

Saving and Developing an Asset- If not **You** then **Who?**



Key Questions to Ask Before you Start

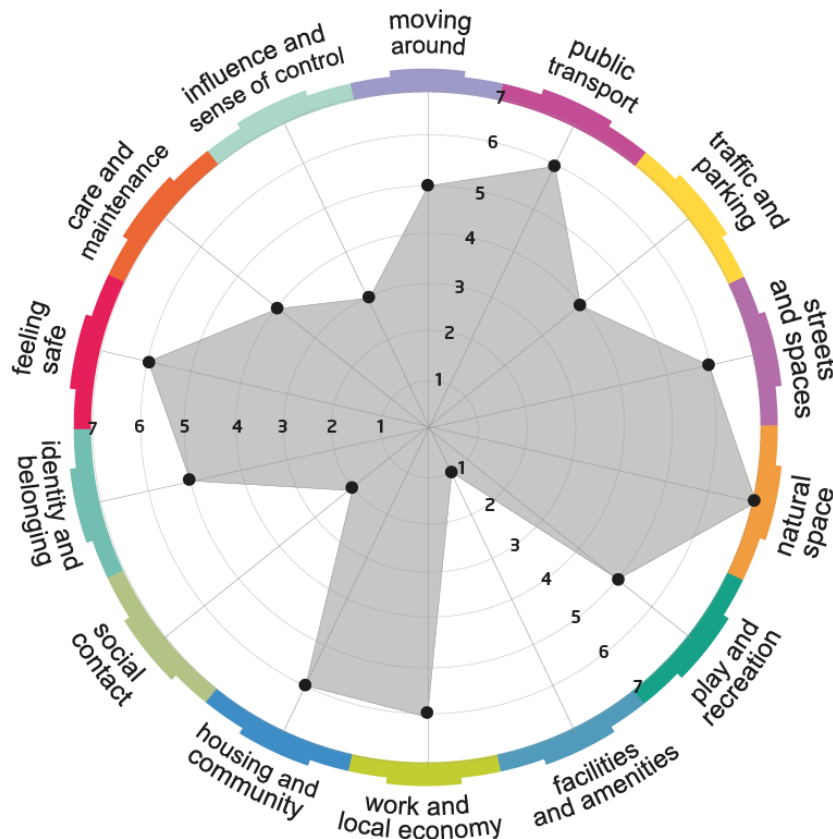
- what is the **need/demand**? How do we know?
- do we **require** an asset to deliver on the need?
- have we looked at every asset option?
- do we want to **buy, lease or manage**?
- will the project **promote or improve**: economic development, regeneration, public health, social wellbeing, environmental wellbeing.
- will it **reduce** inequalities?
- is it all **financially viable**?
- will it be **sustainable** in to the future?

Characteristics of Success

- A good Action Plan is based on genuine community need.
- You might start with a questionnaire – online and delivered through doors.
- You might have a community event with mapping and post-its to capture views.
- You would ideally update this every 3-5 years.



The Place Standard



www.placestandard.scot

- Free online tool
- The tool provides a simple framework to structure conversations about place. It allows you to think about the physical elements of a place (for example its buildings, spaces, and transport links) as well as the social aspects (for example whether people feel they have a say in decision making).
- The tool provides prompts for discussions, allowing you to consider all the elements of a place in a methodical way. The tool pinpoints the assets of a place as well as areas where a place could improve.

The Right Asset to meet your Community Needs



- Just because you can doesn't mean you should.
- Double-check that this asset meets your community's needs.
- If it is in very poor condition, can you raise the funds needed to redevelop it?

Learning from Others who have Done it

Community Learning Exchange



- The Exchange will fund up to 100% of the costs of a visit by members of one community to another community project up to a limit of £750, including a host fee.
- There is nothing like learning directly from someone who already has a similar project up and running. The host organisation also benefits from a 'fresh pair of eyes'.
- DTAS administers the CLE Fund for COSS and DTAS clients.

Showing how the asset can ‘wash its face’

- “We rent out office space to 2 other organisations”
- “A nursery rents the lower floor of the building and this underwrites all our fixed costs” (heating, lighting, 2 p/t staff, cleaning)
- “The gym is a partnership with the NHS and we have 430 members. This makes a profit for us.”

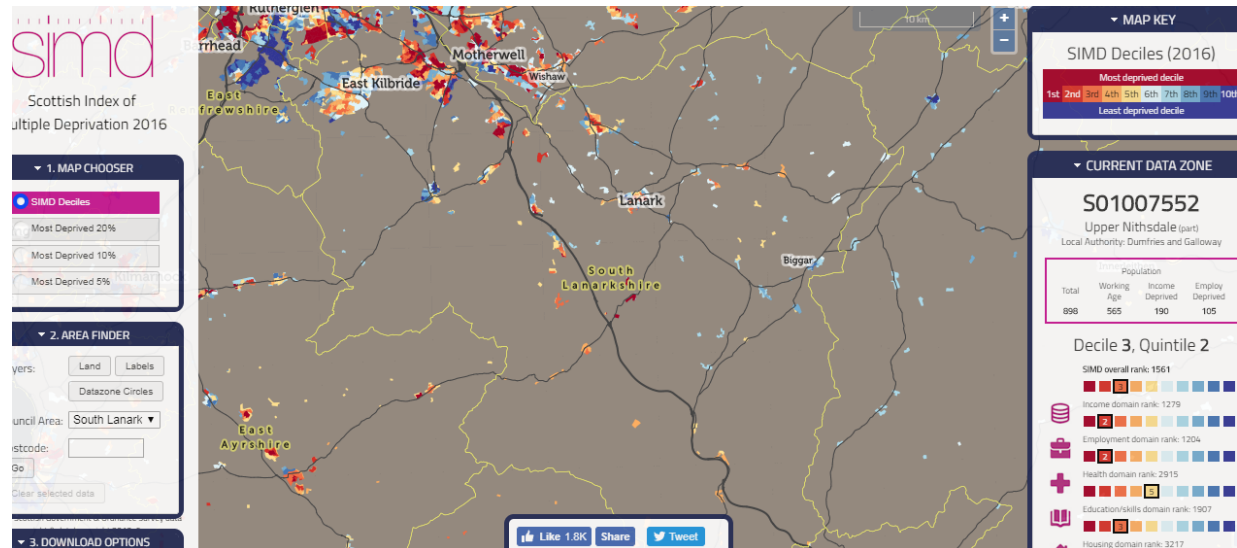


Demonstrating economic/social/health/environmental value – the added value

Are you in an SIMD area?

- If you are, the chances are that you, as a community organisation, can make a big difference to reducing inequalities in health, education and economic outcomes.
- Can you deliver services in partnership with others? LA, NHS etc.

www.simd.scot



Be Realistic about the Condition of the Asset



- If a council is closing a building, it is likely to be to make cost savings.
- Get an early indication from a builder or quantity surveyor on the likely costs for refurbishing. Is it going to be cheaper to rebuild? Or choose another asset?

Make Use of Free Help & Support

- COSS – funded by Scottish Government to support communities to take on **publicly** owned assets
- Community Land Team – Scot Gov team to talk to about privately owned assets (**CRTB**)
- Community Land Scotland (CLS)- new urban development officer to help with negotiations with **private** landowners (including buildings)
- TSI – local third sector interfaces. Funded to support you with setting up your organisation and helping with a funding plan. Good local knowledge and networks
- Funders – funders like SLF (Scottish Land Fund) have grant officers that will offer support to eligible organisations.

Going Forward

- Only the local community can support the long-term future of a thriving community hub. They need to be involved at all stages.
- Support agencies will work with you to help you set up the right group and to look at Asset Transfer.
- It may be that the building you want to save is beyond repair and you need funding to find that out (engineering, building condition report etc).
- If it is, you will need to find funding to build a new centre, but it can often be so much more than the original one you were trying to save.

Community Ownership Support Service



Community Ownership Support Service







COSS is a Scottish government funded programme, delivered through the **Development Trusts Association Scotland** since 2011.

An Adviser led service across Scotland which:

- Helps community-based groups take ownership of public assets for community benefit.
- Supports local authorities and other public bodies in the sustainable transfer assets in to community ownership.

