



RESOURCE PACK

HousingPlus
Academy 

Trafford Hall
National Communities Resource Centre

 Housing and
Communities

Community Enterprise Resource Pack

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This Resource Pack has been produced by LSE Housing & Communities for the purpose of the Community Enterprise Think Tank at Trafford Hall on 22nd-23rd June 2016. It is intended to provide participants with some helpful resources on community enterprise, including useful tools, examples, and contacts. We apologise for any inaccuracies or mistakes we might have made. The Resource Pack is based on web-based information found on 13th June 2016.

About the Housing Plus Academy

The Housing Plus Academy is a partnership between leading housing associations, local authorities, the National Housing Federation, the Chartered Institute of Housing and the National Communities Resource Centre at Trafford Hall. It has been developed to promote knowledge exchange and participative learning among frontline staff and tenants of social landlords. The Academy tackles burning problems affecting social landlords today, particularly welfare reform, financial pressure, energy saving, work and skills, community enterprise, and resilience. The Housing Plus Academy is supported by the Joseph Rowntree Foundation and LSE Housing and Communities.

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The Housing Plus Academy aims to reflect the diversity of social housing, its staff, tenants and customers. We welcome representatives from ethnic minority backgrounds, a wide range of ages, and those with disabilities. We also welcome small community-based organisations including Tenant Management Organisations, Community-Based Housing Associations, Community Land Trusts, and tenant co-operatives.

Section One

Community Enterprise Summary

❖ What is a community enterprise?

An organisation set up by local residents to help their community in some way is a community enterprise. Community enterprises rely on unpaid, voluntary help and support from other local groups and organisations. They raise the money they need through fund-raising activities, small charges, voluntary contributions, grants from charities, local authorities, housing associations etc.

❖ What can community enterprises do?

They can take on almost any local issue or problem and do something about it. For example, play schemes, community cafés, youth clubs, community gardens, allotments, baby sitting circles, swap shops, senior citizens clubs, playgroups and community nurseries, and many other small local initiatives and projects.

❖ Are community enterprises always small?

In most cases they are very small, have few paid workers and rely heavily on community involvement. Some are seriously ambitious, such as tenant co-operatives, community land trusts, multi-purpose community action centres, community shops etc. Housing projects are particularly difficult to organise and get off the ground. They involve a lot of money and time. They share the same basic characteristics as other community enterprises.

❖ Who organises community enterprises?

Sometimes a community worker will set up a local enterprise with the backing and involvement of locals. Their main characteristic is that they are triggered by community need and they are based within a particular community relying on self-help and local initiative.

❖ Why do people want to give their time to a local project?

Residents like solving problems. They want to help and they believe that communities can help themselves. The self-help idea is very powerful. Local activists usually believe that local people know most about local problems and have the strongest motives for doing something about them.

❖ What is a social enterprise?

A social enterprise means any organisation that operates with a social purpose and is not for profit, but earns enough money from its services to be self-sufficient. The money can come from customers, contract work for pay, selling something. Any profit goes towards the social purpose for which the enterprise is set up. Trafford Hall is a social enterprise. So are most housing associations. Community enterprises are a smaller, more local, more direct form of social enterprise.

❖ How much difference can social and community enterprises make?

If they deliver a service that local people want and need, at low cost and no profit, they are invaluable. They can make a total difference to a community and to people's capacity to cope. To do this they must be open, honest and willing to take advice.

Local councils, government and other service agencies like housing associations increasingly rely on communities to do more to help themselves. Official bodies can play an important support and advice role as can local councils of voluntary organisations. They can also help with registration, accounts, training, health and safety etc. Community enterprises are part of a much bigger picture.

Definitions of community enterprise and social enterprise

What is a community enterprise?

By the Big Lottery Fund

Community enterprises come in all shapes and forms and range from resident-run shops to pop-up broadband schemes and community woodlands that sell products and provide training and employment to local people.

They share the following characteristics:

- The enterprise is community-led, meaning it is endorsed by, or engaging directly with, local people.
- The lead partner is a charity, social enterprise, not-for-profit or member (co-operative) organisation. The governing documents provide that on dissolution or winding up, the organisation's property and income will not be distributed amongst its members but will be transferred to another charity or similar organisation.
- The enterprise is locally based, benefiting a specific geographical place, and is inclusive of all in the community.
- The aims and objectives of the enterprise are a direct response to local social and economic need or opportunity.
- The enterprise has a sustainable business plan and aims to become viable beyond grants or public funding.
- All over England, community-led initiatives already achieving success in their local neighbourhoods, villages and town centres, and inspiring others to create lasting change.

What makes a social enterprise a social enterprise?

By Social Enterprise UK

Social enterprises are businesses trading for social and environmental purposes.

A short paper is available for anyone who's interested in the main characteristics of a social enterprise - what it is and what it isn't. It doesn't aim to provide a strict definition, but instead sets out what Social Enterprise UK believes are the critical factors that make an organisation a social enterprise, and how businesses, public bodies and consumers will know one when they see one.

Link:

http://www.socialenterprise.org.uk/uploads/files/2012/04/what_makes_a_social_enterprise_a_social_enterprise_april_2012.pdf

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Examples of community enterprise initiatives

Below is a list of potential types of community enterprise initiatives that could be set up. Underneath each heading there is a list of examples you can search the details for online.

1. Community shops, such as community cafés or shops selling products

- Homebaked
- Cobham Village Store
- Maiden Bradley Village Shop
- Bradwell-on-Sea Community Shop
- Churchinford and District Community Shop
- Olive Branch Kitchen
- North Marston Shop
- Green Valley Grocer
- Exeter Real Food Store
- Handmade Bakery

2. Swap shops (Give and Take Days)

- Somerset Share Shop (see case studies)

3. Restoration and upcycling projects, turning furniture and household objects into low-cost items and preventing landfill

4. Bicycle repair

5. Community garden, allotments and community farms, producing fruit and vegetables for the local community, as well as being an outdoor classroom for local school children

- Westfield farm
- Gro Organic
- Oackwood Farmers Market +
- Woodhouse Community Farm
- Hazelhusrt CSA
- Community Farm
- Ashfield Community Enterprise

6. Food hubs, Social kitchens and food recycling clubs

- Esther Community Enterprise
- StroudCo

7. Community hubs

- Open shop
- Cambridge House
- Zest centre
- The Bridge

8. Community playgrounds and community nurseries/babysitting services

- Martin Luther King Adventure Playground

9. Housing

- Terrace 21 in Liverpool
- Granby streets CLT in Liverpool
- St Minver CLTY in Cornwall

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- Homebaked CLT in Liverpool
- Lyvennet CLT in Cumbria
- Ashfield CLT in Llandrindod Wells

10. Provision of leisure activities

- Ellergreen TRA

11. Provision of community care and support services

- Anglian Community Enterprise
- Encourage Activity

12. Inclusion for people with disability

- Argonaut Community Enterprise
- DanceSyndrome
- Fundamentals
- Bodster Equine Assisted CIC
- Blueprint Training and Enterprise
- Helping to Remember
- Solo
- Zinnia Community Enterprise

13. Youth work/youth clubs

- This way up

14. Senior citizens clubs

15. Support for people with addiction or recovering from addiction

- Telford After Care Team CIC

16. Advice and community work

- Castle Vale Tenants & Residents Alliance

17. Asset transfers

- Doncaster Community Development Trust
- The Centre at Threeways
- Ivy House in Nunhead
- Carlile Institute
- Hastings Pier
- Swarthmore Education Centre
- The Spetchells Centre
- HEART Headingly
- The Open Doors Consortium
- Community Spaces Northampton
- Castle Pool Community partnership

18. Arts and crafts

- Shed Therapy
- Knitwizzneedles

19. Community energy

- Torrs Hydro, New Mills, Derbyshire
- Avalon Community Energy Co-op

Community Enterprise Toolkit – step-by-step guidance and tools

Produced by Cheshire East Council¹

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Glossary

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1. Introduction

a) Why have we produced the toolkit?

The toolkit has been produced to bring together existing advice and information on setting up community enterprises in a user-friendly way. This has been done in response to the growing demand for such a tool and the growth in the community enterprise sector.

b) What is in the toolkit?

We have split the development of a community enterprise into nine key stages. Each stage contains information and advice on a particular aspect of developing a community enterprise and several key tasks to complete. There is also a glossary of commonly used terms and jargon which you will come across in the toolkit and the world of community enterprise.

c) How can you use it?

¹http://www.cheshireeast.gov.uk/council_and_democracy/community/social_enterprise/community_enterprise_toolkit/community_enterprise_toolkit.aspx

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Each stage is divided into two sections. The first covers what you need to do and the second how you can do it. There are ideas and examples of how to carry out each piece of work and a checklist of key tasks for completion in each stage.

It is designed so you can work through the whole toolkit or through a single stage - it is up to you to decide how you want to use it. It is also crucial that you keep written records of all the work you do in setting up your community enterprise and in running it. If you have any problems or questions about any part of the toolkit, then please get in touch with us for further help and advice.

d) What is not in the toolkit?

The toolkit does not contain everything you need to know and do to set up a community enterprise - it is designed to help you find out that information yourselves.

It does not promote any particular kind of community enterprise or lay down prescriptive formats for writing business plans or funding applications - it should act as a guide to help you carry out these tasks in the most suitable way for your group.

It is not a guide to setting up a credit union or LETS-style scheme - some of the information in the toolkit is relevant to setting up these kind of organisations but there is a great deal of more specialised work not covered here.

2. What is a community enterprise?

Community enterprises have existed in one form or another for many years and operate in many areas of the economy.

A wide variety of organisations come under the term 'community enterprise' including community businesses, development trusts, credit unions, LETS-style schemes and some co-operatives. However, they all share several common characteristics. They are businesses owned and managed by the community they serve.

Any profit made by the business is used for the benefit of that community and not for private gain. They put people before profit and see the social, economic and environmental benefits

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they can bring to a community as more important than profit-making. They also aim to be self-sustaining and rely on selling their services to generate income, not on grants and donations.

3. Stage 1: The Idea

What do we need to do?

The idea is the starting point for any project. Once you have an idea, you can begin to plan your project. You also need to get together a group of interested and committed people.

How can we do it?

First of all, as a group, summarise your idea in a short paragraph of about 50 to 100 words. This summary should include what you want to do and how you will do it.

The next step is to decide what you want your project to achieve - the aims of your idea. Try to come up with a few clear targets that you believe the project can realistically meet - the objectives of your idea.

You now need to expand on your idea and write down more clearly what your project will do, who will do it, when it will happen, and how it will be done. Finally, you should look at the strengths and weaknesses of your idea. Be critical here and write down everything you can think of.

Go back over these four pieces of work and discuss them again. When you are happy with each part, you can put them together - try to fit them on to no more than two sides of A4 paper. [Appendix 1: Example Idea Sheet](#) shows how you might lay out your ideas.

Key task checklist

- Write a short summary of your business idea.
- Set basic aims and objectives for your business idea.
- Decide on the what, who, when and how of your business idea.
- Discuss the strengths and weaknesses of your business idea.

4. Stage 2: Market Research

What do we need to do?

Once you have a clear idea of what you want to do, you need to find out if it is worth doing by proving there is both a need and a demand for the idea, and by looking at what competition currently exists.

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The only way to do this is to find out if people will want to use the service you have decided to provide and who else already provides it. It is likely you have come up with your idea because you believe people will want to use it, but it is important to be able to prove this.

How can we do it?

The customer

The first stage is to identify who you will be aiming your service at - your target group. This might be a specific group of people (e.g. elderly people, people living in a specific area, or residents of a housing estate). The next stage is to find out if they will want to use your service and what expectations they will have of it.

Consultation

There are several ways of doing this, but the one thing they have in common is that you will have to get out there and ask people - conducting a survey.

