also helped to reduce re-development costs, ensuring that money raised through grant funding, income streams and donations was used to meet the objectives of the organisation.

The organisation now has a permanent base that it can operate from – giving them security and space to grow into new avenues for the benefit of the community.





### **Future aspirations:**

Continue to operate and support health and wellbeing activities within the Blantyre area. Future directions include the development of a separate modular building that will act as a classroom space for much of their training and SQA workshops.

The organisation also plan on undertaking a community shares offer in the future for further development work.

### **Learning and recommendations:**

- Be persistent with asset transfer and get very familiar with the legislation. Misunderstandings are commonplace so the group needed to be comfortable and confident using it and correcting relevant public bodies if need be.
- Make strategic connections with key people i.e. MSPs, local Councillors, leader of the Council to push the project forward.

- Develop key partnerships with local colleges, groups, schools, and the wider community. Buy-in, visibility and transparency was essential to the success of the project. They would take every opportunity to invite people into the space and using a Community DIY approach helped foster a sense of ownership over the space.
- Ask for donations or at cost work from local tradespeople or companies – and link this to publicity for them via regular social media.
- The quality of work needs to be consistent but with the local college involved all work on site was overseen by college staff.
- Ensure that there is a sustainable income stream to build the project on, and if possible, put some money aside to help with the redevelopment or repairs needed for the building.

### **Group/Organisation:**

Minginish Community Hall Association (MCHA)

### **Project:**

Re-development of the Fairy Pools Car Park

### **Geographic area:**

Isle of Skye



### **Overview of project:**

Rapid growth in visitors to the Fairy Pools (180,000+ annually) resulted in demand for parking far outstripping availability creating parking issues on verges and in passing places. Lack of toilet facilities has also created issues for the area.

Highland Council and Forestry and Land Scotland both recognised that road congestion and parking are a key issue in the area, however, restricted budgets meant that their ability to tackle this problem were limited. A feasibility study in 2015 illustrated that a community owned solution would be the best route forward to tackle these issues whilst providing a steady income stream for the local community.

Minginish Community Hall Association undertook a community asset transfer of the Fairy Pools Car park and surrounding land from Forestry and Land Scotland. The initial purchase and development plan was funded through a Scottish Land Fund grant and internal revenues of the MCHA. The second phase

involved the re-development of the existing small car park (35 spaces) into a larger 100+ car park and was supported by a range of funders including EU LEADER, Highland Council, HIE, and a range of donations from local organisations, estates and individuals. The final phase of this project will involve the construction of toilets (and treatment tank); a concession stand; space for Skye Mountain Rescue and Emergency Services; visitor information boards, and tree planting to reduce visual impact of car park.

Feedback from the initial application to LEADER illustrated concerns around the capacity of the MCHA to manage the day to day running of the car park as well as overseeing the development of the site. This resulted in the development of a partnership arrangement between two charitable organisations, the Minginish Community Hall Association (MCHA) and Outdoor Access Trust for Scotland (OATS). This innovative partnership arrangement enables the community to receive an income



stream from the car park without the need to oversee and manage the day to day operations. MCHA receive 12.5% of the gross annual income generated from the car park in rental for a fixed lease agreement with OATS. Car park charges were set at £5 per car, £3 per motorbike, £8 per minibus or campervan but season tickets are free for Minginish residents and £15 for Skye residents or tour operators.

### **Community-led approaches:**

Partnership approaches and stepped development

#### **What factors have supported the project?**

Partnership with Outdoor Access Trust for Scotland (OATS) has enabled the development, construction and daily management of the car park site to be undertaken by OATS. This charity has considerable experience managing car parks and undertaking path and land maintenance and this partnership was considered invaluable to the project.

Agreement from all stakeholders on the issue with car parking and congestion.

Discounted purchase price from Forestry and Land Scotland. Site valued at £27,500 but was eventually purchased by the community for £2,500 due to belief that substantial public benefit will be delivered from this project.

Having a Project Officer to oversee and drive work forward.

A range of supportive funders and donations from individuals and organisations enabled this project to be undertaken.

#### **What factors have hindered or challenged the project?**

Challenges with re-development of the site in terms of the soil and groundwork.

Increasing levels of tourists annually has meant that the toilets and treatment plant designed for the second phase of development had to be redesigned to cope with current and future visitor numbers.

#### **Impact:**

To date the project has created a range of local employment including 2 FT and 7 PT/seasonal staff.

The lease arrangement with OATS provides a steady income stream for the community. In 2018/19 (with only 3 months of the full 100+ space car park) this brought in around £7000 for the community and it is estimated that this figure will be close to £30,000 at the end of the 2019/20 financial year. This has enabled a range of community projects to already be supported e.g. a grant to support the purchase of a new Minginish Community Minibus).