Community Empowerment (Scotland) Act 2015

				
PART 1	PART 2	PART 3	PART 4	PART 5
NATIONAL OUTCOMES	COMMUNITY PLANNING	PARTICIPATION REQUESTS	COMMUNITY RIGHT TO BUY TO BUY LAND	ASSET TRANSFER REQUESTS

					
PART 6	PART 7	PART 8	PART 9	PART 10	PART 11
DELEGATION OF FORESTRY COMMISSIONERS FUNCTIONS	FOOTBALL CLUBS	COMMON GOOD PROPERTY	ALLOTMENTS	PARTICIPATION IN PUBLIC DECISION MAKING	NON DOMESTIC RATES

Part 3 – Participation Requests

Participation in an Outcome Improvement Process with a Public Service Authority

- To help **start a dialogue**
- **Contributing to the decision making** process
- Contribute to **service change**
- Seek support for **alternatives** which improve outcomes.

- **Presumption in favour of community** – unless there are good grounds for refusal
- Currently **no formal appeal process.**



Part 4 – Community Right to Buy

A CRtB is a **pre-emptive right to buy land** for communities throughout Scotland under Part 4 of the Land Reform (Scotland) Act 2003 - Geographically Defined Communities.

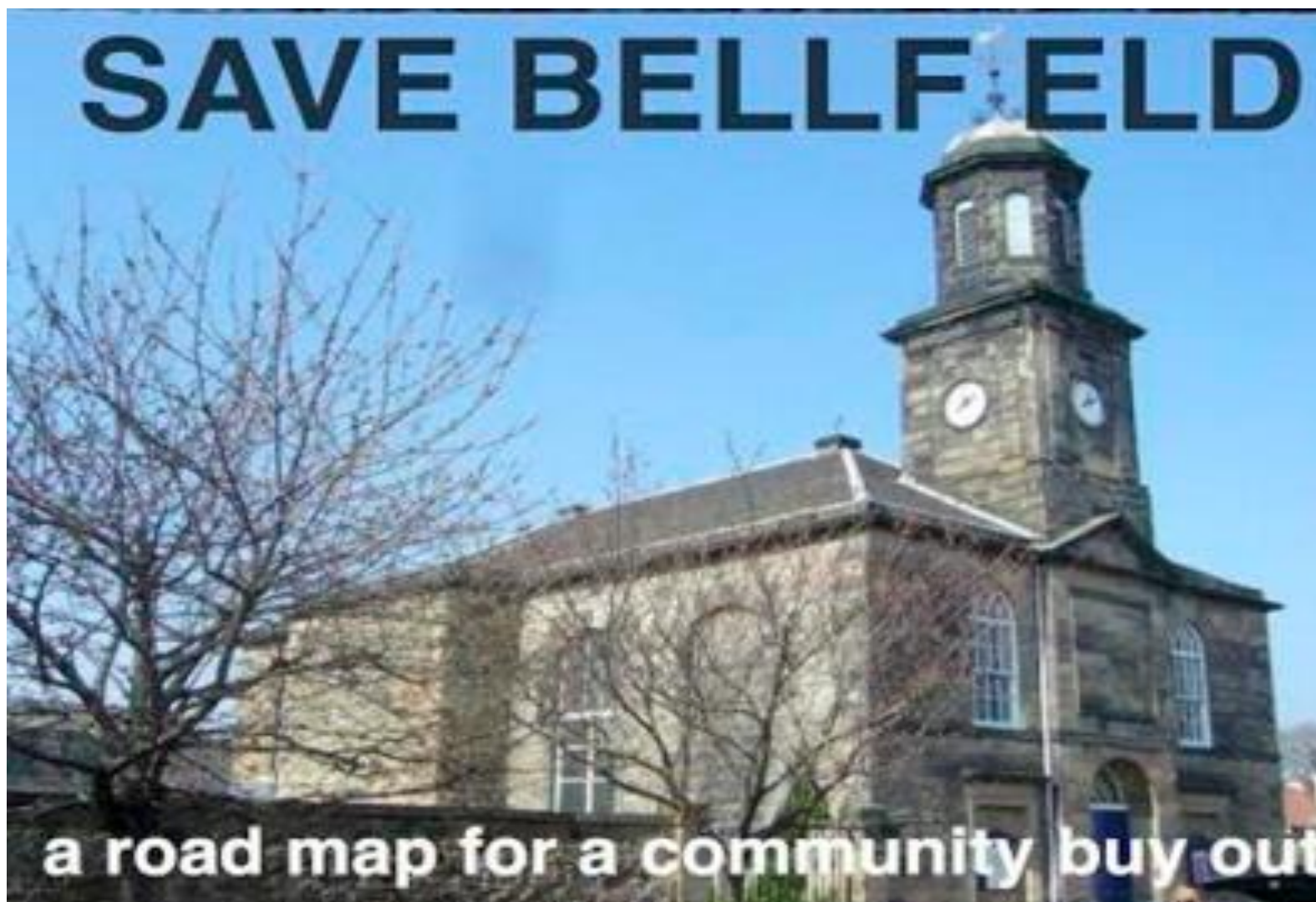




Tweaked eligibility criteria:

- 2-tier Scottish Charitable Incorporated Organisation (SCIO) and Community Benefit Society now also eligible
- No population ceiling
- More flexibility in defining area
- Minimum membership dropped to 10
- Now need 75% not 50% of members resident
- Must make meeting minutes publicly available
- Dropped audit requirement .

Bellfield Church - Edinburgh



Part 4 – Abandoned, neglected and detrimental land

Eligible if :

- It is **wholly or mainly abandoned or neglected** or,
- The use or management of the land is such that it **results in or causes harm**, directly or indirectly, to **the environmental wellbeing of a relevant community**
- Community compulsory purchase
- Live from June 2018.



Part 5: Asset Transfer Requests

What assets can community bodies (interest and geography) request?

- The right to request to purchase, lease, manage or use land and buildings belonging to **local authorities and other Scottish public bodies**
- The assets do not have to be on a “surplus to requirements” list
- Communities can state the amount they are prepared to pay – below market value.

Community Empowerment Act

Part 5: Asset Transfer Requests

- The **presumption is in favour of communities** unless there are reasonable grounds for refusal
- Asset registers
- Annual Reports
- Timeframes for responses
- Review and appeal to Scottish Ministers.

Who can make an AT request

- Community of **geography** or community of **interest**
- Open membership
- Controlled by that membership
- Community benefit purpose
- Surplus applied to benefit of community.

For transfer of title - the Community Transfer Body must be:

- A limited company with a Dissolution Clause
 - (i) to another community transfer body
 - (ii) to a charity.
- A Scottish Charitable Incorporated Organisation (SCIO)
- A Community Benefit Society (BenComm)

All with no fewer than 20 members.

If a community group can't change its rules to fit the requirements, it can ask the Scottish Ministers to make it a community transfer body by law. This is called being "designated".

Community Transfer Body
identifies community need

Relevant Authority publishes
register of assets

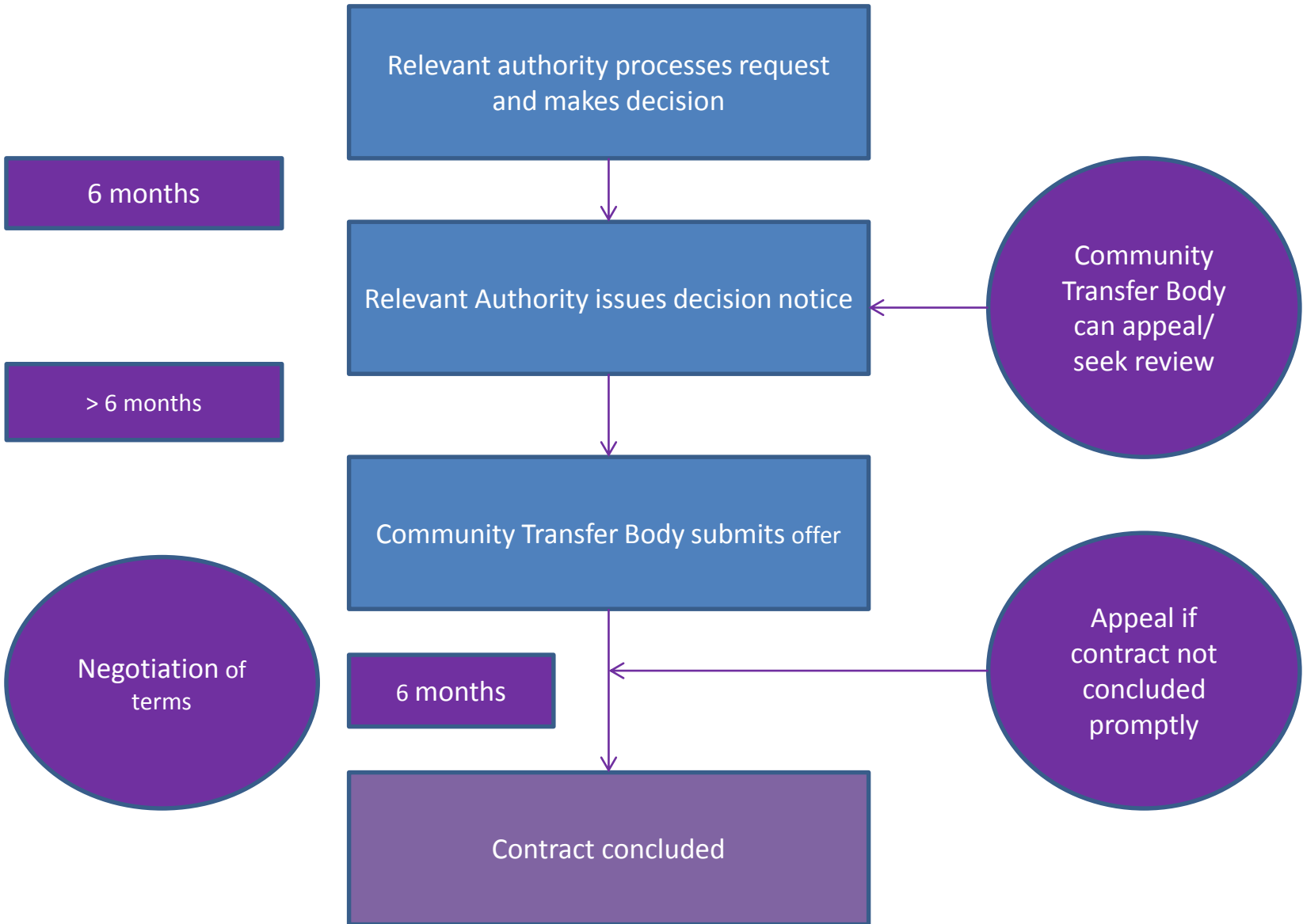
Community Transfer Body identifies
suitable building/ land