Before you can do this you need to decide what questions to ask and how many people you want to answer them. To decide on the questions, you must work out what information you need from the answers. The key information you will need to know includes how many people will use the service, how often they will use it, how much they will be able to pay for it, and what they will expect when you are providing it.

You then need to work out the questions and plan the layout of your questionnaire. Try and keep it as short as possible to avoid putting people off and to help you do the survey quickly. It is also useful to get background information about the people you survey (e.g. their age, employment status, etc). This will help you find out what different people think about your idea. [Appendix 2: Example Market Research Survey Layout](#) shows how you might lay out your survey.

The next stage is to go out and get people to complete the questionnaire. There are several ways to do this, and you could use just one of them or a combination.

You could conduct a survey on the streets, stopping people and asking them if they would mind being surveyed. Rather than stopping people in the street you could conduct the survey by knocking on people's doors and asking them to complete it. If you use either of these methods, make sure you tell them who you are and explain to them why you are doing the survey - do not just stop them and ask them to answer the questions.

You might prefer to simply post the questionnaire through peoples' letterboxes and go round and collect completed ones in a few days' time. If you do this, include a brief letter or note telling them who you are and explaining why you are carrying out the survey.

You might also want to survey other organisations you might be working with or who work with your target group. This could be done through a face-to-face meeting or through the post.

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You could also hold public meetings where you explain your idea to the community and give them the opportunity to discuss the idea and comment on it as well as completing surveys.

With each of these methods, you should set yourself a target for the number of completed surveys you want - if you do not have enough complete surveys, you will not be able to use them to prove whether your idea will succeed or fail.

Statistics and reports

Another way of finding out what people need and want is by looking at official statistics.

The government, local authorities and other public agencies produce hundreds of reports every year with thousands of useful statistics in them about unemployment, health, education, the environment, and so on. These can be used to show what problems your target group faces which your idea will help try and solve. They can also be used to show what services your target group is currently lacking or how mainstream services can be added to by the work your business would carry out.

As well as official reports there might also be work produced by other organisations (e.g. the Joseph Rowntree Foundation) which you could use to show need and demand.

Competition

You will also need to find out how many other businesses you might be competing with and how they operate. The only way to discover what competition you might have is to go out and see what similar businesses there are operating in your area and seeing what they do. Once you have this information you can compare it to how you propose to run your business and see what the similarities and differences are.

Analysis

When you have completed each of these processes, you need to analyse the information and use it to decide if it is worth continuing with your idea.

It may be that your research shows your idea needs changing slightly to make it fit in with what your target group need and want and what other services currently exist. It is unlikely to show that your idea is perfect and needs no changes whatsoever! Do not be afraid to change your idea - just make sure whatever you plan still meets the main aims of your original idea.

Also, you should not be afraid to stop working on it if your research shows it will not work. If you do decide to continue, you need to put all your market research together into a report. In this you need to describe what you did and why and detail your results and what they mean for your potential community enterprise.

It is also useful to hold public meetings or produce a publicity leaflet to feed back the results of your research to the community.

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Key task checklist

- Clearly identify the target group for your business idea.
- Conduct a survey to find out what your target group think of your idea.
- Gather information related to your idea from official reports and statistics.
- Assess the existing competition in your area.
- Produce a market research report for your business idea.

5. Stage 3: Steering Group

What do we need to do?

It is now time to formalise your group and set down clear aims and objectives for your work as well as allocating roles and responsibilities to the members of the group. The best way to do this is to write a simple set of rules for your group - a constitution.

The constitution will set out the rules the group must work to and what it is and is not allowed to do in order to work toward setting up the proposed business. It will also state that the group is responsible to the members of the organisation it is running. Those members are also responsible for electing and monitoring the conduct of the people who run the organisation and may choose to change them at any time.

You will need to appoint the key members of the group - the chair, the secretary and the treasurer. They are responsible for carrying out key tasks and making sure the steering group is run according to its constitution.

How can we do it?

Discussion

It is useful to have a discussion about the constitution and what should and should not be in it. It is important that everyone is happy with and understands the rules of the organisation.

You could also hold public meetings to present your idea and the research you have done and to encourage the community to become involved in your work. These meetings can be used to hold elections for or appointing the members and officers within the steering group and to attract members to the organisation as a whole.

Networking

As part of this process it is useful to find out about the experiences of other organisations involved in similar activities to those which you are proposing to carry out. Contacting and meeting with other people will help you understand the realities of running your business, as well as helping you see potential problems and giving your ideas.

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Try and visit as many organisations as you can to get as much information as possible. It is also helpful to start contacting some of the wide range of organisations who offer support and advice to community enterprises and use the information they give you as part of this process.

Deciding

Bringing all this information together and discussing it should help you decide what rules you want your group to have as well as giving you general information to help you in setting up your business.

[Appendix 3a: Example Steering Group Constitution](#) is a simple constitution which would suit most steering groups. [Appendix 3b: Example Steering Group Job Descriptions](#) contains brief job descriptions for each of the three key members - the chair, the secretary and the treasurer. It can easily be added to or altered to suit your group and your project.

Key task checklist

- Write a constitution for your steering group.
- Allocate roles and responsibilities to members of the steering group.
- Contact and meet with groups to find out more about running a community enterprise.
- Gather information from organisations providing advice and support to community enterprises.

6. Stage 4: Costs

What do we need to do?

The next stage is to look at how much your idea will actually cost. There are two main elements to the costs - the start-up phase (i.e. all the costs prior to the business starting to operate) and the operational phase (i.e. the day-to-day costs of running the business once it has been set up). At this stage, you need to work out costs for the start-up phase and for the first three years of operation.

How can we do it?

Start-up costs

Start-up costs are generally made up of one-off costs incurred when setting up the business and initial supplies of goods you will be purchasing regularly. They include things like the purchase of premises and equipment which will be used for a long period of time, initial advertising and promotional costs, and initial stationery, equipment, and stock orders.

The first step is to decide exactly what you need to spend money on for your business to start. This involves discussing the needs of the business and deciding as a group what is essential at this stage.

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Once you have decided, you need to find out how much each of those items will cost. For items of equipment this means visiting and speaking to suppliers of such equipment and getting quotes and comparing them.

For premises this means deciding exactly what kind of premises you need, where you want them to be, whether you want to rent, buy or build them, and whether you want to be the sole occupiers or share them with other organisations.

Operational costs

Next, you need to look at the operational costs for your business. Some of these will follow on from your start-up costs (e.g. regular orders of stock or stationery). Others like insurance and audit fees will be costs that normally occur just once a year.

You will also need to work out regular costs such as electricity bills and telephone bills and find out from potential suppliers how much they will be. The most important operational cost to establish is the cost of staffing your organisation.

The decision to employ paid staff is one of the most important you have to make when setting up your business. If you have decided paid staff are necessary, you need to include not just the cost of their salary, but recruitment costs and on-costs.

You must decide how many paid staff you need - this must be based on the number you actually need and what you will be able to afford rather than the number of people you would like to employ. You will also need to carefully consider what salary to pay your staff and make sure it is comparable with similar jobs in other businesses in your area.

Analysis

Researching all of these costs thoroughly is very important. You need to keep them as low as possible while ensuring the business has everything it needs to operate successfully.

This means that as well as finding out the lowest possible 'real' costs for everything, you should also look into alternative ways of obtaining them (e.g. through donations from local companies or by using volunteers instead of paid staff).

It is important to remember the operational costs are for a three year period and you will need to take inflation into account when you are working them out.

The other key point to remember when working out the costs is that they will influence how much you can charge for the service you will provide as you will need to generate enough income to cover all your costs.

This means if the amount you plan to charge customers is not enough to cover your costs you will have to either reduce your costs or increase your charges. It also means you must not estimate your costs at too low a figure as this might lead to you setting charges for your services which do not actually cover your costs.

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Once you have finalised your costs you need to produce a cash flow prediction for your business. This allows you to analyse the costs from the beginning of the start-up phase to the end of the third year of operation.

It is important to enter any funding you already have from sources like donations and reserves on to the cash flow prediction - doing this allows you to work out exactly what funding you will need for your business. It also gives you a tool for monitoring your actual costs once you are operating against your predictions - see [Appendix 4: Example Cash flow Prediction](#).

Key task checklist

- Decide on the start-up and operational costs for your business idea.
- Research all of the costs thoroughly.
- Produce a cash flow prediction for your business idea.

7. Stage 5: Management Structure

What do we need to do?

You are now at the point where you need to decide how your business will be organised and managed.

You need to decide upon the most appropriate legal status of your organisation and devise a suitable management structure. These are essential to safeguard the interests of the individuals involved and the interests of the community you are aiming to serve.

How can we do it?

Legal status

The most suitable status for your business will depend on what you intend to do and how you intend to do it. You should be able to find the most suitable status by working through the ICOM select-a-structure exercise - see [Appendix 5: ICOM Select-A-Structure Questionnaire](#).

Whatever legal status you decide on, you will need to form some kind of management committee and write a full and formal constitution for your organisation. The [steering group](#) and the constitution they operate under should be able to form the basis for both of these.

Each person who wishes to serve on the management committee should provide a CV detailing their relevant experience - see [Appendix 6: Example CV for a Community Enterprise Director](#). This helps make sure the people with the right knowledge and experience take on the role they are most suited to.

Management structure

The management committee's main role is to oversee the business and ensure it is run according to the rules laid down in the constitution - it is not necessarily to 'run' the business. This means that you need to decide how the business will be managed on a day-to-day basis.

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You might decide that it is appropriate for the management committee to directly manage the staff - you could make one of the directors responsible for doing so. Another option is to employ a paid manager, responsible for managing it on a day-to-day basis and accountable to the management committee for his/her actions.

Whatever you decide you need to make sure the management structure you have will allow you to properly manage the business and allows the management committee to fulfil their main role of overseeing the business. The key to that is ensuring everyone involved is clear on how the business is organised and what it is they are actually responsible for.

Key task checklist

- Decide on the most appropriate legal status for your business.
- Write a formal constitution for your business.
- Elect directors to form a management committee.
- Decide how the business will be managed on a day-to-day basis.

8. Stage 6: Business Plan

What do we need to do?

You are now at the point where you can produce the first draft of the business plan for your community enterprise. The plan states how you will actually run your business and should be the guide the management use in doing so. It will also be needed by anyone who invests in or lends money to your business.

This includes grant-making bodies such as the National Lottery or your local authority. All the work you have done so far can be put together to form that first draft.

There are also two other key elements which need completing - the marketing plan and the funding part of your finance section. The marketing plan is explained here while the next stage deals with funding for your community enterprise.

How can we do it?

The marketing plan

Your marketing plan is more than just describing how you will promote and sell your service. It is especially important for community enterprises as it is a tool for attracting members of the community to become involved in the business as well as for attracting customers. The starting point is your [market research report](#).

You need to go through this again and decide if there is any further information you think should be in it now you have reached this stage. A commonly used tool for helping write a marketing plan is a SWOT analysis (strengths, weaknesses, opportunities and threats). This looks at the internal strengths and weaknesses of your business such as the benefits it can

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deliver to the community or the lack of experience in the management committee. It also looks at the opportunities and threats it faces from outside such as offering a product different from others already available or competition from existing businesses. See [Appendix 7a: SWOT Analysis Template](#).

You also need to look at the main components of any marketing plan - the four Ps - product, promotion, price, and place:

- Product means defining what your service will be and how it will be provided.
- Promotion refers to your advertising plans and how you will promote your business.
- Price means working out how much to charge for your service, based on what the competitors charge, what costs you have to cover, and what your customers are willing to pay.
- Place involves looking at where your service will be made available to your customers.

See [Appendix 7b: Marketing Analysis Template](#) for the four Ps.

You also need to decide how you will monitor the effects of the plan. This might involve getting customers to complete questionnaires about the business or comparing marketing activity with your sales.