Around 100 additional parking spaces for cars, motorbikes, and mini-buses has reduced congestion and parking issues locally. Estimated that up to 90% of roadside parking has been reduced which has prevented further damage to the local environment and road edges.

The provision of toilet facilities in the final stage of the project will reduce the impact of human waste left at the site by visitors, improving the visitor experience of the site and

reducing local pressures on toilet facilities.

Improve and facilitate access to this site and the outdoor environment more generally for local residents and visitors.

Become part of a cross-island group that is putting in place strategies to cope with tourism demand. This project has enabled them to build relationships with key stakeholders and have a wider voice in regional issues. This group has also started work on a strategic approach to linking the three main tourist sites on Skye (including the Fairy Pools) seeking solutions for sustainable tourism and maintaining and protecting these sites.

#### **Future aspirations:**

Completion of the final stages of the project is underway. Improvements to card and automated payments at the site is also under development.

Community benefit fund is already in place and future aspirations involve the use of some of these funds to tackle other key issues locally i.e. lack of social housing, road and infrastructure improvements, elderly and young people provisions.

The original asset transfer incorporated 12.3 ha of land including the car park site. Future aims include the development of new facilities, ranger services, as well as linking to potential traineeships around land management of the site.

Through participation in island-wide tourism strategy group it is hoped that better links can be developed between Skye's three top tourism attractions. It is hoped this will enable a sustainable tourism strategy, provide a better experience for tourists and develop more local benefit for communities.

#### **Learning and recommendations:**

- Important recognition from all parties that maintaining status quo was untenable.
- Partnership arrangement with OATS fundamental in getting certain funding for the project by alleviating concerns regarding the local capacity. Additionally, all car park charges are set by OATS and so issues regarding this were also removed from the local community.
- This project generated a considerable amount of press interest and this was felt to be helpful in terms of getting support from key public figures locally for asset transfer and funding applications.
- The stepped development enabled the car park to remain open and minimise disruption whilst development was ongoing. This design also allowed separate funding arrangements to be sought for the different aspects. Having a view to a longer term plan for the site however ensured that the transferred land extended beyond the boundaries of the car park site.
- The shared ethos between the two charitable organisations, MCHA and OATS was believed to be key to their successful partnership working. Values around promoting access to the environment, protecting natural heritage, supporting health and wellbeing, and sustainable tourism were shared between these organisations.



# Appendix 2: Case Studies – Community DIY

## Group/Organisation:

Burtle Village Hall

## Project:

Re-development of Burtle Village Hall

## Geographic area:

Somerset



## Overview of project:

The old Village Hall was deemed by local residents to be old, cold and not fit for purpose. In 2008, the group were unsuccessful in their bid to get funding from the Lottery Fund to build a new Village Hall and the £70,000 match funding for the project (secured from the Local Authority) was at risk.

A proposal was put forward to the Local Authority to support a proposal from local residents to lead on the expansion and refurbishment of the old Hall for a total cost of around £150,000 (less than half the estimated cost of the planned new Hall).

## Plan for re-development:

- Erect an agricultural steel barn over the old hall giving an extension of the existing space.
- Wrap the building in straw bales; use cavity wall insulation made from wine bottles; plaster in clay made from local peat and sand, and use 1,500 local sheep fleece as roof insulation.
- Redevelop inside space.

## Fundraising and donations (around £70-80K):

- Funding from Village Hall Committee (around £30,000 in savings from fundraiser events)
- £20,000 secured from Virador Landfill Fund
- £10,000 from Garfield Weston
- £5,000 from sustainable construction company (donation)
- £5,000 from DEFRA as compensation claim for local bridge issues/disruption
- Local donations and small funds

## Donated materials:

- Straw bale donations from local farmers (around 50% of material required for build)
- Donation of most of the sheep fleece needed for insulations (from local farms)
- Wine bottle donations from local residents and further afield (4,000 bottles)

Key to this development was the use of innovative construction materials, namely, straw bales, sheep fleece and wine bottles as cavity wall and roof insulation. Although the project lead did indicate that this project could have still been done using standard building materials, the use of these was felt to enable all members of the community to have a chance to be involved in the hands-on refurbishment. It was estimated that they spent less than £5,000 on professional fees, and less than £20,000 on labour. All of which was spent on erecting the agricultural barn, installing electrics, heating, and doing the internal plastering. Fundamental to this was the simple nature of the design and donations of materials.

The project was completed in around 15 months and opened in summer 2009.

## Community-led approaches:

Community DIY and Innovative Construction

## What factors have supported the project?

Match funding commitment from Local Authority – it was easier to leverage this commitment into a new project than it would have been to gain support for a community-led project from the outset.