Relevant Authority provides
information as required

Community Transfer Body submits
formal Asset Transfer Request

Discussion
negotiation





Challenges in Community Ownership

- Community capacity
- Preference to leasing assets
- Disproportionate sense of risk
 - overly bureaucratic process
 - clawback arrangements
- Securing development finance
- Developing enterprising models to sustain assets.

**THANK
YOU**



COSS Support for Asset Transfer Requests

Experience: 2011 to Today

- Over 780 enquiries
- 116 Asset Transfers
- 340 ongoing cases

All this experience has led to development of support services and tools designed specifically for asset acquisition.

Support

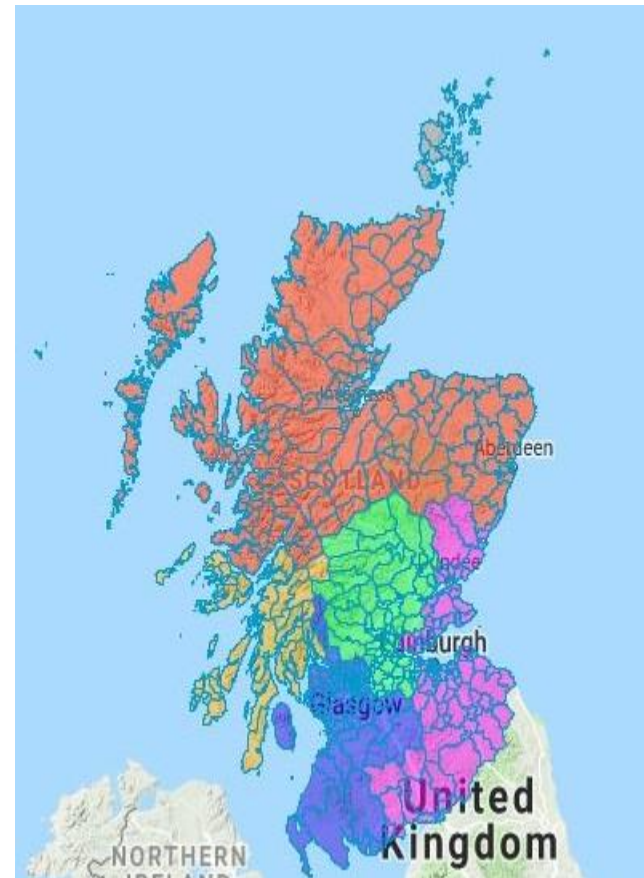
One to One

- Whole of Scotland
- Advisors on the phone, via email and face to face support for groups

Training Events

- Awareness raising
- Relevant topics and themes


Publications and online resources.



Networks

- Part of Development Trusts Association Scotland (www.dtascot.org.uk)
- There are over 268 DT members across Scotland
- Links to community asset projects across UK
- Scottish Community Alliance – specialist community intermediaries
- Community Learning Exchange Fund – up to £750 for visits.





www.dtascommunityownership.org.uk



**COMMUNITY
OWNERSHIP
SUPPORT SERVICE**

Development Trusts Association Scotland

Any questions? [Contact us:](#)

 0131 225 2080

[Home](#) [Community](#) [Public Bodies](#) [Resources](#) [Events](#) [Case Studies](#) [About COSS](#) [Contact Us](#)

Community Asset Transfer

Taking on an Asset - a step by step guide to an Asset Transfer Request

Find Out More →

Community Place Plans

Grassroots, whole community, plans that make a difference.

Find Out More →

Community Rights

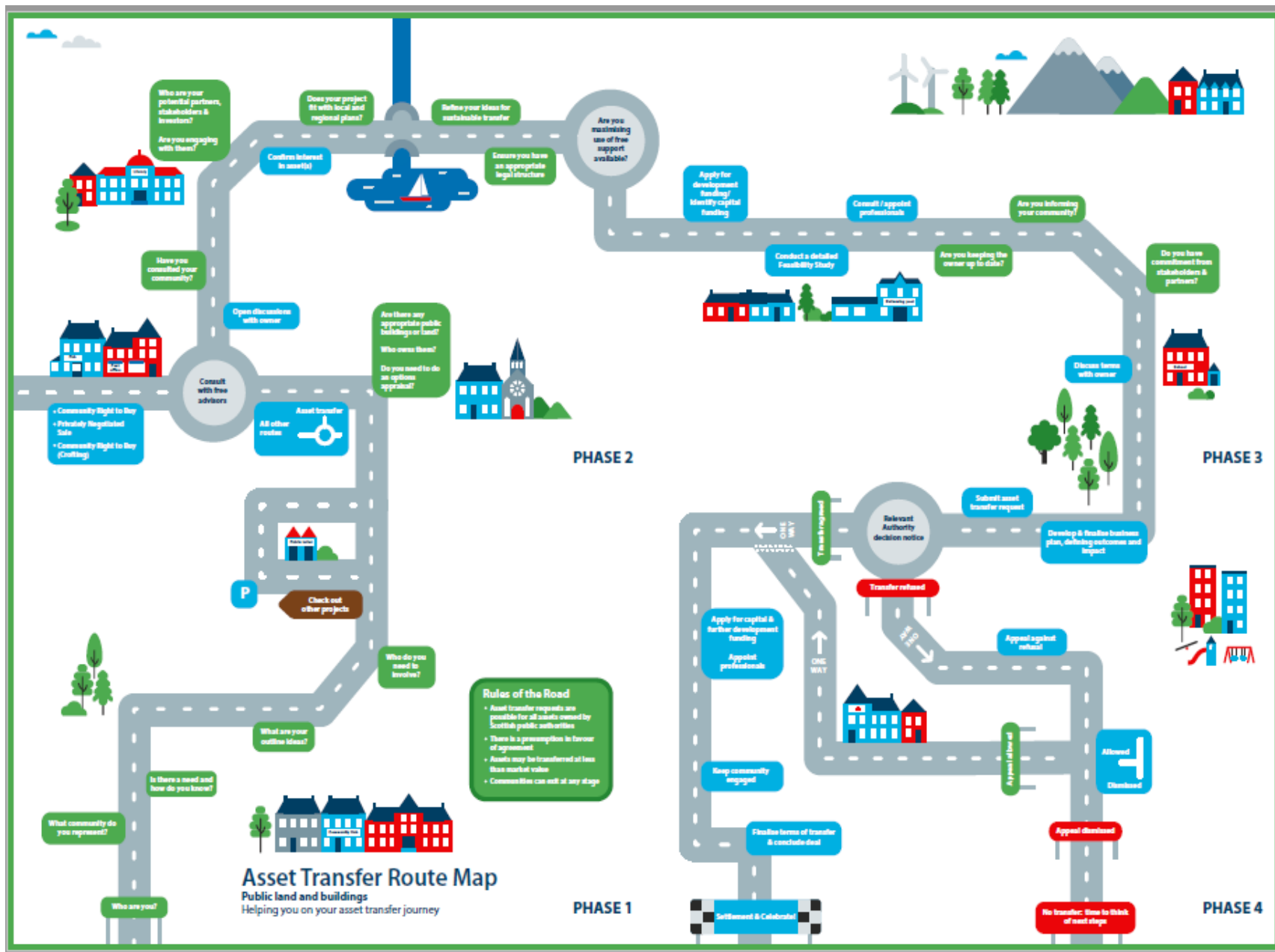
Community Rights under Scottish Government legislation