The most important thing to remember is that the special nature of a community enterprise can be used as the focus for your marketing strategy. As a not-for-profit business whose aim is to support the community in which it is based you have a quality which none of your competitors will.

Writing the business plan

When you have completed the marketing plan you can put together a first draft of your plan - see [Appendix 8: Example Business Plan Format](#). This shows how the work you have done so far corresponds to the sections normally included in a business plan. You will also need to write an executive summary and pull together all the relevant supporting information as appendices to the plan.

The executive summary is made up of a brief summary of each of the sections in your plan and should be no longer than two sides of A4 paper. The appendices need to include your market research report, the CVs of your management committee members, key documents referred to in the plan, references from supporters of your project, and any other supporting documents you believe add to your plan.

Key task checklist

- Check through all the work we have undertaken so far.
- Prepare a marketing plan.
- Produce a first draft of your business plan.

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9. Stage 7: Funding

What do we need to do?

You now need to identify where the funding for your business will come from. The income from the service you provide will form part of this, but money will probably be needed for start-up costs and to help the business reach a sustainable level of income.

Funding for a community enterprise can come from a variety of sources, both public and private. It can also take different forms, from small donations by individuals to large grants from public sector organisations.

The most important things to remember is that any funder you approach will need to have confidence in you and will want to keep the risk to themselves as low as possible.

How can we do it?

Deciding on a funding source

You will need to consider the advantages and disadvantages of each potential funding source. To do this you need to work out what the effect of using any particular source will be on your business.

The best way of doing this is to go through the conditions each possible funder will impose on your business and mark them as an advantage, a disadvantage, or as having a neutral effect. For example, the advantage of many public funding sources is that funding comes in the form of a non-repayable grant rather than a repayable loan.

However, many also require you to submit regular monitoring reports and meet certain conditions in order to receive funding. Doing this should allow you to see which sources will be the best to try and access.

It is also important to focus your efforts when seeking funding and to only try and obtain funding through realistic routes. You need to go through each possible source and see how well you fit the criteria they expect the organisations they will fund to meet.

Again, you should mark whether or not you fit the criteria - if you do not, you need to decide how easy it will be for your organisation to change to fit them. For example, some public funding sources require you to have an equal opportunities policy, while a commercial bank might require security for a loan.

It is clearly more difficult to find something as security than it is to write an equal opportunities policy, and so in such a case you would probably decide not to continue with your application to the bank.

Making applications

All funders, whether public or private, will expect you to have done certain key tasks as part of your application. You will have done most of these by producing your business plan.

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However, each funder will probably ask you to complete an application form of some kind and may also request extra information.

Completing such forms correctly and supplying further information is crucial to making a successful application - make sure you are absolutely clear about what the funder needs and how they want it presented. Before sending in an application, get someone to double check any figures and to proof read it for any spelling or grammatical mistakes.

Make sure you know exactly when any deadlines are in the funding process and plan your work accordingly. Building a good relationship with potential funders is also important in gaining funding. It gives the funder confidence in you and your organisation and makes the process easier as both sides trust each other and therefore work better together.

Key task checklist

- List the funding we have already secured for your business idea.
- Identify suitable sources of funding to make up any shortfall.
- Prepare funding applications as appropriate.

10. Stage 8: Start Up

What do we need to do?

When your funding has been finalised, your organisation can complete its start-up phase. This includes completing the business plan by adding in all the details about funding and putting into place the legal structure you decided on. Completing the business plan is important as it provides you with a tool for managing your business.

You will need to be aware of the timescales involved in finalising the legal structure of your organisation and make sure you take into account any potential delays.

This is also the time to finalise any plans for the start-up of the business, especially around publicity and promotion for its launch, and to check the systems you have put in place for operating the business are ready. Once everything is in place, your business is ready to start operating.

How can we do it?

Completing the business plan

You should now have everything you need for a complete business plan. Before completing the plan you need to check through each section and make sure you have all the information you need and are happy with the presentation of the plan. If you are missing anything or think it could be presented better then now is the time to find the information or change the look of your plan.

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Legal structure

You cannot carry out any of your proposed activities until your business is properly constituted in whichever form you have chosen. The main reason for this is that none of the safeguards which will be in place under your constitution will apply until the date when the legal structure comes into effect. You will also need to make sure everything is in place so the structure can work as it is supposed to.

Publicity and promotion

You should have begun implementing your marketing plan and started the process of publicising and promoting your business. You also need to check the advertising plan is being carried out correctly. This means making sure things like leaflets and posters are printed and distributed on time and newspaper adverts are included in the right issue of the right paper.

Timing

The key to a successful start-up is the timing. You need to make sure everything you have planned is properly co-ordinated and happens when you want it to. There is no point in distributing thousands of promotional leaflets and then finding out the start date for your business is delayed by a month due to problems with the legal structure.

If you have planned everything thoroughly, you should not have any problems like that. You will have anticipated most problems during the planning process and if unexpected problems occur you need to stay calm and work out the best way to deal with them.

Key task checklist

- Complete the final draft of your business plan.
- Finalise the legal structure for your business.
- Implement the marketing plan for your business.

11. Stage 9: Running the business

What do we need to do?

Once you have started running your business it is unlikely everything will go exactly as you planned it. The work you have done in setting up the business will never fully prepare you for actually running it but it should provide a sound basis for you to work from. This means it is important to continually monitor the performance of the business and compare the actual performance with the forecasts you had in your business plan.

You will need to monitor the financial performance of the business and measure the impact your community enterprise is having on the local community. These records should be independently checked once a year - your financial and social audits. You should update your business plan every year to ensure your forecasts reflect the performance of the business (as detailed in the two audits) and to take account of any changes to the conditions you are operating under.

Section One

How can we do it?

Financial records

All accepted accounting systems will be able to record the necessary information and allow you to analyse it - you simply need to choose the most suitable system for your business. This means choosing a system which is understood by everyone who needs to use it and requires the least amount of work to maintain it. You will also need to make sure the records in your accounting system can be easily linked with the relevant orders and invoices.

It is also important to use your accounting system well. This means producing clear reports on a regular basis for the relevant people to use to make decisions about managing the business. As a minimum, these are likely to include monthly reports to the management committee and an annual report for all members in the organisation.

Even if you are not required by law to have an independent auditor prepare your annual report, it is often the best way to do it as this can be a complex task. It is also useful to have someone from outside the organisation examine your systems and records as they often have suggestions for improving them.

Social auditing

Keeping records to measure the benefits of your business to the community is a more difficult task but just as important.

The principle is the same as with the financial records - you need to know what benefits you have achieved for the community, compare them to the benefits you forecast in your business plan, and understand why any differences have occurred. Unlike financial record keeping, there are no ready-made recording systems for social auditing - you need to devise your own.

The first step is to decide what kind of information you need to measure progress towards the aims and objectives you have set your community enterprise. You then need to decide what records you need to keep to collect that information. It is likely you will already be recording some of it but for a different reason - you can still use these existing records to provide the information. For information you are not already recording, you will need to devise new recording systems.

As well as recording such information on an ongoing basis, you should find out how well the people and organisations who are involved with your business think you are doing. This can be done through holding public meetings or carrying out surveys.

Once you have all the information you need to analyse it and let people know the results. How often you do this depends on how important you feel social auditing is to your organisation and on the amount of time and effort it takes. However, it should be done at least once a year - combining the work with your annual financial report is normally the easiest way.

If possible, you should get an independent person or organisation to verify the social audit records you have kept during the year. This makes sure your social audit report is as honest

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and truthful as your financial one. The results of your financial and social audits should be used to update your business plan and in managing the community enterprise.

Bits and pieces

You need to regularly review the other key elements of your business plan, especially the marketing plan, and take into account anything else which affects your business when updating it. This means carrying out much of the work you did in preparing the first business plan on an ongoing or regular basis.

You also need to make sure your business complies with the law in relation to issues like VAT, PAYE, National Insurance contributions, Health and Safety legislation, the Data Protection Act, and business insurance.

Key task checklist

- Monitor the performance of your business on an ongoing basis.
- Carry out consultation and social audit with your customers and the community.
- Update your business and marketing plans on a regular basis

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Glossary

- **Audit:** an official examination of your accounts.
- **Business plan:** a plan detailing your enterprise's plans for the next three years. See [Stage 6: Business Plan](#).
- **Capital expenditure:** money spent on items such as land, buildings and equipment.
- **Cashflow prediction:** a spreadsheet comparing your estimated income and expenditure and showing your projected profit/loss for a certain period of time. See **Appendix 4: Example Cashflow Prediction**.
- **Community:** the group of people your social enterprise has been set up to benefit.
- **Constitution:** the set of rules and regulations which your social enterprise operates to. See [Stage 3: Steering Group](#).
- **Customer:** the people who are paying to receive the service you provide - they may or may not also be members of your community.
- **Director:** a person elected to the management committee of the social enterprise.
- **Management committee:** the group made up of the directors and responsible for managing the social enterprise. See [Stage 5: Management Structure](#).
- **Not-for-profit:** all profits made by the social enterprise are used for the community's benefit and not for private gain.
- **Revenue expenditure:** money spent on items such as staff, stationery, rent and bills.
- **Social audit:** an assessment of the social impact and the ethical behaviour of your organisation in relation to itself and those of its stakeholders.
- **Steering group:** a group of people responsible for planning and setting up your social enterprise. See [Stage 3: Steering Group](#).

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- **SWOT analysis:** the process of analysing the strengths, weaknesses, opportunities and threats (SWOT) facing your social enterprise. See **Appendix 7a: SWOT Analysis Template.**
- **The four Ps:** the basis of any business' marketing plan - product, promotion, price and place. See **Appendix 7b: Marketing Analysis Template.**

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Appendix 1: example idea sheet