Buy-in and support from key local representatives helped act as advocates for the project.

Funding secured for training in straw-bale construction – able to pass this on to community volunteers.

Relatively simple design of refurb – agricultural barn over old



Hall enabled a community-led approach to the redevelopment. The old Hall itself was a timber pre-fabricated building and this also enabled the refurb and redesign of the interior space in a way that more traditional Halls may not allow.

Support from local volunteers enabled the hands-on redevelopment of the Hall. Key local residents had construction experience and capacity to work consistently on project in order to complete project in around 15 months.

Support and guidance from sectoral experts and support agencies e.g. straw bale construction, Health & Safety Executive, Local Authority departments, Independent Building Control.

### **What factors have hindered or challenged the project?**

#### **Health and safety issues:**

The group employed a private H&S contractor to guide them through any potential issues, however, this advice was very risk averse. Advice and on-going support from the Health and Safety Executive (HSE) was felt to be more helpful on the following issues:

- Volunteering - potential issues surrounding safety and unpaid labour. Related to this was an issue with having children volunteering on site and whether providing free lunches counted as remuneration. This was overcome through advice from the Local Authority and HSE who recommended the implementation of on-site training for all volunteers as well as supervision and consent for the children involved.
- Domestic appliances - initially the use of domestic 240v equipment in the build was deemed against health and safety codes. This would have been a major issue for a community-led build project. However, advice from HSE resolved this issue via the purchase of electrical circuit breakers for all appliances.
- Asbestos – roof of the old Hall found to have asbestos. The removal of this with professionals would have increased the budget for the build considerably, however, safety was of paramount concern. After seeking advice, this was found to be the least toxic variant of asbestos and HSE deemed it safe for the project leads to remove if the correct safety procedures were followed. Awareness of this process, and on-going advice and support from local and national H&S bodies helped ensure safe removal and disposal.

#### **Building regulations:**

- Local Authority Building Control were felt to be an early barrier to the project with limited experience of straw bale construction or community-led builds. Limited advice was given from these departments due to concerns over liability.

- No coordination between the planning department and building control hampered progress.
- Straw bale experts recommended the use of independent building control contractors. Cost the same as going through Local Authority and they worked in partnership with group to ensure project met building regulations.

#### **Construction issues:**

- Issues with sizing and storage of straw bales for construction. These need to be kept dry as possible to reduce insect infestation and the bale size may not be standardised. Having a single source for straw bales before construction was reported as extremely helpful.
- Chemically treated fleece was recommended as insulation in order to prevent moth infestation. However, this was deemed impractical as they would require being retreated every few years. The group tried the other recommended route of moth-proof material around the fleece but this was deemed too difficult after several attempts. Laying untreated fleece down in a way that enabled them to remove it if there were future issues was eventually decided upon. Three to four years later, there was a moth issue in the loft space which was eventually solved in an inexpensive way by the installation of two commercial UV light boxes.
- Recommendations for a heating system were garnered from a professional consultant, however, these failed to match the needs of the Hall and the context of the area. The intermittent use of the Hall required a system that enabled the space to heat up quickly rather than a 'trickle heat' system. The group eventually installed an air source heat pump system with a ventilation system/heat recovery.

#### **Impact:**

Creation of a functional, warm community Hall with space for a range of activities and local groups.

However, as one of the project leads highlighted, *"The outcome of the project wasn't just building a community hall, it was building a community."*

#### **Future aspirations:**

Share learning with other communities in a more organised way, with training and site visits. Support and funding for this limited.

Volunteers and project leads have gone on to do more projects in the local area.



## **Learning and recommendations:**

Building feeling of ownership fundamental to the ongoing success of the Hall. Local people are proud of having done it and it's made other projects and ideas seem feasible in light of it.

Design it to be cheap, simple and easy to maintain by a local group or committee. Being hands-on meant that local residents could decide on what works best for them e.g. long-lasting plastic windows and doors or *“outside cladding... never requires any maintenance ever, which is exactly what a committee does best.”*<sup>19</sup>