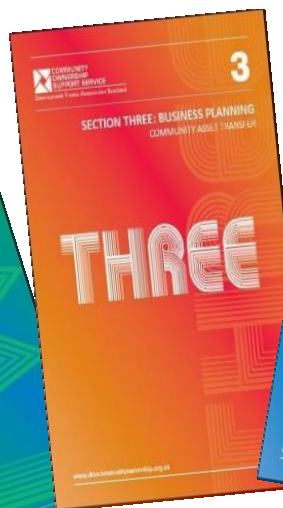
Find Out More →

Public Bodies

Transferring Assets - a guide to developing an asset transfer policy and processes

Find Out More →





Support for Relevant Authorities

- Staff and Councillor Training on Part 5: Asset Transfer
- Assist with development of Asset Transfer policies
- Respond to general queries about the SG guidance
- Relationship brokering when requested.

Representation

- Collating regular issues that come up and reporting to help resolve
- Discussion on funding available
- Supporting groups with appeals to Scottish Government (SG)
- Review of Relevant Authority processes to fit with Act
- Input to SG short life working groups relevant to Asset Transfer.

Contact

South Lanarkshire Advisor – David Henderson

Email – david@dtascot.org.uk

Telephone – 07496 957019

North Lanarkshire Advisor – Lynn Molleson

Email – lynn@dtascot.org.uk

Telephone – 07985 211428

Main Office

Email – coss@dtascot.org.uk

Telephone – 0131 225 2080

Route Map Exercise

- 1) Agree a 'voluntary' facilitator
- 2) Identify the location of Phases 1 and 2 on the left side of map
- 3) Looking at the green boxes, start from the bottom and work up (from your 'community' to 'legal structure') – If you think you and your group need to think about these issues mark it up
- 4) Write down any thoughts or ideas that you want to discuss with any of the agencies here today.

Facilitator: take a note of the discussion and key information/training requirements looking to the future... feed back one key information/training need from your table

Viability Not Liability
Enterprising Assets

Confidence

Confidence that you can be sustainable...

Sustainable growth encompasses a business model that creates value consistent with the long-term preservation and enhancement of financial, environmental and social capital...

Review of Enterprise and Management Studies, 2013

- “Washing your face”
- Creating a surplus – saving for a ‘rainy day’.

Confidence

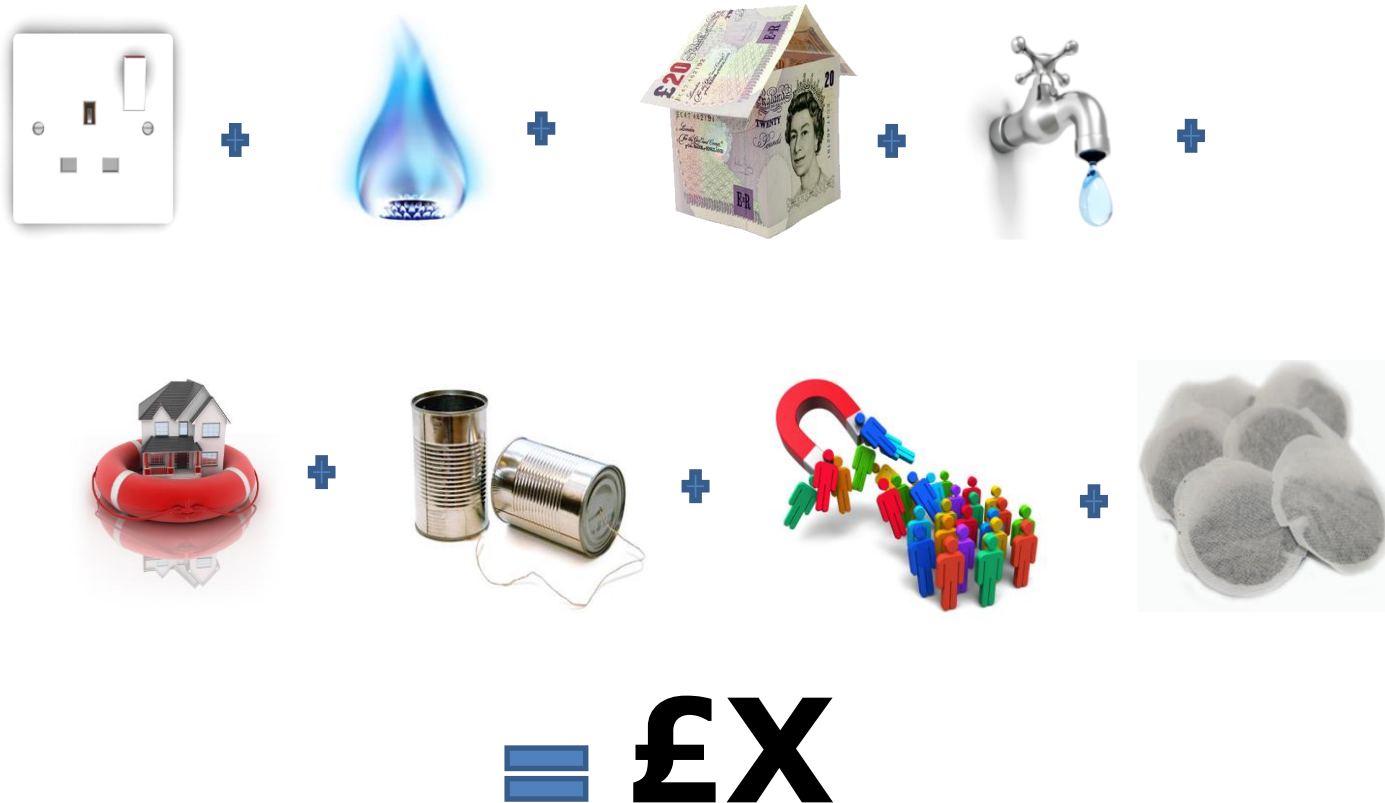
When is the time to start thinking about sustainability?

Now!

- Before you take it on
- As you develop your transfer proposals
- As you implement your plans

... there is help out there!