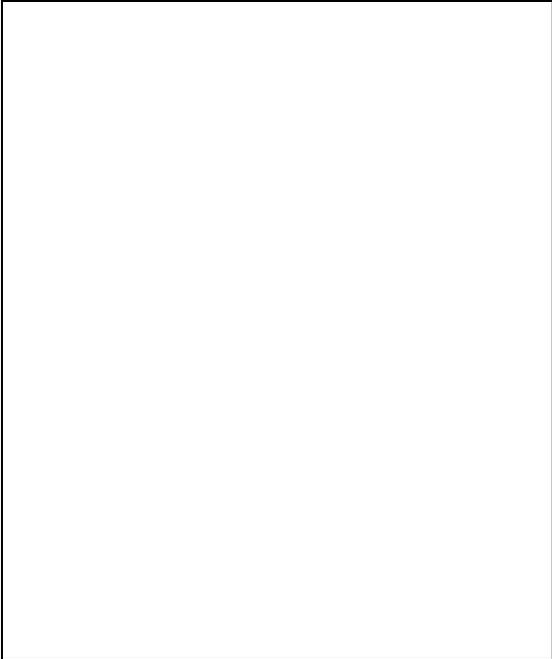
Our community enterprise idea

What we want to do

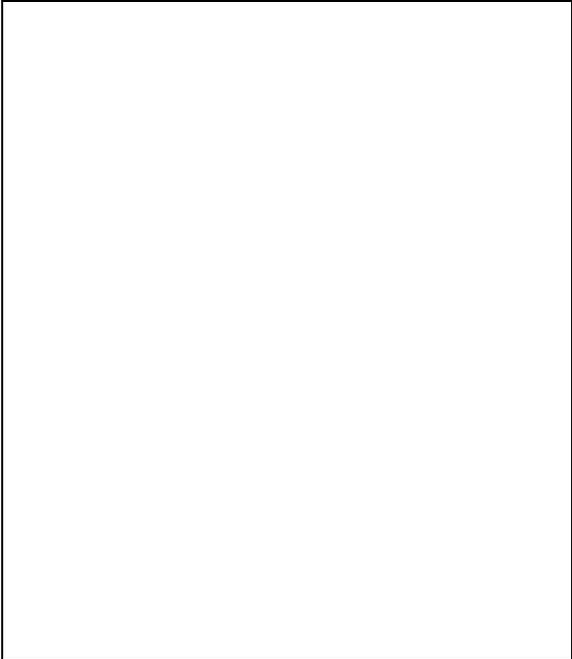
Who will do it

Section Two – Appendices

When we want to do it

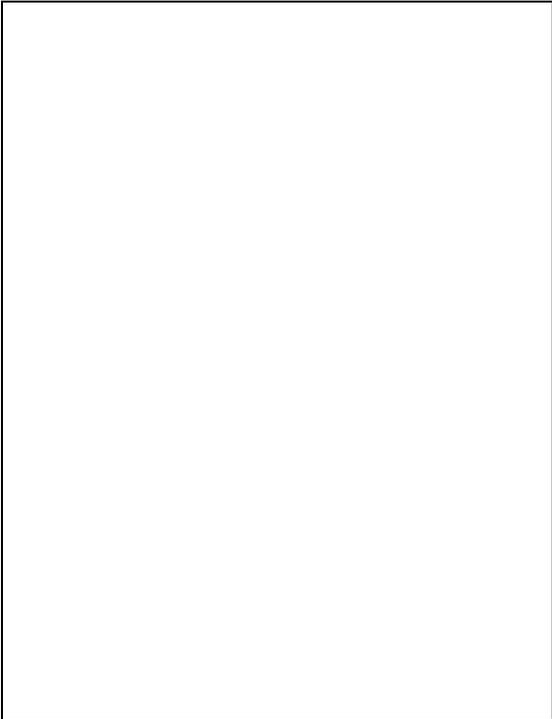


How we will do it

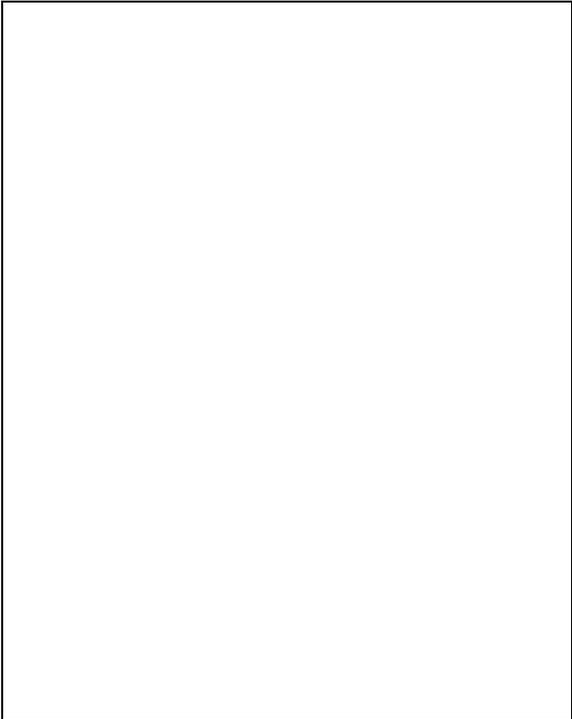


Appendix 1: example idea sheet

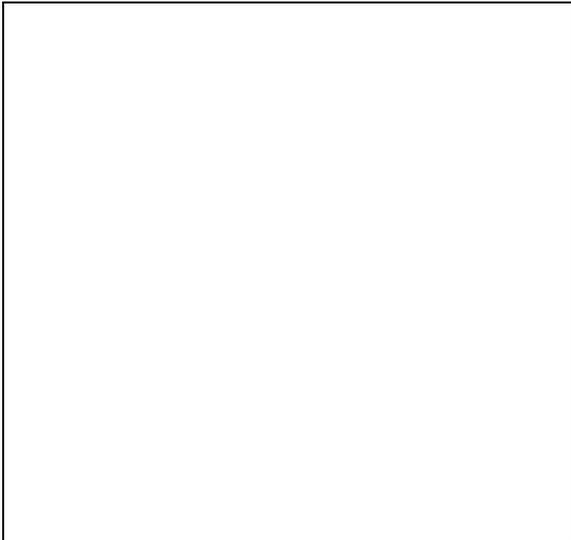
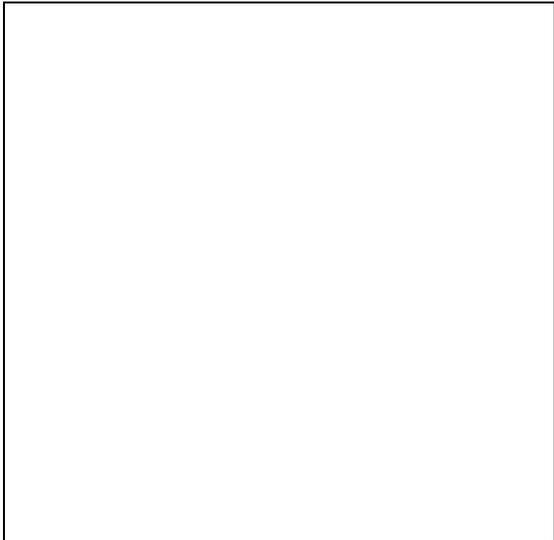
What we want to achieve



What targets we will meet

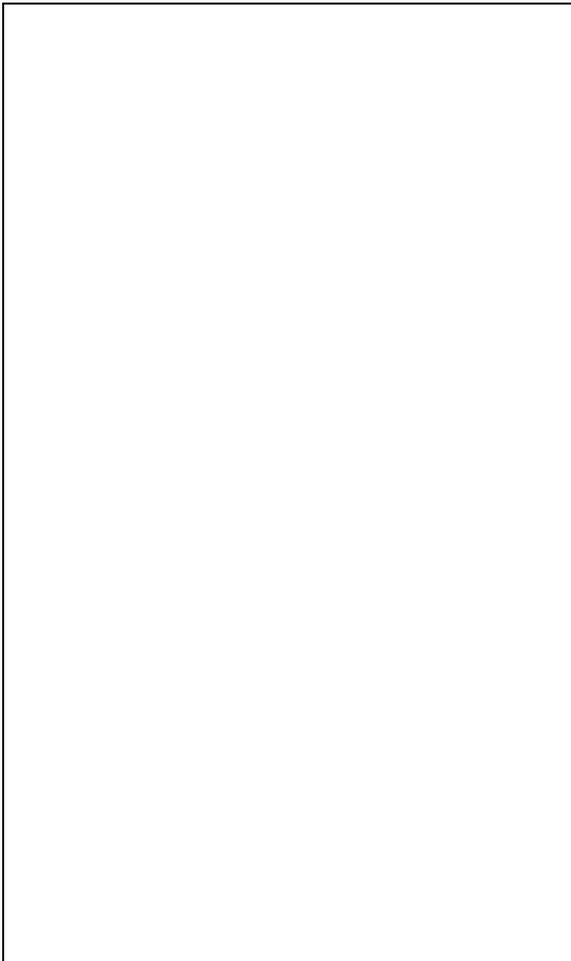
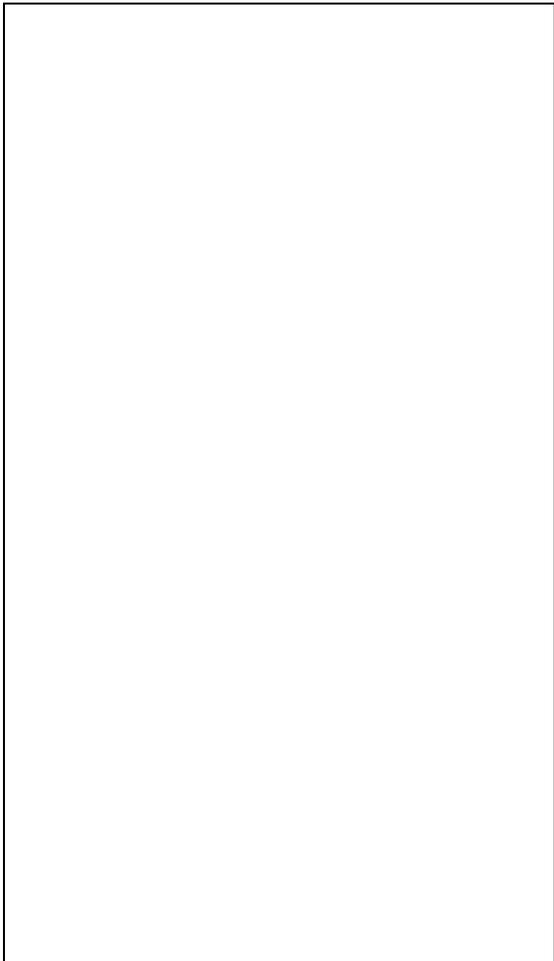


Section Two – Appendices



The strengths of our idea

The weaknesses of our idea



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Appendix 2: example layout for a market research survey

[Title]

[Introduction and explanation]

Q1 [Question]

(a) Yes

(b) No

Q2 [Question]

(a) Yes

(b) No

Q3 [Question]

(a) Yes

(b) No

Q4 [Question]

(a) Yes

(b) No

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Q5 [Question]

(a) [Option 1]

(b) [Option 2]

(c) [Option 3]

(d) [Option 4]

(e) [Option 5]

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Appendix 3a: example of a steering group constitution

Constitution of the [name of group]

1 Name

- (i) The name of the Organisation shall be **[name of group]**.

2 Objectives

- (i) The objectives of **[name of group]** shall be to promote the formation of a **[type of business]** that will provide the services of **[type of services]** to **[the target group]**.

3 Management

- (i) The **[name of group]** shall consist of an Organising Committee, comprising **[members of the group]**.
- (ii) The **[name of group]** shall elect the following key Officers from among its members: Chairman, Secretary and Treasurer.
- (iii) The **[name of group]** shall take all actions, consistent with law, to further the objectives of the Organisation.
- (iv) The **[name of group]** shall establish a **[type of business]** that will take over all the responsibilities of that Committee upon its formation and thereafter carry out all the stated objectives of the **[name of group]**.
- (v) The **[name of group]** shall be dissolved upon the formation of the **[type of business]**.

4 Finance

- (i) The **[name of group]** shall have the authority to raise funds on behalf of the Organisation and apply those funds only to further the objectives of the Organisation.

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- (ii) The **[name of group]** shall have the authority to open a bank account and shall authorise members of the Committee to operate the account on its behalf.
- (iii) Any funds remaining in the **[name of group's]** account shall, upon dissolution of the Committee, be paid directly into the **[type of business']** account formed in the terms of paragraph 3 (v).
- (iv) If the **[name of group]** is dissolved without the **[type of business]** being formed, all remaining funds shall be returned to the relevant agencies.
- (v) No payment shall be made to a member of the **[name of group]**, except to reimburse approved expenses (for which a receipt shall be required) incurred in the work of the Committee.

5 Quorum

- (i) The quorum for Committee meetings shall be **[proportion]** of Committee members.

6 Dissolution

- (i) The **[name of group]** shall be dissolved upon the following grounds:
 - (a) **[proportion]** of the membership of the Committee agree to dissolution.
 - (b) Failure to meet as a Committee for a period of **[time]**.
 - (c) The **[type of business]** is formed.

Appendix 3b: example steering group job descriptions

Chair

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The Chair: Calls the meetings Rules on procedures and rules, upholds agreed policy Guides meeting and steers it to a conclusion Keeps discussions to the point Time keeper of the meeting Ensures/encourages full participation of members Referee – everyone gets a fair hearing – upholds democracy Summarises decisions / important points Makes sure decisions are reached and recorded Makes sure agreed actions are followed up

Secretary

The Secretary Deals with communications and correspondence Maintains records Responsibilities in Company Law, Health and Safety issues and Employment Law Records minutes of meetings and decisions taken Provides necessary equipment / materials

Treasurer

The Treasurer Overall responsibility for financial transactions Keeps full and correct financial records Produces financial information and reports Liaison with funders and bankers

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B	Total expenditure	0	0	0	0	0	0	0
C	Net cashflow	0	0	0	0	0	0	0
D	Opening balance	0	0	0	0	0	0	
E	Closing balance	0	0	0	0	0	0	

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Appendix 5: Select a structure

Question 1

A key issue in the choice of structure is whether you expect to be financially self-sufficient or need to rely on grant funding, not just in the beginning but over the longer term as well?. Most grant-givers only give to certain types of organisation, whilst self-funding bodies can within reason structure themselves how they like.