### **A number of key learnings from this project are outlined below:<sup>20</sup>**

1. Clear leadership essential in the form of an organised person who is committed and passionate about the project (construction skills a bonus but not essential). This person has to be comfortable in project management, budgeting, and managing volunteers strategically.
2. Build support from local representatives/Local Authority – use this to advocate for the project.
3. Try to build a bit of momentum around the project and capture that early interest (before Local Authorities/Community Councils etc. get too nervous about the community-led nature of the project).
4. Consider an independent Building Inspector if local building control is not helpful but make this decision early on in the project.
5. It is a lot more work to do it yourselves. But if you save money in the build then it can be done without any loan financing and the need going forward to generate income to pay this off.
6. Help and support is available from a wide range of sources e.g. the HSE.
7. Simple concept and design essential in order to make the best use of the volunteer help.
8. A cheap and simple design can be eco-friendly, especially if you are sourcing local materials.
9. If using straw bales source them before you start and try to keep them as dry as possible.
10. Get expert advice but remember that this can be questioned and challenged. Seeking out second opinions and other solutions may be necessary if there are roadblocks.
11. Consider keeping the Hall (or asset) open during the project – or relocate groups and activities nearby in order to keep people engaged in the progress of the project. Once people see that the project is making progress, they are more likely to get involved.
12. Try to aim for a total project time of around a year. Volunteer and project fatigue will hinder progress past this time.



19. Howell, R, n.d. Burtle Village Hall

20. See above



# Appendix 3: Case Studies – Innovative Construction

## Group/Organisation:

Out of the Blue Arts and Education Trust

## Project:

'Meanwhile in...Leith' community space

## Geographic area:

Edinburgh



## Overview of project:

Out of the Blue, working alongside the City of Edinburgh Council (CEC) and a range of other partners, have created an outdoor community hub on the land around the former Tram Depot on Leith Walk. This coincided with a wider development project costing over £1million involving the refurbishment of the at-risk C-Listed building on the site - turning it into office space for NHS Lothian and Capital City Partnerships.

This building and surrounding land is marked for future housing development (estimated 2021) and community amenities. This project envisioned the temporary use of this outdoor space for community purposes. The space consists of six artists' studios purpose built from refurbished shipping containers, a community garden, a skate ramp, and a series of wooden market stalls. The spaces are utilised by a variety of individuals, groups and small businesses.

## Community-led approaches:

Innovative Construction and Partnership Approaches

## What factors have supported the project?

City of Edinburgh Council secured funding through the Scottish Government's Regeneration Capital Grant Fund (RCGF), to support the development of the building and community space as well as the purchase of six shipping containers for outfitting and lease.

Community engagement and design workshops to match local needs and priorities to what can be developed on the site.

Support from local artists' and groups in leasing shipping containers.

Development of shipping containers as spaces to hire can be relatively quick, affordable, and enable development of an income stream.

Traineeships were supported through the social enterprise Rebuild. Trainees upcycled and refitted the shipping containers to meet user needs.

## What factors have hindered or challenged the project?

Difficult to secure funding for leasing arrangements on community assets.

The shorter term nature and flexibility of 'meanwhile' spaces and pop-up facilities has also proven to be a challenge for funding.

Difficulty finding time and financial support to undertake peer-to-peer learning and mentoring with other groups and professionals.

Project Managers prioritising spending on the listed building refurbishment, over implementing the results of the community engagement in establishing appropriate community space infrastructure.

## Impact:

- Project is generating income for the local council through hire arrangements and helping to generate spend and a customer base within the local Leith economy.
- Affordable and flexible spaces to hire for a range of individuals and groups in the local area.
- Builds and enhances social cohesion and community connectedness through the role of 'Meanwhile...in Leith' as a community hub and activity space.
- Makes use of a previous neglected and disused site improving the visual impact of the area as well as illustrating environmental sustainability.
- Through the provision of paid traineeships through a social enterprise partner organisation, this project contributed to skill development and work experience for five local people who have experienced barriers to work. Four of the five trainees found work after being involved in the refurbishment of the shipping containers within the project.



### **Future aspirations:**

Continue to use this space as a community hub prior to the redevelopment of the area beyond 2021.

Have a strong local voice in the future development plans for the space beyond its 'Meanwhile' use.

Working alongside the local community, Out of the Blue are committed to influencing and guiding future decision making around this site by the local council.

### **Learning and recommendations:**

- Develop good working relationship with local representatives and partners e.g. local councils.
- Out of the Blue benefitted from having a 25 year history of other community projects and asset development across Edinburgh. Early on in their history they relied heavily on a 'do-it-yourself' approach with local artists in order to keep costs low and make projects feasible.
- Recognise the value of 'meanwhile' spaces by understanding that fulfilling a community need for 4-5 years whilst a large scale construction project is being developed is valuable, even if it's not for the longer term.
- Short-term 'pop-up' community spaces can involve less financial outlay initially and be more flexible to operate for local organisations and individuals.
- The use of assets (land or buildings) that may only be available on temporary lease arrangements can be a good solution for community projects to:
  1. Grow and develop slowly
  2. Test potential ideas
  3. Gain confidence and community capacity
  4. Engage with the local community needs
  5. Make use of disused/abandoned spaces that detract from the appearance of the area
- Support for peer learning and exchange events is extremely limited. Increased provision would enable Out of the Blue to share their learning with a range of interested groups and individuals.