building costs



staffing & contract costs



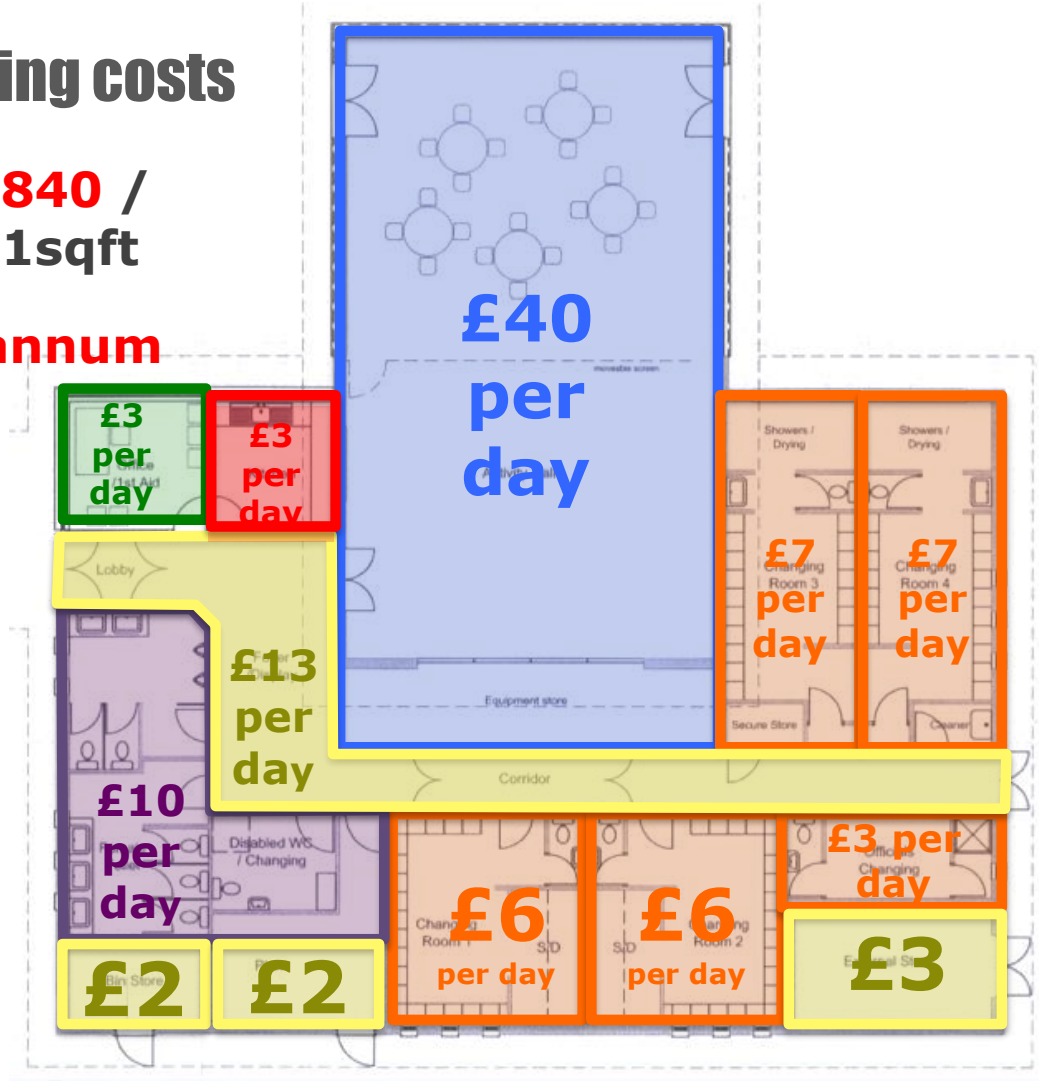
= £Y

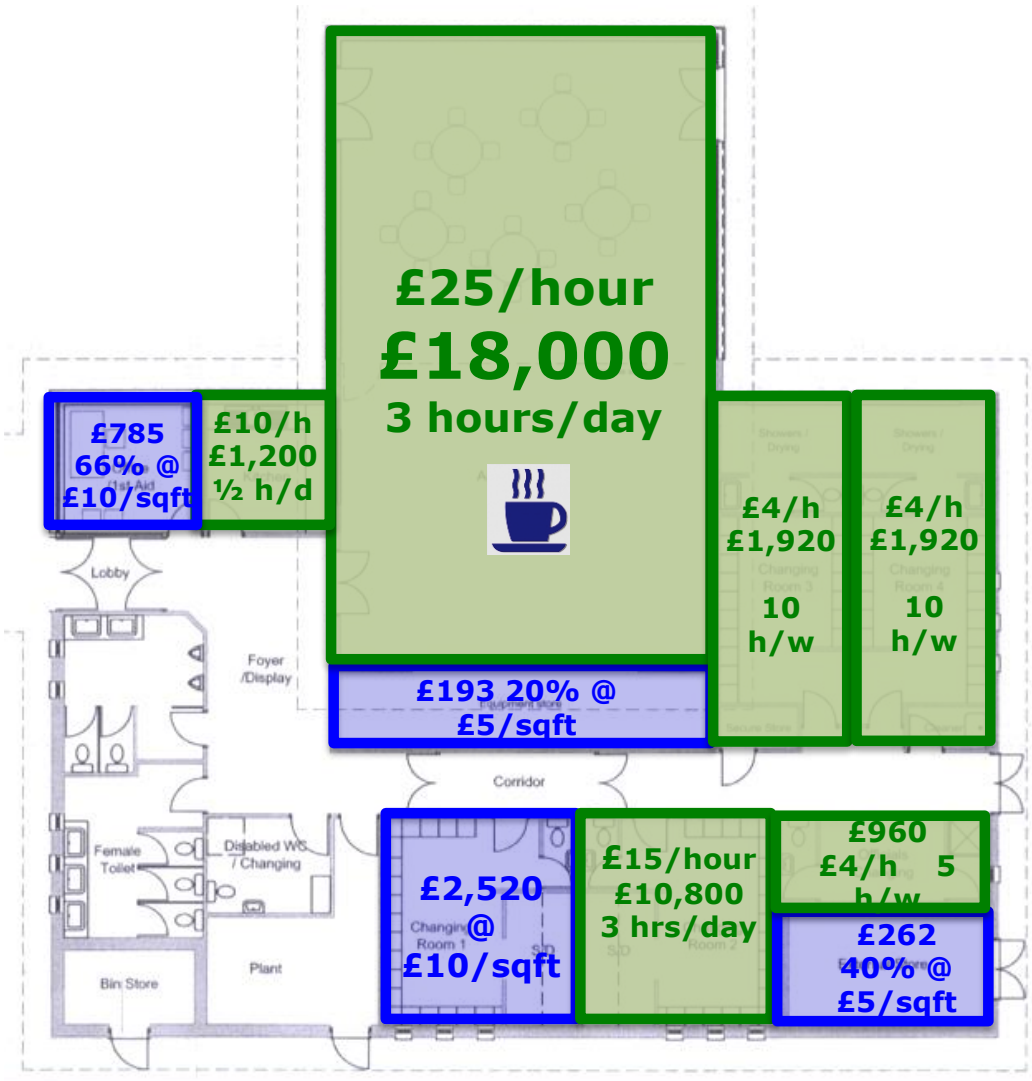
£X + £Y =
operating costs

running costs

£37,840 /
4,221sqft

≈
£9 /sqft/annum





income

**Work &
Storage Space:**
£3,760

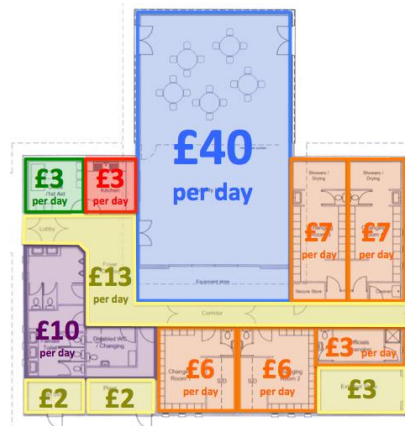
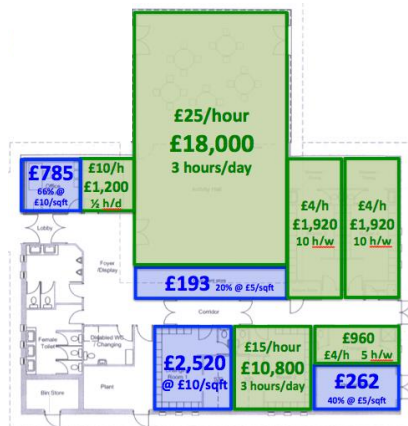
Room Rental:
£34,800

Refreshments:
£3,240

*50p profit/cup
1/person every 3 hours*

Total income:
£41,800

the bottom line



$$\text{£41,800} - \text{£37,840} = \text{£3,960}$$

Enterprise

It's all about...

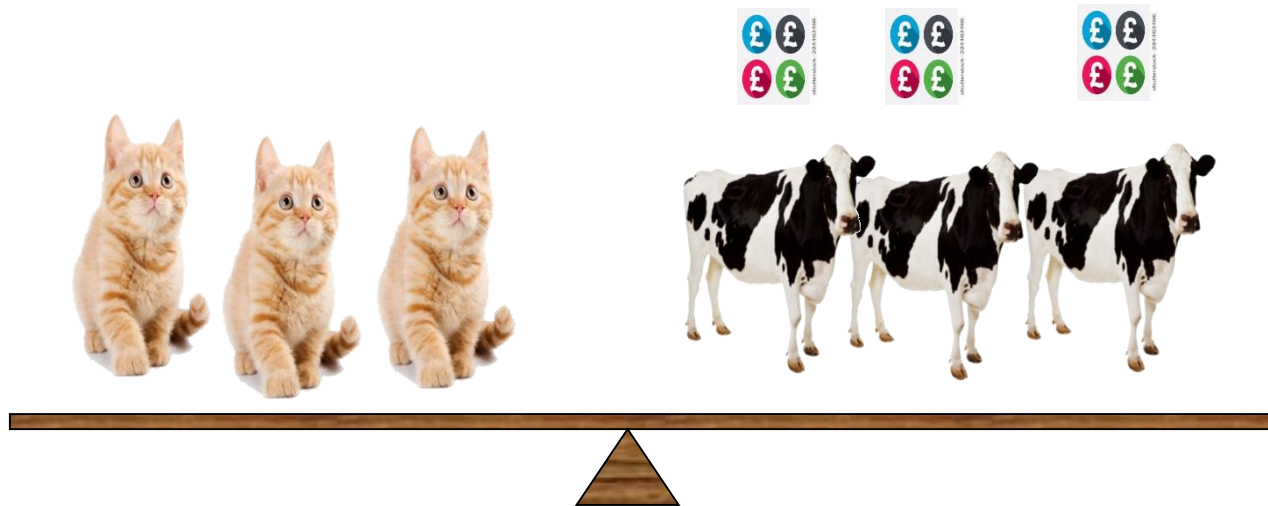


...being able to support
your pet kittens



Enterprise

... with your cash cows



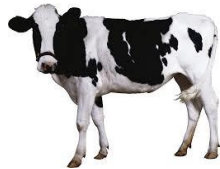
**Income Generation - Getting the
Balance Right**