1. Finance - What will your primary activities be?

- a) Running a business and trading by buying and selling produce or providing paid for services
- b) Offering non-commercial or grant-aided services
- c) A combination of the above

Question 2

Every organisation will have a membership which may be large or small. The membership of an organisation is a key defining characteristic, as such it will affect the structure chosen.

2. Who in the main will be eligible to be members?

- a) Employees only
- b) Users of the services provided, including suppliers of goods or produce
- c) The community generally or some section(s) of it, whether or not they use the services provided
- d) Selected individuals, by invitation only

◆ *IF YOU CIRCLED (b), (c) or (d) IN QUESTION 2, MOVE STRAIGHT TO QUESTION 4.*

Question 3

Not only is how the organisation to be financed an important factor but the level of the financial turnover makes a difference when considering a structure.

3. Do you anticipate earning enough within 9 months to pay at least two full-time wages at reasonable levels?

- a) Yes
- b) No

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Questions 4, 5, 6 and 7

There are some structures which are suitable for organisations that restrict their activities to dealing with members only and which operate in a certain way.

4. To whom will your services be available?

- a) Members only
- b) Non-members as well as members

◆ *IF YOU CIRCLED (b) IN QUESTION 4, MOVE STRAIGHT TO QUESTION 6.*

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5. **Will your project be financially supported entirely or mainly by members paying for the services provided?**
 - a) Yes
 - b) No

6. **Other than access to services, will members receive any material benefits as a result of their membership, e.g. discounts or cash bonuses?**
 - a) Yes
 - b) No

7. **If there is a surplus or profit at the end of the year, will the members be able to distribute any of it amongst themselves?**
 - a) No
 - b) Yes

Question 8

Again along with membership, what an organisation does with its assets on winding up as an important factor in determining the structure.

8. **Should a future membership be able to wind up the project and share out any money left over amongst themselves?**
 - a) Yes
 - b) No

Question 9

The choice of management will focus the direction of the legal structure as certain legal structures accommodate certain styles of operating.

9. **Who will be responsible for managing the project?**
 - a) All the members
 - b) A committee, all of them elected by all the members
 - c) A committee, some or all of whom are appointed by outside bodies or elected by constituencies of membership

Questions 10 and 11

Certain legal forms have restrictions on membership size.

10. **What is the maximum number of members you expect to have in the next 3 years?**
 - a) Less than twenty
 - b) More than twenty

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11. What is the minimum number of members you expect to have at any time?

- a) More than three
- b) Less than three

Question 12

Employing staff introduces a number of responsibilities and liabilities which can make certain structures unsuitable.

12. Do you anticipate employing staff on a permanent basis?

- a) Yes
- b) No

◆ *IF YOU CIRCLED (a) IN QUESTION 12, IGNORE QUESTION 13*

Question 13

All the above have elements of risk attached which could lead to contractual liabilities and can make certain structures unsuitable.

13. Do you anticipate trading regularly, borrowing money to any degree or entering into major contracts, such as leases?

- a) Yes
- b) No

Analysis Procedure:

Delete terms from the lists A to D below according to the instructions given. If you end up with only one term in each list, then the terms remaining indicate the most appropriate structure. If you have more than one term in any list, you have a choice, in which case you should seek further guidance from an appropriate advice or development agency. If you have no terms left in any list, you have a problem! (But one that we can probably help you solve.)

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A. LEGAL STRUCTURE

1. Trust (unincorporated)
2. Unincorporated association
3. Partnership
4. Company
5. Industrial & Provident Society (co-operative)
6. Industrial & Provident Society (society for the benefit of the community)

B. TYPE OF VENTURE

7. Worker Co-operative
8. User/Service Co-operative
9. Community Co-operative
10. Community Business
11. Voluntary Sector Body/Charity
12. Community Interest Company

C. MANAGEMENT STYLE

13. Collective
14. Democratically elected management

D. OWNERSHIP

15. Common Ownership
16. Co-Ownership

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INSTRUCTIONS (for each question follow the instructions for the answer circled)

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1.
 - (a) Delete from list B: 11
 - (b) Delete from list A: 5; delete from list B: 7, 8, 9, 10
 - (c) Delete nothing

2.
 - (a) Delete from list A: 1; delete from list B: 8, 9, 10
 - (b) Delete from list A: 1, 3; delete from list B: 7
 - (c) Delete from list A: 1, 3; delete from list B: 7, 8
 - (d) Delete from list A: 2, 3, 5, 6; delete from list B: 7, 8, 9, 10

3.
 - (a) Delete from list A: 3
 - (b) Delete from list A: 5

4.
 - (a) Delete from list A: 1, 3, 6; delete from list B: 7, 9
 - (b) Delete from list B: 8

5.
 - (a) Delete nothing
 - (b) Delete from list B: 8

6.
 - (a) Delete from list A: 1, 6; delete from list B: 10, 12
 - (b) Delete from list A: 5; delete from list B: 7, 9

7.
 - (a) Delete from list B: 7, 9
 - (b) Delete from list A: 6; delete from list B: 11, 12

8.
 - (a) Delete from list A: 1, 6; delete from list B: 11, 12; delete from list D: 15
 - (b) Delete from list D: 16

9.
 - (a) Delete from list C: 14
 - (b) Delete from list A: 1, 3; delete from list C: 13
 - (c) Delete from list A: 3, 5; delete from list C: 13

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10. (a) Delete nothing.
(b) Delete from list A: 1, 3; delete from list C: 13

11. (a) Delete nothing
(b) Delete from list A: 5, 6

12. (a) Delete from list A: 1, 2
(b) Delete nothing

13. (a) Delete from list A: 1, 2
(b) Delete from list A: 4, 5, 6

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Appendix 6: example CV for a community enterprise director

[Name of group]

Curriculum Vitae

- Name:** Enter your full name
- Address:** Enter your full address
- Telephone number:** Enter your home telephone number
- Date of birth:** Enter your date of birth
- Nationality:** Enter your nationality
- Qualifications:** Enter any relevant formal qualifications such as O-levels, NVQs, City & Guilds or similar
- Certified courses:** Enter any relevant certified training courses you have completed which do not come under the qualifications heading such as First Aid, Health and Hygiene, any basic skills courses or similar
- Employment:** Enter any relevant jobs you have had, describing what you did and how long you held the post
- Voluntary work:** Enter any relevant voluntary work you have done, describing what you did and over what period of time

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Section Two – Appendices

Appendix 7a: SWOT analysis template

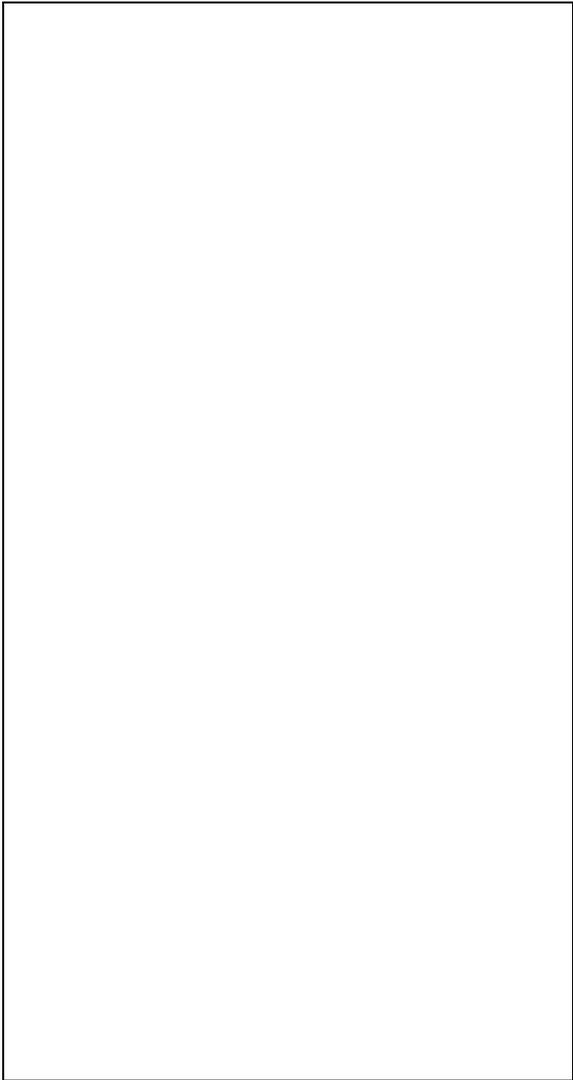
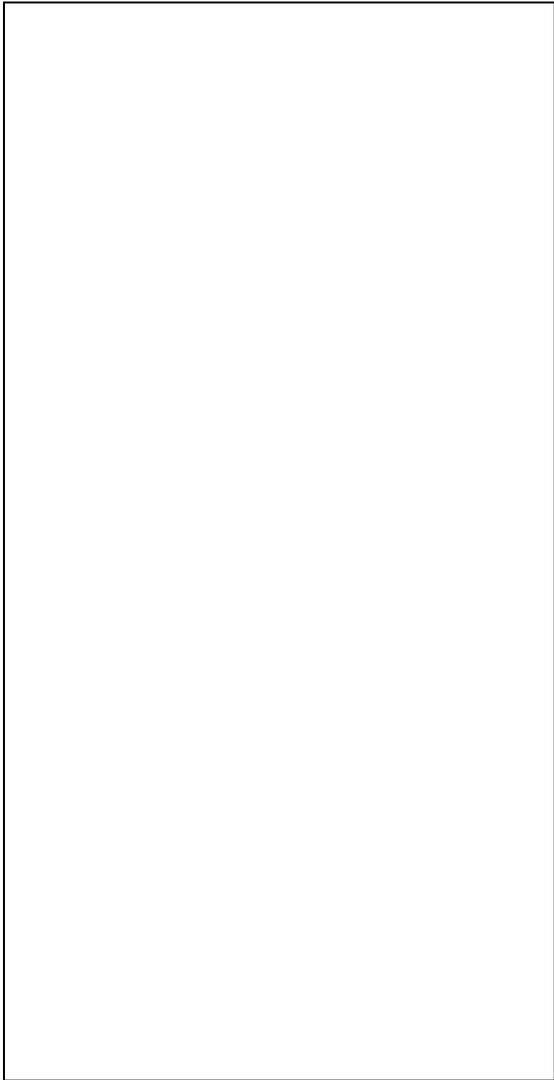
Strengths

Weaknesses

Opportunities

Threats

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Appendix 7b: marketing analysis template