Aileen Campbell MSP visits performers at "Meanwhile in...Leith"



### Group/Organisation:

Whithorn Trust

### Project:

Replica Iron Age Roundhouse construction

### Geographic area:

Dumfries & Galloway



### Overview of project:

The discovery and excavation of Iron Age roundhouses in the local area helped drive the idea of building a replica roundhouse in Whithorn. A wide range of funding support was gathered for this project to proceed, including, the National Lottery Heritage Fund, D&G LEADER Fund, SSE Sustainable Development Fund. However, it relied on the involvement of local volunteers, trainees and donations. This involvement ensured this project was both financially viable and acted to build local community involvement and ownership of the site.

The Roundhouse measures 13 metres across and is 9 metres at the apex with a central working fireplace. A thatched roof made from water reed was made by local volunteers and trainees, under supervision of a master thatcher. The timbers supporting the structure were made from alder or oak and the woven walls, also made by volunteers, filled with clay.

The Roundhouse was largely built in the late summer of 2016 with around 200 people attending the opening day celebrations the following Easter.

### Community-led approaches:

Innovative Construction, Community DIY and Partnership Approaches

### What factors have supported the project?

Built using traditional crafting methods i.e. thatching and woven wooden walls. Enabled a range of people to be involved in building the Roundhouse. Use of traditional materials also helped garner interest in the build. Thatching and the wall weaving both lent themselves to volunteer involvement - being forgiving and fixable when it went wrong.

The involvement of a master thatcher who was flexible in terms of using local volunteers was key. He was comfortable with training up 2/3 amateur craftspeople to manage the day to day involvement whilst he took a slightly less involved role. This enabled training, employment and volunteering opportunities to be developed locally.

Range of volunteers – both local and from further afield. Involvement of local amateur craftspeople was of particular benefit as these individuals could be trained up more easily in some of the traditional crafting methods. These individuals could then share this learning with the wider volunteer base.

Employability link to the local Job Centre enabled volunteering and training schedules to be developed.

Students from local colleges (i.e. Scottish Agricultural College) visited the site as part of their course.

Local landowners contributed through donations of building materials and help with equipment and storage throughout project.

Donations in materials from the local community woodland.

Support from Local Authority and local representatives.

Press interest and awareness as well as some high profile support for wider archaeological site helped drive support and interest.

Having good local connections in area and able to drum up support and volunteers when needed.

Nice weather for working outdoors helped encourage people to take part.

### What factors have hindered or challenged the project?

The land on which the Roundhouse was to be situated was owned by Scottish Ministers and designated as a heritage site so issues arose when attempting to get permission to build. After much discussion and debate, permission to build the Roundhouse was secured and a concrete plinth was poured to protect the underlying site.

Timescales were tight – they wanted to complete the whole project within a year (build completed in 3 months). It was also felt this would keep momentum and enthusiasm up for volunteers.

It was a difficult site to build on and there was a lack of access for heavy machinery.

Managing health and safety concerns alongside working with volunteers and traditional craftspeople was a challenge. Traditional methods of building i.e. thatching is traditionally done without some of the equipment (e.g. harnesses) that the Local Council required. Eventually, a compromise was reached and an inflatable fall arrest system was put in place around the Roundhouse.

### Impact:

Tickets sales in first year increased 75% from previous year but has since stabilised. Previously had been up to 75% reliant on grant funding and that figure has been reduced to 20%. The organisation do not believe they would still exist without this project.



Use and promotion of traditional crafts resulted in local employment (2/3 jobs), training and volunteering opportunities for local residents. One of the trainees in this project has since gone on to pursue traditional crafts as a career.

Engaged widely with the local community through volunteers (approx. 25-30 people), local support and donations, and school and college visits.

Promoted the project, and the local area through local and national press interest e.g. BBC and ITV filming.

The Roundhouse project won the Scottish Heritage Angels Award 2017 and recently won the D&G LEADER Rural Resilience Award 2019.

### **Future aspirations:**

Continue to run free of charge community events e.g. kids visits, church services, Santa's Grotto to ensure that it continues to be a part of the community rather than just a tourist attraction.

Continue to provide sustainable revenue for the Trust and reduce a degree of their reliance on grant funding.

Further the use of the Roundhouse for educational visits and outdoor classrooms.

Will be considering future heritage projects and linking them to official apprenticeships.