Enterprise

What does a cash cow look like?



a contract or a Service Level Agreement (SLA)



direct sales

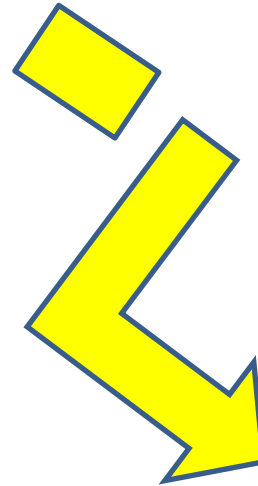
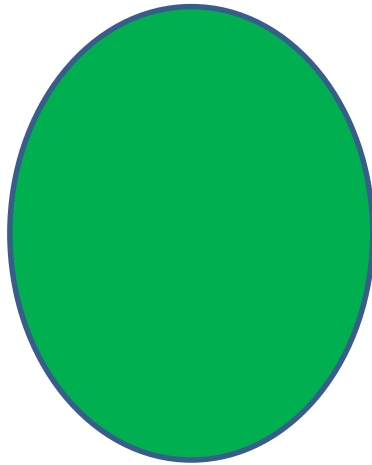
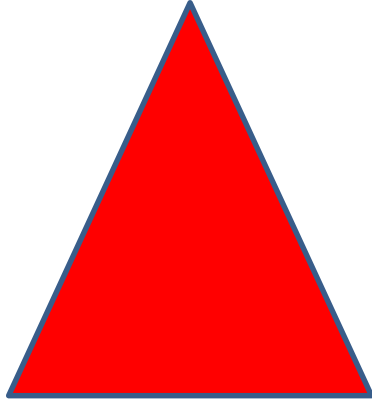


space rental



.... or any combination of those.

Personality types



Capacity

Organising yourself:

- As a committee
- Recruit people onto Board with relevant expertise and interests
- As a subgroup
- Professional experts/fundraising consultants
- Partnerships
- Draw on your community.





Larkhall
Community Flowers
LarkhallLighthouse



Voluntary Action
South Lanarkshire
Putting the Voluntary Sector FIRST



**Site of Harleeshill 2010
Community Garden**



**Summer
2018**

The Lighthouse







- the practicalities

- who helped

- what's next

- lessons so far



Scottish Land Fund

Ionmhas Fearainn Na H-Alba

Katie Alexander
Scottish Land Fund Adviser
Highlands and Islands Enterprise



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Land Fund

Ionmhas Fearainn Na H-Alba

Scottish Land Fund 3

Supporting Scottish communities to become more resilient and sustainable through the acquisition, ownership and management of land and land assets.



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Land Fund

Ionmhas Fearainn Na H-Alba

Programme Outcomes

Communities will:

1. Achieve more sustainable economic, environmental and/or social development through ownership of land and buildings;
2. Have a stronger role in and control over their own development;
3. Own well managed, financially sustainable land and buildings.



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Land Fund

Ionmhas Fearainn Na H-Alba

- Scottish Land Fund (3) runs from April 2016 - March 2021
- Scottish Government funding delivered in partnership with HIE & National Lottery Community Fund
- Programme Headlines:
 - Increase in scale - £10m per year;
 - Increase in scope - extension to urban as well as rural Scotland;
 - Limited revenue support available alongside acquisition costs.



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Land Fund

Ionmhas Fearainn Na H-Alba

Process:

- Enquiries through National Lottery Community Fund
- Referral to SLF Adviser – applicant support
- 2 stage application process:
 - Stage 1 assessment by Highlands and Islands Enterprise
 - Stage 1 decision by SLF Management Group
 - Stage 2 assessment by Big Lottery Fund
 - Stage 2 decision by independent Scottish Land Fund Committee, appointed by Ministers



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Land Fund

Ionmhas Fearainn Na H-Alba

Two-stage process:

Stage 1 – Feasibility/ Pre-acquisition

- Information gathering;
 - Business planning;
 - Feasibility funding.
- To help investigate community aspirations, feasibility, sustainability around ownership of a particular asset.



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Land Fund

Ionmhas Fearainn Na H-Alba

Stage 1: Feasibility Funding (pre-acquisition)

Who can apply?

- Community organisations;
- Written governing document ;
- At least three unrelated people in your management committee;
- UK based bank or building society account.

How Much?

- £2,500-£30,000* (*- average is c£10,000)
- Currently revenue costs at Stage 1 are extremely limited;



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Land Fund

Ionmhas Fearainn Na H-Alba

Two-stage process:

Stage 2 – Acquisition

- Grants for acquisition;
 - Limited revenue funding.
- NB acquisition only, NOT post-acquisition development costs.



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Land Fund

Ionmhas Fearainn Na H-Alba

Stage 2: Grants for Acquisition

Who can apply?

Organisations that are community-led, community-controlled and defined by a *geographical area* i.e. not communities of interest.

Governing document requirements:

- Social Purpose;
- Open Membership;
- Community Control;
- Non Profit-Distributing.



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Land Fund

Ionmhas Fearainn Na H-Alba

Stage 2: Grants for Acquisition

- Grants based upon independent valuation not asking price;
- **Up to £1 million** (Up to 95% of SLF project costs – average is around 80%);
- Match funding / negotiated discount;
- Post acquisition funding should be identified at an early stage if required;



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Land Fund

Ionmhas Fearainn Na H-Alba

SLF 3 (April 2016 – Feb 2019)

Pipeline enquiries- currently around 250 projects in varying stages of development.

110 communities have acquired assets to date.



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Land Fund

Ionmhas Fearainn Na H-Alba

Contact:



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean

Scottish Land Fund

Ionmhas Fearainn Na H-Alba

Contact:

National Lottery Community Fund (all initial enquiries)

0300 123 7110

advicescotland@tnlcommunityfund.org.uk

katie.alexander@hient.co.uk

www.hie.co.uk/ten-steps



The Scottish Government



Highlands and Islands Enterprise
Iomairt na Gàidhealtachd 's nan Eilean



**COMMUNITY
FUND**

Susan Johnstone
Funding Manager,
Lanarkshire Team

Lanarkshire Team

- Team of 5 staff working across North and South Lanarkshire.
- 1 Funding Manager and 4 Funding Officers (split by locality area).
- Working with groups at all stages from initial discussions to assessment to grant management.
- Having been working in Lanarkshire this way since September 2016.

Who covers which Locality

Peter Watson- Funding Officer

- East Kilbride & Strathaven
- Rutherglen and Cambuslang



Barry McCormack- Funding Officer

- Clydesdale, Blantyre & Larkhall
- Cumbernauld and North Corridor



Laura Aitchison- Funding Officer

- Motherwell & Wishaw



Laura Scott- Funding Officer

- Airdrie, Coatbridge & Bellshill
- Hamilton



Lanarkshire team aims to

- Make more informed decisions about funding in Lanarkshire
- Explore how place based working can make us a better funder.
- We want groups in Lanarkshire will be more aware of funding and feel better supported and connected
- We want customers to have an improved relationship with us from pre-application to grant management.

Last year, we
supported communities
to deliver



1,131
projects



in Scotland
using money
raised by



National
Lottery
players

We fund

all sorts

of work

We want projects
we fund to be:



people-led



strengths-based



connected

Key Grants for Community Ownership

£500

£1M



£10k



£1M



£1M

Community Assets



Empower people to create strong and resilient communities by helping them to acquire, manage or develop assets such as buildings or land.



Community Assets

£10k-£1M

- Address local inequality/disadvantage via purchase/development of assets
 - For local community run/led orgs
 - Ownership not leasing
 - Capital and revenue



This fund isn't about buildings....