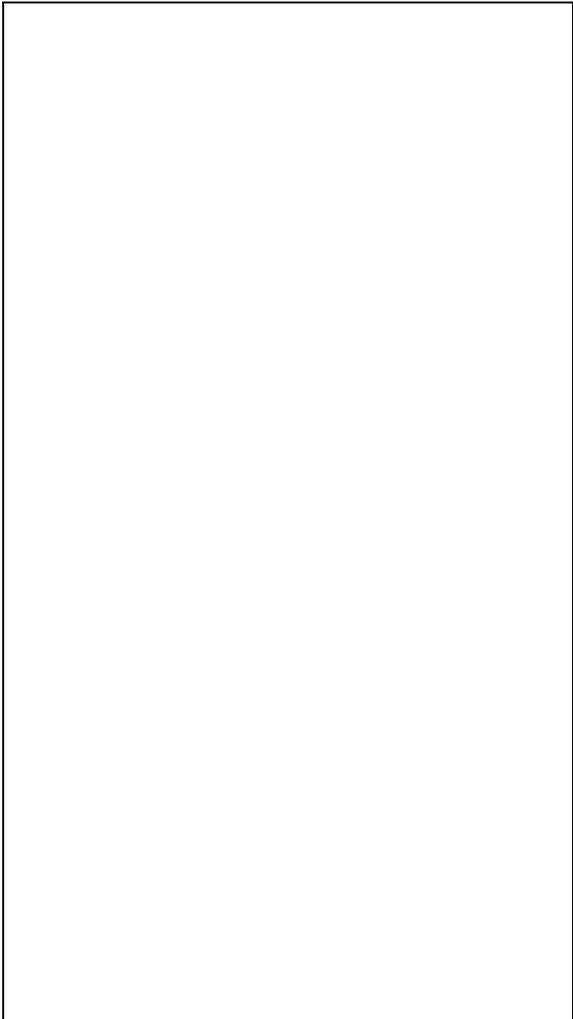
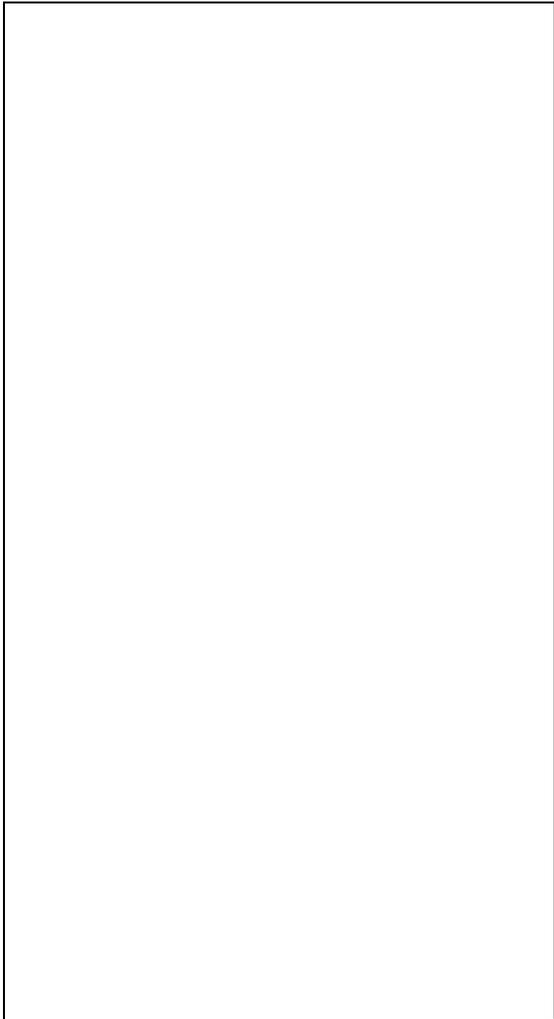
Product

Promotion

Price

Place

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Appendix 8: example business plan format

Executive summary

General background and description

Include a history of the proposed business and the track record of any individuals and/or organisations involved in setting it up. Describe what the aims and objectives of the business are and how these will be achieved.

Use your work from stages 1 and 3.

Marketing plan

Operational plan

Outline how the business will function on a daily basis and who is responsible for what. Include information on the management and staffing of the business.

Use your work from stage 5.

Financial plan

Include detailed financial forecasts with comprehensive notes and explanations. Analyse your expenditure and income. Outline the financial procedures and policies you will adopt. Include information on past financial performance if applicable.

Use your work from stage 4.

Appendices

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Not-for-profit organisations

A brief guide to legal structures for community and voluntary organisations and social enterprises

By the Resource Centre Brighton & Hove²

There is a wide range of structures open to organisations which are active in the community. People frequently refer to such organisations as 'not-for-profit' or 'non profit-making' organisations. While these may be handy informal descriptions, these terms have no legal meaning in this country and do not refer to any particular legal structure. This page contains brief details of structures for not-for-profit organisations, together with details of organisations that can give more help.

Contents

1. Introduction
2. Community Groups and Voluntary Organisations
 - a) Unincorporated Association
 - b) Charitable Trust
 - c) Charitable Incorporated Organisation (CIO)
 - d) Charitable Company
3. Social Enterprises
 - a) Industrial and Provident Society (Co-operative)
 - b) Bona Fide Co-operative Society / Co-operative Society
 - c) Society for the Benefit of the Community / Community Benefit Society
 - d) Limited Company
 - e) Community Interest Company (CIC)
 - f) Partnership and Limited Liability Partnership
 - g) Development Trusts and Social Firms

1. Introduction

This section contains information for two categories of organisation. These are:

1. **Community Groups and Voluntary Organisations** This category covers a whole mass of organisations, ranging from small neighbourhood groups run by local people to larger voluntary agencies with staff. They may be working to improve their local area, campaigning for change or providing a service. Some, but not all, will be charities.
2. **Social Enterprises** Social Enterprises have been defined as "a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the

² <http://www.resourcecentre.org.uk/information/legal-structures-for-not-for-profit-organisations/>

Section Three

business or in the community, rather than being driven by the need to maximise profit for shareholders and owners". Social Enterprises are involved in providing services or making goods. However they have explicit social aims and social ownership with a structure based on participation by 'stakeholders' such as users, community groups and employees. Most aim to be viable trading concerns, making a surplus from trading alone.

2. Community Groups and Voluntary Organisations

The four types of structure which your group may want to consider are:

- a) Unincorporated Association
- b) Charitable Trust
- c) Charitable Incorporated Organisation (CIO)
- d) Charitable Company

The first two are quick and cheap to set up. It is also fairly simple and cheap to set up a Charitable Incorporated Organisation but the registration process can be lengthy. Establishing a Charitable Company can be more time-consuming and expensive.

Whichever structure you choose, you must draw up a set of rules stating how your group will work (known as the governing document). There is a different type of governing document for each structure. Our information on legal structures for community and voluntary groups looks in more detail at these four structures. [Link: <http://www.resourcecentre.org.uk/information/legal-structures-for-community-and-voluntary-groups/>]

A few groups that think of themselves as community organisations may find that a business structure, such as a Co-operative or a (non-charitable) Limited Company, is more appropriate than one of the four structures usually adopted by community groups or voluntary organisations. For example, a large campaigning group may decide that it needs a more formal structure than its starting point as an unincorporated organisation and that a limited company is more appropriate. Or a small group of community artists may prefer to set themselves up as a form of co-operative.

a) Unincorporated Association

An Unincorporated Association is a membership organisation. It can be whatever its members want it to be, and carry out whatever activity you choose. It is the easiest, quickest and cheapest way for a group to set itself up. There is no need even to keep a membership list – anyone who is entitled by your rules to be a member can simply turn up and take part. It is ideal for many small groups, especially those without staff or premises. A large number of groups fall into this category (sometimes without knowing it).

You do not have to seek approval of any kind before setting up and you are free to draw up your own democratic constitution setting out the rules under which your group will be run. You do not have to register with any regulatory body, unless your group has charitable aims and an income above £5,000 per year you, in which case you are required to register with the Charity Commission.

b) Charitable Trust

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A Trust is usually set up to manage money or property for a charitable purpose and will need to register with the Charity Commission if its annual income is over £5,000. It is not a membership organisation but is run by a small group of people, known as trustees. A Trust is fairly cheap and simple to establish.

c) Charitable Incorporated Organisation (CIO)

A CIO is a charity which is also incorporated. In law it is recognised as a legal entity, which can enter into contracts, buy or lease property, and employ people. The trustees/committee members benefit from having limited liability. It is registered with the Charity Commission, and the accounting and reporting requirements are less onerous than those of a charitable company.

Registration of a new CIO takes a minimum of 40 days, but converting an existing charity into a CIO can take 12–18 months.

d) Charitable Company

A charitable company is a limited company with charitable aims. It is an incorporated organisation which means that it has a legal identity separate from its members. In law, a limited company is considered to be a person and it can therefore own land or enter into contracts. The directors are agents of the company and are not personally liable for its debts.

Establishing a charitable company involves registering with both Companies House and the Charity Commission, and then submitting your annual report and accounts to both bodies annually.

3. Social Enterprises

Businesses covering a wide range of activities are defined as social enterprises. Legal structures to consider are:

- a) Industrial and Provident Society (Co-operative)
- b) Bona Fide Co-operative Society / Co-operative Society (including a Credit union)
- c) Society for the Benefit of the Community / Community Benefit Society
- d) Limited Company
- e) Community Interest Company (CIC)
- f) Partnership and Limited Liability Partnership
- g) Development Trust and Social Firm

a) Industrial and Provident Society (Co-operative)

A Co-operative is a business that is owned and democratically controlled by its employees but it is not a single legal structure. A Coop can be established as a Partnership or a Company Limited by Shares. But, the two most common forms are as a Company Limited by Guarantee or as a Bona Fide Co-operative Society / Co-operative Society.

An Industrial and Provident Society (IPS) is an incorporated organisation and its members benefit from limited liability. There are two types of IPS: a Bona Fide Co-operative Society / Co-operative Society and a Society for the Benefit of the Community / Community Benefit Society. An IPS must register with the Mutual Societies Registration section of the Financial

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Conduct Authority, the regulatory body. In general regulation is lighter than for Limited Companies and the accounting requirements far less stiff.

An IPS is run by its members and there are several sets of model rules. Profits must generally be ploughed back into the business. Where part of the profits are used for another purpose, that purpose should be similar to the main aim of the society, for example for philanthropic or charitable purposes. Where the rules of the IPS allow assets to be sold, the proceeds must be put into its business activities. A change in the law has now made it possible for a non-charitable IPS to have an “asset lock”, similar to a CIC above, to ensure that its assets are always used to benefit the community.

An IPS whose aims are wholly charitable is considered an ‘exempt charity’ – it cannot register with the Charity Commission and is not regulated by them, but it is generally bound by charity law.

A charitable IPS already has an “asset lock” under charity law.

b) [Bona Fide Co-operative Society / Co-operative Society](#)

This is a business owned and democratically controlled by its employees and founded on seven basic principles, one of which is Concern for the Community. Although a co-op must make a surplus to be successful other motives may be equally important; for example, a recycling co-op will be based on concern for the environment. A co-operative must have at least two members.

A Credit Union is a specialist form of co-operative, regulated by an act of parliament covering financial services. It is a financial cooperative whose savers are its members. Money is saved in a common fund and can be used to make low interest loans to members. A Credit Union is run by a Board of Directors elected from among the membership at the AGM. There are other specialist cooperatives such as housing co-ops which are covered by separate regulation.

In 2010 a legislative change was made to change the name from “Bona Fide Co-operative Society” to “Co-operative Society”. It is not yet known when this change will come into effect.

c) [Society for the Benefit of the Community / Community Benefit Society](#)

A Society for the Benefit of the Community / Community Benefit Society must show that its activities benefit the wider community rather than simply its members. It also has to demonstrate a ‘special reason’ for registration as an IPS rather than as a company.

In 2010 a legislative change was made to change the name from “Society for the Benefit of the Community” to “Community Benefit Society”. It is not yet known when this change will come into effect, but some authors and organisations are already using the term “Community Benefit Society”.

For more information about setting up and registering an Industrial and Provident Society, contact the Financial Conduct Authority.

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d) Limited Company

This may be a Company Limited by Shares or Limited by Guarantee. Its Memorandum & Articles of Association must state that any surplus is put towards the company's social purpose and usually defines the company as democratic and accountable to the community through its membership. In law, a Limited Company is considered to be a person and it can therefore own land or enter into contracts. The directors are agents of the company and are not personally liable for its debts. This is a flexible structure, suitable for a wide range of Social Enterprises, but regulation by Companies House is fairly strict and there are detailed requirements for annual reports and accounts.

e) Community Interest Company (CIC)

A CIC is a limited company with special features to ensure that it works for the benefit of the community. It differs from a charitable company in that it can be established for any legal purpose which benefits the community, whereas a charity must have exclusively charitable purposes. A further advantage is that a CIC is subject to lighter regulation than a charitable company. On the downside, a CIC may not be eligible for funding which is available to charities.