### **Learning and recommendations:**

- Don't underestimate the time and effort needed to push project forward but don't listen to the naysayers.
- Use local assets as much as possible – ask for donations from local people and businesses, connect with amateur craftspeople or artistic people in the community, and develop a list of jobs that people at all skill levels can be involved with.
- Keep to a tight timescale if possible – it maintains momentum and demonstrates impact to the volunteers involved.
- Don't engage volunteers too soon – a few days or weeks in advance at most to organise any events or volunteer days otherwise people forget/lose interest.
- Firm and competent leadership/project management. Need someone to keep control of budgets, liaise with funders, manage staffing and volunteers. Keep tight to deadlines and on top of costs and use of professional trades.
- Celebrate the successes and ensure that the local community feel ownership of the project going forward.



# Appendix 4: Case Studies – Stepped Development

## Group/Organisation:

Bannockburn House Trust

## Project:

Bannockburn House asset transfer

## Geographic area:

Bannockburn, Stirlingshire



## Overview of project:

### **Preparation and acquisition campaign:**

- Group incorporated as SCIO.
- Community consultations and development of business plan.
- Grant funding bids for House purchase including SLF, TNLCF, HLF, and LEADER.
- Negotiation of sale from private owner.
- In Dec 2017, Bannockburn House and estate was transferred from private ownership into community ownership.

### **Current foundation stage (1-3 years):**

- Basic maintenance and repair work to make House wind and watertight. Also re-established service connections e.g. 175 volunteers involved in digging trench for water pipe.
- History Volunteer Guided Tours (income generating). Run from April to September.
- Volunteer run shop.
- Build partnership working with training organisations e.g. The Engine Shed.
- Garden clearing and planting.
- Community events e.g. Summer and Christmas Fayre's.
- Continue building membership of Trust.
- Taking advantage of additional income streams e.g. as filming location.
- Preparing and submitting additional funding bids e.g. New City Deal.

### **Next stage (10-15 year plan):**

- Heritage and commercial development plan for restoration of House.
- Development of car park, bistro, and outbuildings for commercial use.
- Consortium development with local partners e.g. Forth Valley SEN to undertake tendering for employability schemes.
- Potential to develop the estate grounds across a number of projects e.g. commercial gardens development, sale of produce, and glamping facilities.

### **Community-led approaches:**

Stepped Development, Community DIY and Partnership Approaches

### **What factors have supported the project?**

Paid manager to lead on the development and have oversight of all aspects was seen as hugely important.

Retired tradespeople in community volunteering on project.

Skilled Board members with experience of undertaking heritage projects.

Funding from SLF and Stirling council to purchase the House and estate.

Pro-bono support from several professional advisers.

Buy-in and support from over 300 members of the Trust.

Support and advocacy from prominent local Councillors.

Issues with funding and transfer of the property by a certain date emerged as a problem. To solve this, Stirling Council took ownership of the property initially to enable this project to go through and then transferred ownership after 8 weeks when the funding was in place by Bannockburn House Trust SCIO.

Large project that drew attention and interest locally, and further afield. This interest was beneficial in attracting donations and volunteer support.



## What factors have hindered or challenged the project?

Difficulties negotiating purchase with private owner was challenging to project.

Managing different funders, cashflows and timing of funds were highlighted as challenging.

Site of House was noted as a challenge – large main road separates House from village.

Car parking limited - highlighted as a particular challenge during community events (mini-bus put on from local parking site).

Volunteer led projects – can be challenging at times.

## Impact:<sup>21</sup>

Biggest community buyout in the UK completed in November 2017. Community Land Scotland highlight the benefits of communities managing their own land and assets, including, increased community confidence, self-determination, a catalyst for regeneration, enthusiasm and a sense of pride. Community ownership also generates a sense of collective responsibility and an opportunity to work together to achieve significant outcomes for the community, building community capacity, cohesion and resilience.

## **Volunteers:**

The New Economy Manchester Database allocates a financial value to engagement of people in various activities. For Bannockburn, that includes:

- 140 volunteers delivering 7,000 hours of labour per annum (£121,735 pa in costs)
- Volunteers diverted from GP usage (£4,060 pa)
- Volunteers having a reduced call on mental health services

(£2,255 pa)

## **Trainee/apprenticeships:**

- 40 employability trainees annually; 10 long term placements (Green Routes); 10 FTE trainees
- 60 trainees valued @ £1,085 pa = £65,100

## **Education and learning opportunities:**

- 1,000 school students and 1,700 individuals engagement in learning

## **Environmental impact:**

BBH have used the Climate Challenge Fund Carbon calculator to determine carbon savings through the garden and estate work. These aim to:

- Impact behavioural change on carbon usage, food behaviour and attitudes with 150+ people who will volunteer, grow food, and undertake training on fruit and vegetable production.
- Increase local food growing through fruit & vegetable production, reducing food waste and preparing local food.
- Educate the community regarding carbon literacy, local food growing, field-to-plate food preparation and minimising food waste, working with 1,500+ people through social media activity and events.
- By increasing consumption of local and seasonal produce in Bannockburn and Eastern Villages area: 1,500 local residents will be exposed to behavioural change related to climate issues. This is calculated to result in savings of 28.66T CO<sub>2</sub> for the initial 2-year project and lifetime savings of 79.9T CO<sub>2</sub>.