...it's about using buildings
(or other assets) to help
address specific local issues
and achieve positive
outcomes.

Community Assets



More likely to fund if...

- It will strongly address disadvantage/inequality
- It is people led and builds on the key strengths of a community
- There is a clear link from significant social issue(s) in the area to the proposed project for example:

Lack of jobs is driving young people from our area

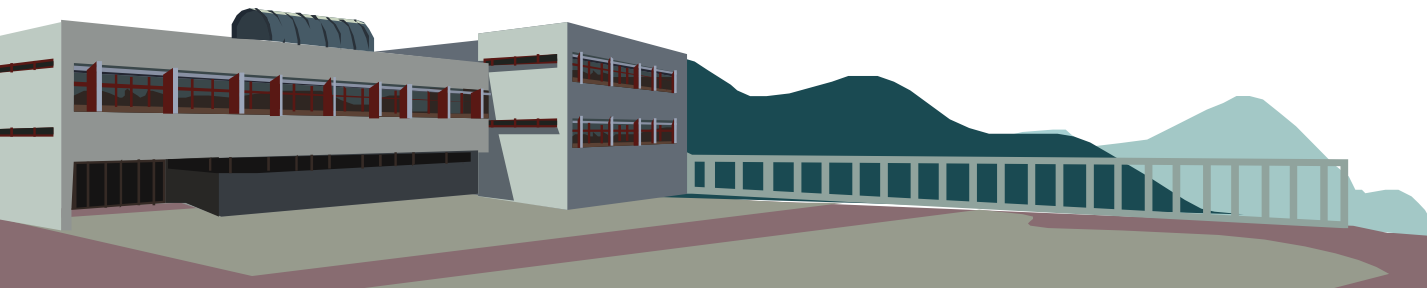


Redevelop the village hall to include a social enterprise that will employ local people, alongside other better facilities

Older people in our area are very isolated and lack support



Develop a combined community centre and day care for older people, with lunch club and social activities



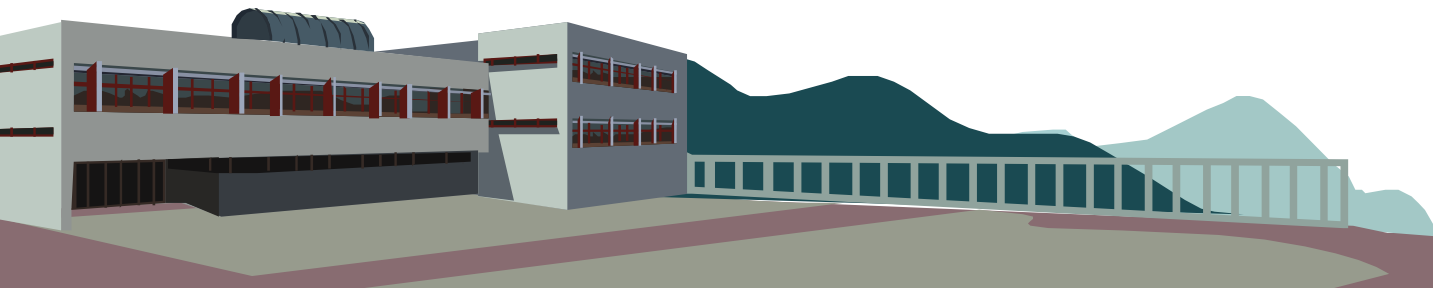
Community Assets



Unlikely to fund...

- Just sports facilities
- Single focus building (e.g. Scout hut, Men's Shed)
- Project mainly focused on heritage/conservation of a specific building
- Car park, play park or park improvements
- Place of worship (if they will still own it)
- Building for purely amenity use

Often means general refurbishment costs of a village hall or similar are unlikely to be funded.