CICs commit their assets and profits permanently to the community by means of an "asset lock", ensuring that assets cannot be distributed to shareholders. They report to the Regulator of Community Interest Companies. A big advantage is that a CIC's not-for-profit status is visible as well as assured. It is worth noting that a CIC cannot register as a Charity, but that a Charity may set up its trading subsidiary as a CIC.

CICs have to register with Companies House as a company limited either by guarantee or by shares and then apply to the new Regulator for CIC status. The CIC Regulator's website has detailed guidance notes on all aspects of setting up a CIC, or converting an existing limited company to a CIC. For more information contact the Office of the Regulator of Community Interest Companies.

f) Partnership and Limited Liability Partnership

A partnership is not generally considered to be a Social Enterprise, though social aims can be spelled out in the Partnership Agreement. A Partnership Agreement is between two or more people and defines how the business will be run. But there is likely to be a problem if the business wants to apply for funding as it will be difficult to demonstrate any wider social involvement. Partners can be self-employed or employees of the partnership and they are personally liable for debts.

There is also a form of Limited Liability Partnership (LLP) which is safer for the partners; they are not personally liable for any losses provided they have acted in a reasonable manner. An LLP requires you to register with Companies House and to publish annual accounts.

g) Development Trusts and Social Firms

These are two fairly common forms of Social Enterprise but neither is a legal structure in itself. Development Trusts are set up to bring about local regeneration and are often established as Limited Companies with a broad membership. Social Firms are businesses set up specifically

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to provide employment or training to disabled people, and they are usually Limited Companies or Co-operative Societies.

Section Four

Community grants and funding currently available to Locality members and other groups to cover core costs and support community projects

By Locality³



Core funding

Lloyds Bank Foundation Invest fund

Lloyds Bank Foundation's Invest fund provides longer term core or delivery funding for charities which meet the programme aim and are delivering clear outcomes as a result of their work. These grants are up to £25,000 per year for two or three years, with the opportunity for continuation funding for a further period – up to six years in total.

Lloyds Bank Foundation Enable fund

Lloyds Bank Foundation's Enable fund provides smaller, shorter term grants to strengthen charities which meet the programme aim, helping them to deliver their mission more effectively. Grants are awarded to charities which have identified clear development needs. These grants are up to a total £15,000 over two years.

Funding for land & buildings

Reaching Communities: Building

The buildings strand of Reaching Communities fund from the Big Lottery provides funding for land and buildings projects costing more than £100,000. It can also provide revenue funding to help to get the building running and deliver project activities.

Community-led housing: Early Stage Support Programme

The Early Stage Support programme, funded by the Nationwide Foundation and delivered by Locality, offers support and small grants to help affordable community-led housing projects get started.

The Community Pub Business Support Programme

³ <http://locality.org.uk/our-work/community-grants/>

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More than a pub: The Community Pub Business Support Programme is a two year programme to help support community ownership of pubs in England. Its value is £3.62 million and is jointly funded by the Department for Communities and Local Government and Power to Change.

Community enterprise funding

Big Potential

Big Lottery Fund's £10 million Big Potential fund is aimed at eligible voluntary, community and social enterprise organisations (VSCEs) to improve their sustainability, capacity and scale and help them deliver greater social impact for communities across England. Big Potential is administered by the Social Investment Business on behalf of the Big Lottery Fund in partnership with Locality, Social Enterprise UK, Charity Bank and the University of Northampton.

Power to Change

The Big Lottery Fund's Power to Change fund has a significant £150m to invest in community-led enterprises – such as shops, businesses and community assets. The £10m Community Enterprise Fund is currently open for applications.

Community Investment Fund

The Community Investment Fund (run by Social and Sustainable Capital) invests between £250,000 and £1m in community based, locally led organisations which are providing essential support and services to improve the well-being of local residents, developing the local economy and creating positive social change for all individuals in the community.

Coastal Communities Fund

The Coastal Communities Fund is a UK-wide programme, managed by the Big Lottery Fund, designed to support the economic development of coastal communities by funding projects which encourage sustainable economic growth and jobs.

Social change funding

Awards for All

The Big Lottery Fund's Awards for All scheme is a quick and easy way to get a small grant of between £300 to £10,000 to fund a project or event to help your local community.

Comic Relief – Local Communities Small Grants

Local Communities, Small Grants is funded by Comic Relief and offers small grants (up to £10,000) for UK based projects, through the UK Community Foundation network.

Arts Council

Arts Council England offer a range of grants to support arts and education projects.

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Case studies

What follows is a collection of inspiring stories of successful community enterprises.

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22. The Community-Owned Woodland
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1. Martin Luther King Playground⁴



❖ **July 1968:** secured permission from the Greater London Council (GLC) to turn a 10-acre derelict demolition site in Lower Holloway into a summer play scheme. There was no open space in the area, the worst over-crowding in inner-London and a very racially mixed population. Christian Aid and Christian Action provided funding to pay expenses for student volunteers. They asked us to call the project after Martin Luther King, who was assassinated that year. It is known locally as MLK, or Martin Luther King. Parents were involved from the outset and hundreds of children came daily.

- ❖ **September 1968:** The GLC agreed to provide a permanent site for the project on a quarter acre corner of the site, along with a large, long closed ex-woodbine factory. Local parents formed a committee, registered as a charity and negotiated the formal agreement – still in place today.
- ❖ **1969 – 1970:** Prisoners from nearby Pentonville Prison were given special permission to work under officer supervision on restoring the factory, to open as a youth centre and indoor play space for children.
- ❖ **1970:** Martin Luther King Playgroup was set up by parents in St David's Church, up the road from the playground.
- ❖ **1971:** Parents set up and ran a weekly youth disco. Two young men who had caused lots of trouble when the playground first opened became youth leaders, and "bouncers" for the youth club.
- ❖ **1972:** Holloway Law Centre opened in the factory to help furnished tenants in the area being evicted by resident landlords in order to sell to the Council, which planned to demolish the area.
- ❖ **1972 – 1976:** The playground went from strength to strength. A parent's café developed to give mainly mothers a chance to socialise while their children played in the playground. A community festival developed in Paradise Park (the original ten-acre site became a park). Christmas parties, Halloween, Bonfire Night and barbecues followed. A tragic accident in 1975, in which a local child died from smoke poisoning cause a real sadness and cast a deep shadow over the following period.
- ❖ **1976:** A small extra site adjacent to the playground was dedicated to setting up "Freightliner's Farm", a community enterprise which still flourishes today. The playground was instrumental in this. The name comes from the old railway carriages, converted into stables, sheds etc.

And beyond...The playground continued through thick and thin, with lots of local children using it, retaining its diversity, informal character and local support. The factor was eventually replaced (in the late 1990s), with a purpose-built building. The Islington Play Association, which developed after MLK was established permanently, now runs Islington's six adventure playgrounds with core financial support from Islington Council.

⁴ written by Anne Power

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2. Leathermarket JMB and the JMB Community Benefit Society⁵



Leathermarket JMB is a Tenant Management Organisation (TMO) established in 1996. We have 1,500 properties and it's a mix of secured tenants (over 1,000) and just under 500 leaseholders. Leathermarket JMB stands for Joint Management Board.

We had to go through a two-year development programme, a training and evaluation process for residents, so we had to produce a management agreement to tell people how exactly we were going to do things. We had to define how we were going to do absolutely everything – do repairs, collect the rubbish, unlock chutes, how we would deal with allocations. So we spent two years doing that, so that we had enough documents for our residents, and then we had a formal ballot and people voted in 1995 to become a TMO and then we became a TMO in 1996.

Going back to the early 1990s residents were unhappy with repairs and cleaning. When the Government got some compulsory competitive tendering for local authorities it meant that local authorities had to sign big repair contracts, big cleaning contracts, and residents asked the Director of Housing to change that and he said no sorry we are in a big contract we can't break the contract so they asked the question how can we provide repair and cleaning services and we told them there answer was to become a TMO. In 1994 the Government gave groups of tenants the right to take over the management of their homes if they wanted to. Obviously they needed a very detailed plan and to convince the majority of residents that it was a good idea.

The JMB is made up of 5 TRAs so that's where the joint management board comes from. Each on the five TRAs annually elect two directors onto our board. We also have have three experts on the board.

The JMB had a ballot in 2014 and a lot of the residents expressed their concerns about the lack of affordable housing in the area for themselves to move to if they needed to move for whatever reason – downsizing, overcrowding – and for their families, because they felt they would have been priced out of this area because it's changed dramatically over the last 20 years. And so the JMB decided to set up CBS, a Community Benefit Society, which is set up to provide affordable housing within the community and improve the environment of the area as well. A CBS it's a particular legal entity, we are a limited company but actually we are a community benefit society set up to in a specific way.

⁵ source: LSE Housing & Communities interview with Andy Bates, Executive Manager

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One of the things we identified from the housing need survey was first of all there was a high demand of need to move. The majority or vast majority were people who were overcrowded. What we wanted to do was to try and encourage many of our residents who were under

occupying, so older people, people with health issues who couldn't manage their bigger properties any longer, but were uncertain about moving, because they had to make sure where they'd be moved to, whether it would be appropriate for their needs, rather than you can go to a ground floor but actually it might not have adaptations or it might be on a different estate and they wanted to remain local. So a lot of people are living in homes that probably don't meet their needs but want to remain in the local area, in the community.

We carried out a housing needs survey to be able to establish the demographics and the demand, and on the back of that we decided that in setting up an allocation policy to allocate the new homes, we would concentrate on attracting under-occupiers and down-sizers, so the more down-sizers we could encourage to move into the new homes, that would enable us to be able to move around the tenants within the estate that we became aware of who needed to move for medical reasons but mainly overcrowding. So by concentrating on down-sizers we were hoping to have a chain of benefits where we could actually move around maybe 3 or 4, maybe 5 tenants, within those properties.

We've already identified the people who will move to the new homes. We started the consultation at the very beginning of the process, by that stage had already identified some of the people who we were hoping wanted to move into the new build, and so they had been able to be involved in the consultation from the very beginning. They felt much empowered by being involved in the beginning and knowing that they could be commenting on what would have been their home eventually. They are not just people who live on the Kipling estate, they are residents from all over the JMB estates. Since 2014 we've had between 10 and 12 consultation events with residents!

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3. The Threeways: how local community organisation took over the Ridings School in the country's biggest asset transfer⁶

I'd like to share with you a little of the story of what is believed to be the largest community asset transfer to take place in England. It started for me on a bitter, icy day in January 2010 in Calderdale, West Yorkshire. I'd been invited to tour some of the buildings that made up the former Ridings School in Halifax, notorious in earlier times as the "worst school in the country". Inside it was cold, dark and generally uninviting, lit only by the bright sparks of enthusiasm coming from one of the local councillors, Barry Collins.



Part of our job at Locality is to inspire and embolden with stories of success. Barry had come to a couple of our national events and we'd clearly done a right number on him. "So Neil, do you think we can construct a successful community asset transfer project out of this?", he asked me at the conclusion of the tour.

I considered for a couple of seconds the huge scale of the building, its physical and practical challenges, the relative lack of local community infrastructure to work with, and the national economic gloom which at that time was already deeper than the leaden Yorkshire skies that morning.

I can't even remember what I managed to muster in reply, but whatever it was I'm pretty sure I didn't blaze back Obama-style with "Yes we can!". You see **I've worked on enough asset transfer projects to know how fiendish they can be**, even the ones that appear straightforward on the surface. People who think asset transfer is a simple route to acquiring land and buildings (isn't it just a case of handing over the keys, after all?) tend to get a nasty shock. And at 110,000 sq ft, three times the size of any asset transfer project we'd previously been involved in at Locality, the former Ridings School looked anything but straightforward.