21. Extracted from Bannockburn House Business Plan



### **Future aspirations:**

On-going fundraising and restoration of the House and grounds.

Continued development of the House and estate as both a community asset and attraction for visitors. Going forward there is a focus on developing aspects of it as a commercial enterprise and not just a heritage site.

Consortium development with local partners e.g. Forth Valley SEN to undertake tendering for employability schemes.

Potential to develop the estate grounds across a number of projects e.g. commercial gardens development, sale of produce, and glamping facilities.

### **Learning and recommendations:**

- Good quality technical expertise and advice invaluable.
- Pro-bono support from range of experts of huge benefit to this project, some of whom have taken up positions on the Board.
- Project attracted a lot of attention and support – this was very helpful in encouraging volunteer involvement but not sure to what degree this would apply to other, smaller projects.
- Unlikely that this project and community buyout would have been successfully without a well-designed, professional business plan and support from experts in the field.
- Once project is up and running, there are three core roles that need to be filled by experienced staff or volunteers: Administrative support, financial support, and managerial support.
- These roles key to managing ongoing projects and finances, as well as the wide range of funders and funding packages that were put together (e.g. handling challenges with LEADER funding). In contrast, other grant funds such as the National Lottery funds, SLF, and the Climate Challenge Fund were considerably easier to manage and are designed to enable community groups to access these
- Volunteers key to viability of this project in its current form. However, managing and guiding volunteers takes time and attention. For heritage projects in particular, use of volunteers in certain tasks can be challenging as the balance between sensitive restoration and community involvement needs to be maintained.
- Peer support and mentoring should receive more attention and support in terms of funding. Support for skill sharing and developing of capacity in the early stages of projects is essential.
- Whilst the project was to take on ownership of a large asset, the project around that developed in stages. This was an important aspect of the business plan and enabled the Board to build community involvement through smaller, more hands-on projects such as garden development, volunteer run tours and café development. These illustrate interest and support to future funders and bring in an income stream. Scaling up of projects is easier once proof-of-concept has been established. This was all dependant, however, on securing revenue funding for the first 3 years of the project. Without this “breathing space” growing slowly in a stepped approach would have been more challenging.





### Group/Organisation:

Tayport Community Trust

### Project:

Development of former steelworks site into a Community Hub, café and campsite.

### Geographic area:

Fife

### Overview of project:

#### **Long term:**

Tayport Community Trust undertook wide ranging consultation and engagement with the community and stakeholders and designed this project to meet the wider needs of the area.

- Development of a Community Hub building with sports, leisure, artistic, and business spaces.
- A large café on this site will also be developed (whilst retaining the existing café).
- A campsite space on the former steelworks site is also planned for development in 2020.

#### **Shorter term:**

Alongside the long term development of a Community Hub and campground an income stream was developed through a café on the Harbourside at Tayport.

- Helped develop an income stream and gain experience running a social enterprise.
- This also gave an important financial history and illustrated commitment to potential Funders.
- Since its inception, the café maintained a steady footing for the first 5-6 years. This year is expected to have a turnover of around £100,000 and a profit of approx. £10,000. Improvement felt to be due to good café management, gaining a reputation for high quality produce, and giving café staff the space to manage and develop it without too much micromanaging by the Trust. Experienced café staff were felt to be essential to this.

An additional group known as PLANT (People Learning About Nature in Tayport) was taken under the auspices of the Trust. Operate a community garden and other 'green' projects in the town

### Community-led approaches:

Stepped Development

### What factors have supported the project?

The stepped approach to development of the community hub site

enabled funding to be gathered for the design and build of the long term project. It also enabled the Trust to establish a financial history and demonstrate impact in the town through a variety of short-term projects.

Board members with business and project management experience were actively recruited to help build the capacity of the Board. Small working subgroups (2/3 people) were formed around project areas to drive these forward e.g. funding applications.

A coordinator for the funding applications was employed to manage these with input from the small working group. This enabled over £2 million to be raised from a range of funders.

Support from local councillors key in helping to raise funds and getting Council buy-in for the project.

A strong business plan was felt to be essential to the success of the various stages of the development. Whilst income streams demonstrated the ability of the Trust to manage an income generating project, a solid business case was essential in order for the Community Hub stage to stand alone and receive grant funding.

Considerable and intensive community consultation and involvement enabled the building to be co-designed with the local community to ensure that local needs were being met.