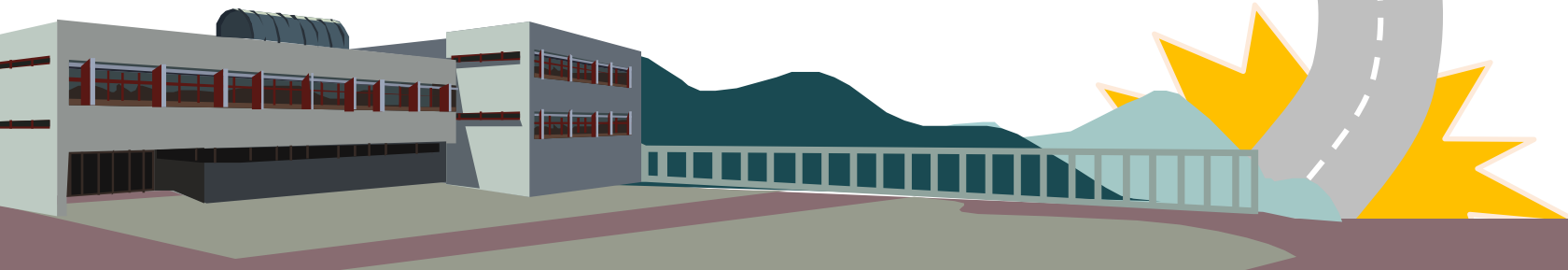


Community Assets

The journey of a project

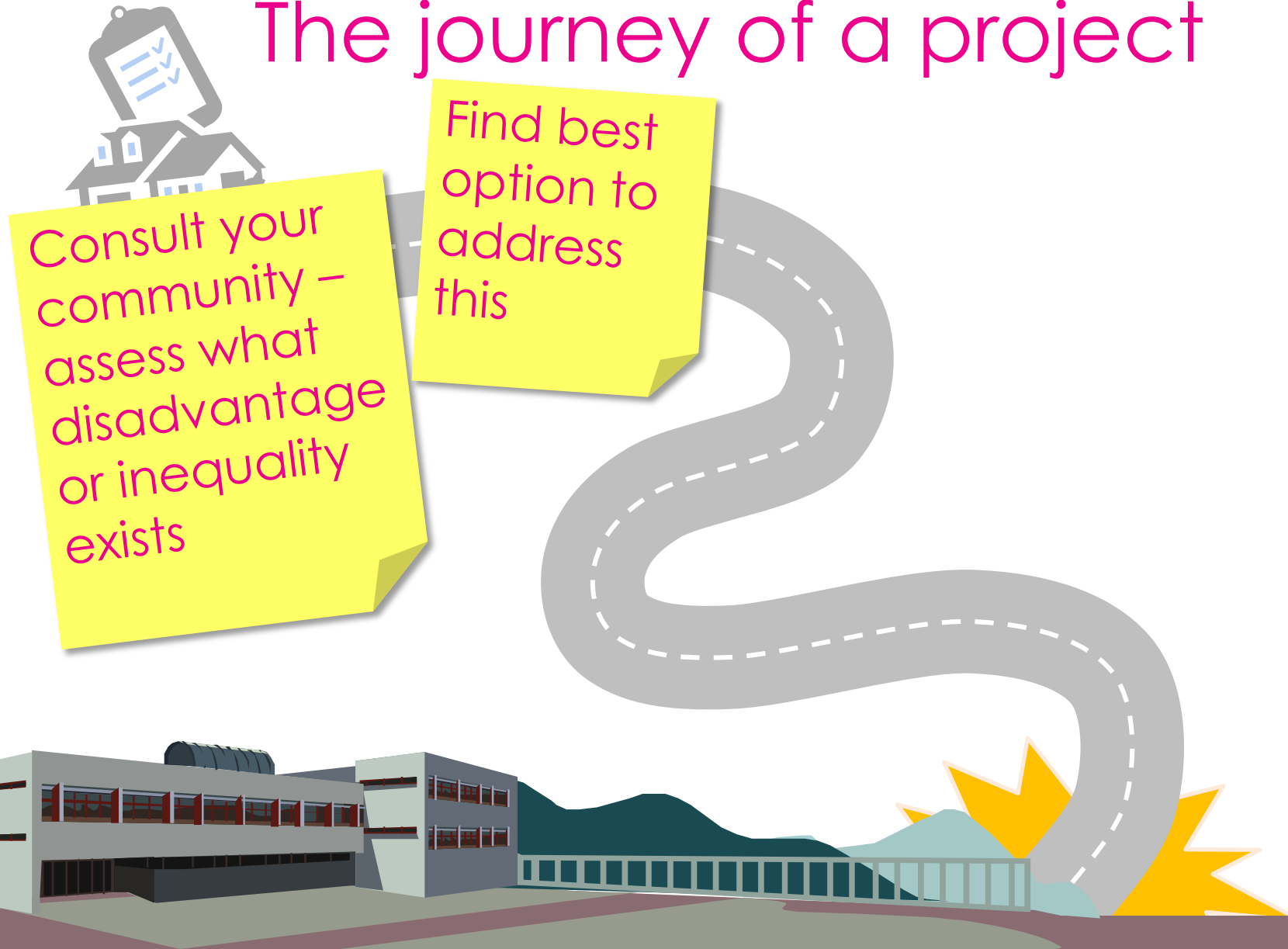


Consult your
community –
assess what
disadvantage
or inequality
exists



Community Assets

The journey of a project



Community Assets

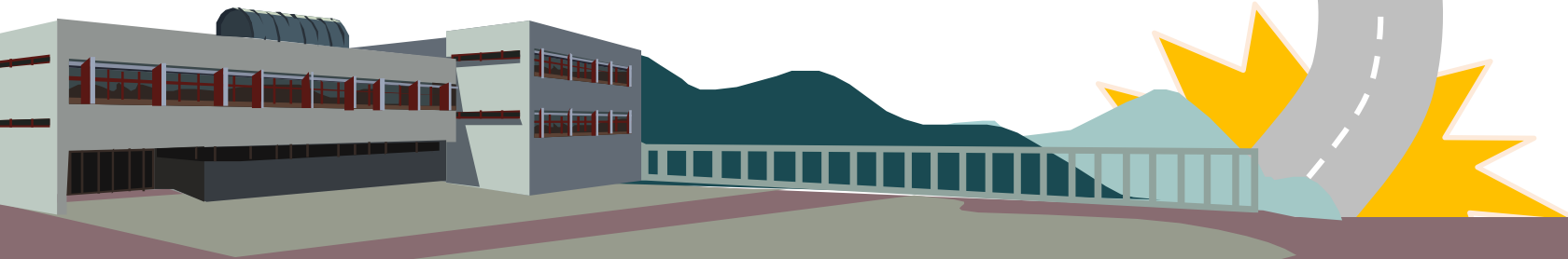
The journey of a project



Consult your community – assess what disadvantage or inequality exists

Find best option to address this

Speak to us!



Community Assets

The journey of a project

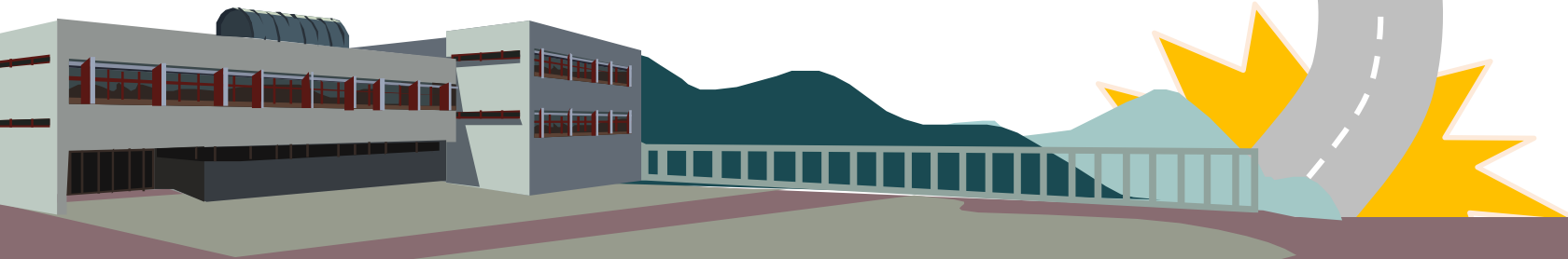


Consult your community – assess what disadvantage or inequality exists

Find best option to address this

Speak to us!

We visit potential projects and advise them whether to continue



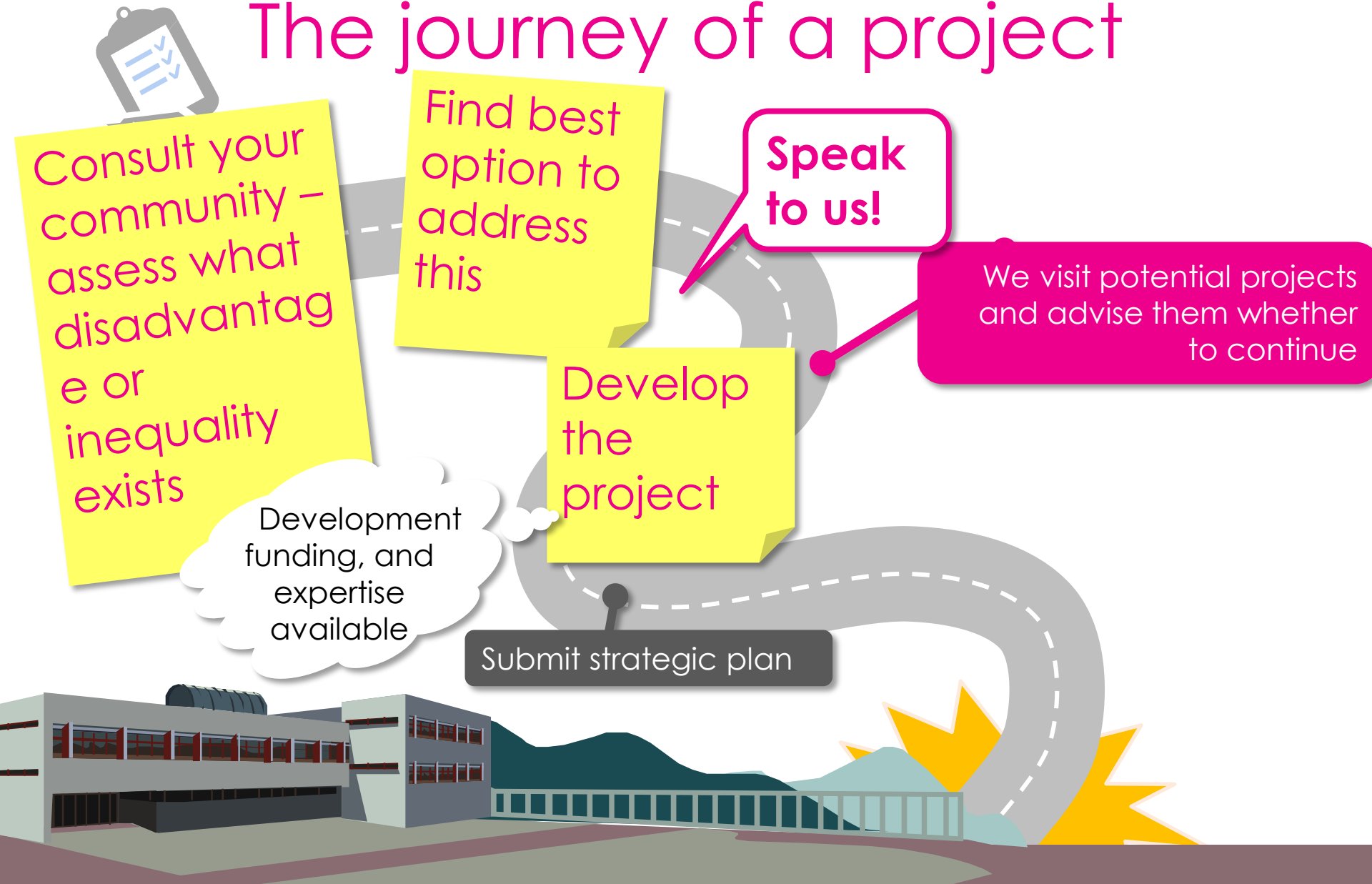
Community Assets

The journey of a project



Community Assets

The journey of a project



Community Assets

The journey of a project



Community Assets

The journey of a project



Community Assets

The journey of a project



Community Assets

The journey of a project



Busy so far!

Significant interest so far

Budget is approx. £10M per year

Likely we'll fund 10-15 projects
per year across Scotland

We've made more than

220 grants

in Lanarkshire

in the last year

Our blog



latest on new
funds
how-tos
news...

bigblogscotland.org.uk

Monthly E-bulletin



Latest funding success rates



Ever wondered how likely you are to be successful when applying to us for funding?

[Read our blog](#)

hints and tips
info on funds
other stories...

is.gd/bigbulletin

Keep in touch!

 **@TNLcomfundscot**



facebook.com/TNLCommunityFundScotland

lanarkshire@tnlcommunityfund.org.uk

0300 123 7110



Questions?

Thank you for Attending
Assets for People and Place

Lanarkshire