### What factors have hindered or challenged the project?

Community Hub site was an old steelworks with land contamination issues. Part of the asset transfer process from Fife Council involved the stipulation that this land was de-contaminated prior to completion of transfer. As building work started, however, contaminated land was found and the project had to be halted during on-going negotiations with the Council. Eventually, a contractor was put in place to undertake this work however this process was arduous and time consuming for the Trust.

There were also difficulties due to misunderstandings around the legislation hampering progress.

Initial design of Community Hub was estimated at around £6 million which was considered unfeasible to raise by the group. A top funding target of £2.2 million was eventually set and the building was redesigned to come under this budget. Upon tendering for contractors, however, the cost of the building was estimated at £2.8 million. Additional funds were required to meet this project cost causing some project delays.



## Impact:

### **Creation of 9 jobs in local area across all the various projects in the town:**

- 5 café jobs (2 FT/3 PT); 3 PLANT jobs (3 PT); 1 project coordinator for Community Hub project

### **Ongoing activities through PLANT have had impact through:**

- Bringing people together in local area and encourage community connections
- Reduce carbon emissions through Carbon Conversations programme with local households
- Encourage people to eat locally through community growing and sales at a harbourside stall
- Enhancing Tayport's town environment through local planting

### **Future impact of Community Hub and campground:**

- Affordable, flexible spaces for people to use and hire including event space and sports facilities
- Provide an accessible space for all the community including disabled users
- Encourage tourism to local area through provision of large café space and campground
- New employment and volunteering opportunities for the local area

## Future aspirations:

Community Hub opened in early 2020. Development of additional phase of project i.e. campsite aimed for late 2020.

Community Hub and surrounding site designed in a way to enable further extension and development so this offers an opportunity to grow going forward. However, likely to focus on these developments for the next few years and enable these to become secure and sustainable.

## Learning and recommendations:

- Have a strong Board with experience of business and financial aspects
- Implement small working groups within Trust to enable projects actually progress, recommends no more than 2-3 people in sub-groups to ensure accountability and action.
- Can be very helpful having a Chair of the Board who takes a holistic overview of all the project streams and working groups rather than individual minutiae.
- Consider a staged approach to development incorporating short term and long term projects.
- Shorter term projects that can be income generating whilst fundraising for larger scale projects can be useful to demonstrate experience and gravitas to funders.
- Be visible for the community and stay connected to them to ensure information about projects is shared. Projects such as the community garden, whilst not generating much income, can be invaluable to demonstrate Trust activity to the local community.
- If considering a café option as an income-generator project then needs to be run professionally with staff as well as volunteers. Staff, especially, café manager needs some business experience in order to make it financially viable. Quality of produce and location will be key driver to getting people through the door.
- Gain buy-in and support from key stakeholders e.g. Councillors as well as the local community.
- Funding coordinator extremely helpful to support Board in funding applications.



## Appendix 5: List of consultees

Organisation/Group	Interview(s)	Attended event
The National Lottery Community Fund	✓	✓
The National Lottery Heritage Fund	x	✓
Scottish Land Fund (SLF)	✓	✓
Community Ownership Support Service	✓	✓
Yunus Centre for Social Business & Health (GCU)	✓	x
Community Land Scotland	✓	✓
Highlands & Islands Enterprise (HIE)	✓	✓
Locality	✓	x
Scottish Community Development Centre (SCDC)	✓	✓
Scottish Government	✓	✓
Minginish Community Hall Association	✓	x
Blantyre Soccer Academy	✓	x
Bannockburn House Trust	✓	x
Out of the Blue Arts & Education Trust	✓	✓
Burtle Village Hall	✓	x
Whithorn Trust	✓	x
Tayport Development Trust	✓	x
Isle of Kerrera Development Trust	x	✓
Corra Foundation	x	✓
Creative Scotland	x	✓
Glasgow Building Preservation Trust	x	✓
Anderson Bell + Christie (ABC)	x	✓
North Berwick Trust	x	✓
William Grant Foundation	✓	✓
Built Environment Forum Scotland	x	✓
The Paristamen CIO	x	✓
Architectural Heritage Fund	x	✓
Community Shares Scotland	x	✓
Scottish Civic Trust	x	✓
The Robertson Trust	x	✓
Scottish & Southern Energy	x	✓
Fife Historic Buildings Trust	x	✓
Scotland's Towns Partnership	x	✓
Foundation Scotland	x	✓
Heritage Trust Network	x	✓



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Design by  
**Bold.**

Funded by The William Grant Foundation

Front Cover Photograph: The Fairy Pools - Robert Lukeman

Charity Number : SC006992 - Company Number : 107265