Fortunately any misgivings which my response betrayed that day did not weaken Barry's resolve, nor that of the other key local activists and politicians. And looking back, how could it have? This project was so badly needed, and the alternative of demolition and mothballing until an upturn in the housing market – for a while the assumed default position – was unthinkable. Even so I was pleasantly surprised when I was invited back to the table later in

⁶ Written by Neil Berry, Director of Services at Locality

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the year to work alongside officers and elected members from Calderdale Council, and Soo Nevison of Voluntary Action Calderdale (VAC).

Immediately I saw that the some of the ingredients for success were starting to fall into place. Above all else, attending my first Project Board Meeting I met officers from legal, finance, asset management, economic regeneration and neighbourhood departments. Along with the politicians, all of the key decision makers (read: facilitators or potential blockers) were there. The uninitiated might be surprised to learn that this is very rarely the case – at least at such an early stage – in a project like this.

Our brief was to work closely with Soo at VAC to identify and work with interested activists from the neighbourhood to support the emergence of a new development trust, broad-based, resident-led, fit and ready to take on investment and long term ownership of the buildings and surrounding land. I quickly realised how lucky I was to be involved in such a fantastic venture, particularly in light of my original lack of conviction.

The partnership with VAC proved excellent and has been sustained and has developed into many other areas since. And through that early work a group of residents quickly emerged to champion the scheme. A new development trust, [Centre at Threeways](#) (Threeways for short) was formed.

I'll now cut a very long and involved story short. Since the formation of the trust, momentum has been building, and this has become more rapid thanks to the injection in 2012 of development capital from the [Investment and Contract Readiness Fund](#) and [Key Fund](#). This investment has in part helped to secure the crucial involvement of Colin Davies, who has brought every bit of his considerable community asset development experience over many years in Sheffield.

The transfer process was completed and the building will finally belonged to Threeways. As William Moffat, founder trustee and key driving force behind the project said at a recent Board meeting, "it feels as though finally, after years of work, we're almost at the start!". For as anyone who has completed an asset transfer project knows, **transfer marks the start of a journey, not the end.** But even though we are only at the start, after three and a bit years of campaigning, planning, benchmarking, forecasting, engaging, consulting, revising, rethinking, fundraising, and generally huge amounts of effort you'll understand I'm sure if Threeways, and all involved in this amazing project, pause for just a moment today to do a bit of celebrating.

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4. The Carlile Institute Community Interest Company - local people in Metham, West Yorkshire got together to save the Carlile Institute, a run-down building on the town's high street⁷



Since taking it over from the council they have opened a community post office, renovated and leased office space and come second in the Great British high Streets Awards.

As I write this (April 2015), nine months have passed since Kirklees Council formally transferred the Carlile Institute in Meltham into community ownership.

At the time of the transfer work was already underway on the refurbishment of what is now the community-owned Post Office. Plans and thoughts about what to do with the remainder of the space were on-going, all funding reliant of course! What we regard as phase 1 – the Post Office area and updating of a large hall designated for community use – cost the Community Interest Company, formed to manage the property, just over £130,000. Over two floors, this is 351sq ft from a total of 788sq ft. Of the remaining space a further 167sq ft is designated for community space, the remaining 270sq ft was earmarked for commercial use.

The £130,000 capital investment included 20% VAT, and one item that the Board of Trustees



spent a sizable amount of time considering whether to opt-in to VAT or not.

A major factor within the decision was how easy it is to either raise the 20% in funding from various sources, versus how acceptable it would be to potential tenants and users of the property to pay an additional 20% on top of their room booking.

We spent time talking to accountants and Locality to find any evidence to support either case and to sound out the complexities of having to submit a VAT return each quarter. (We are all volunteers in this project, so committing to undertaking this level of day-to-day admin is not something that should ever be entered into lightly.) In the end, we opted-in to VAT, meaning that we are now tied into VAT recovery for the next 20 years; but we received a 'refund' on a

⁷ written by Written by Richard Noon, Postmaster, source: <http://locality.org.uk/>

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large element of the capital works which allowed us to continue with phase 2; the refurbishment of some ground floor office space.

The space had been used as offices when it was owned by Kirklees Council – but it had become tired and a large and unexpected hole in rotted joists and floorboards formed our biggest problem to date.

A total of £33,500 was spent regenerating the space, amending the layout and fixing the underground issues.

In January 2015 we advertised the offices with a local estate agent – within 10 days each of the four units had been leased.

The space is now home to three firms: an accountants, a green energy manufacturer, and distributor and logistics firm from Leicester who have opened a northern office with us.

This has given us a lot of confidence that there is demand for good quality office space in our area and also that the VAT wasn't so much of an issue.

It hasn't all gone swimmingly! In August we got our building back. In September we opened Meltham Community Post Office. In January we leased the office space. In March we had a broken boiler, and unavailable broadband and telephone lines for a week. And scheduling cleaners to fit around people using the building, whilst at the same time being a happy, smiley and proactive landlord has been a learning curve to say the least.

It seems obvious to say, but the more people you have using a property for the purpose that you dreamed up a few months previously throws up all sorts of issues that you couldn't even imagine!

We have got through the last couple of months simply by being around, being visible and aiming to create an air of reassurance whilst trust is built and a relationship between everyone is developed.

Our project has not gone unnoticed on a national level either. We were shortlisted and finished second in the [Great British High Street Awards](#) – a scheme run by the Government's Department for Communities and Local Government.

We have been shortlisted for 'Community Project of the Year' in our local evening newspaper's annual community awards. We had David Blunkett visit in early April and in the election battle between the Conservatives and Labour, our project is recognised as a great asset to the community and the surrounding area. We have also been approached by other people across the country for input on their projects – something we like, obviously!

Our next phase of work is now at the planning stage, and we are busy looking for funding for it. The next phase will see the remainder of the property renovated to make it more of a single building, incorporating a lift and joining together two properties that make up our project. That's the first nine months covered...you can have a baby in that time!

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5. Hastings Pier - Hastings Pier was rescued by local residents and is now entering a second golden age in full community ownership⁸



Decayed, damaged and fire-ravaged, [Hastings Pier](#) was rescued by the determination of local residents and is now entering a second golden age in full community ownership. Hastings Pier opened on 5 August 1872, Britain's first ever bank holiday.

The 'peerless pier' was one of the busiest on the south coast, flourishing during the Victorian seaside tourist boom. In later years it was popular as a venue for acts including the Rolling Stones, Jimi Hendrix, and Pink Floyd.

But by the 1990s storm damage and neglect were causing disrepair. Deemed unsafe, the gradually decaying pier was closed between 1999 and 2002, then again from 2006.

Many thought the pier's death knell sounded on the night of 5 October 2010, when fire swept across it, destroying 95% of the superstructure.

The fire, a suspected arson attack, was a huge blow to Locality member the Hastings Pier and White Rock Trust (HPWRT). This group of local residents and business owners had been fighting to save the pier since 2006. When the fire happened, they had already convinced Hastings Borough Council to carry out compulsory purchase order on the pier, had been granted £75k for feasibility study, and had just agreed to go to EU-wide tender for architects.

After the fire, instead of giving up, HPWRT and their engineers ascertained that the cast iron and steel skeleton of the pier was still sound, meaning the pier could potentially be rescued.

A few weeks later HPWRT applied for an £8.7m Big Lottery grant. This last throw of the dice for Hastings Pier would give HPWRT most of the funding necessary to rebuild the pier.

In April 2011 HPWRT was awarded the grant in principle. They now had two years to submit a fully developed proposal. They carried out all the development work and appointed a CEO.

At the same time, Hastings Borough Council continued with its compulsory purchase order to buy the pier from its owner, Ravenclaw. Since the fire, Ravenclaw, a company registered in

⁸ Source: <http://locality.org.uk/>

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Panama, had failed to respond to any of the council's letters, and in March 2012 the compulsory purchase order was issued.

HPWRT submitted their final bid to the Lottery, increased to £11.4m, in August 2012. A few months later in November Hastings got the news it had been waiting for: the Heritage Lottery Fund awarded the pier the full grant of £11.4m.

On 15 August 2013 the compulsory purchase order was enforced, and the HPWRT formally took ownership of the pier on behalf of the local community.

The next stage is to refurbish the pier, building a new visitors centre and restoring the pavilion. The pier will once again become a major tourist attraction, bringing visitors and jobs to the town.

Simon Opie, Chair of the Hastings Pier Charity, said: "We want to offer a 21st century take on the traditional English pier and for it to be used often by locals and visitors alike, a People's Pier."

You can get involved and help restore the pier by investing in the Hastings Pier community shares scheme: <http://www.microgenius.org.uk/project/hastings-pier-15>

At the time of writing there were almost 700 investors in the People's Pier, totally over £140k.

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6. Tag a tile: Swarthmore Education Centre in Leeds used a clever fundraising idea to help raise the money they needed for a new roof⁹



Swarthmore Education Centre provides outstanding adult education and is housed in a red brick Georgian terrace, overlooking a pleasant square in central Leeds. But Swarthmore's elegant Grade II listed buildings were facing a major problem – a severely leaking roof. Water was getting in, causing damage and disrupting lessons.

[Swarthmore Education Centre](#) needed to raise a massive £360,000 to fix the roofs of their campus buildings and almost all that money had to be found through fundraising.



Swarthmore's team knew that they had to use every trick in the book to try and raise the money. Part of this huge fundraising effort was a clever idea called '[tag a tile](#)'. Tag a tile invited people to make a donation and in return they got to write a message on the back of a roof tile. The tiles and the messages then became part of the college, held safe and sound in perpetuity on the roof.

Director Maggi Butterworth said: "Our finance manager's mum came up with the idea – she'd sponsored a brick in the cathedral in memory of her husband, and said we should do something similar. Our team discussed it and decided on the tag a tile idea."

The tag a tile campaign raised around £3,000, with 150 tiles tagged. It also got the campaign publicity, with players from the Leeds Rhinos rugby team and Leeds Central MP Hilary Benn coming to sign a slate. Maggi said: "Lots of people wrote personal messages for their family, or to friends or family members who'd died. When people go up there in 100 years, those messages will still be there." "When we took the old tiles off, we found that some of the builders had signed their names on them."

Swarthmore's roof is now mended, and also has 99 new solar panels, which will one day provide enough energy to power most of the centre.

⁹ Source: <http://locality.org.uk/>

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7. The Spetchells Centre – a community hub in the busy market town of Prudhoe¹⁰



Prudhoe is a busy market town in the south of Northumberland. The opening of the Spetchells Centre was the realisation of a long-term vision for Prudhoe Community Partnership, Prudhoe Town Council and Northumberland County Council.

Prudhoe Community Partnership has been operating its much valued Info Point for more than 14 years. The Info Point gives local

access to a range of services including employment advice, legal surgeries, Citizens Advice Bureau and credit union.

While it was centrally located, the Info Point building was not fit for purpose with small rooms and different floor levels. Prudhoe Town Council was based in the building but needed bigger and more suitable office and meeting space.

About four years ago, the library service was considering how to update facilities and modernise services in Prudhoe. The library building in Prudhoe was old-fashioned, the sloping roof design meant that the two storey building was reduced to only one storey at the rear and provided relatively little usable space. Due to changing public expectations, there was a strong view that linking the library and the Info Point to form a community hub would better serve the needs of current and future customers.

Initial feasibility work was undertaken through the Advancing Assets programme. The Partnership then secured a feasibility grant from Communitybuilders to develop plans for refurbishment of the library building on the basis of a community asset transfer from Northumberland County Council. As the architectural work continued as part of the feasibility work, the capital cost kept rising. This led the Partnership Trustee Board to question the rationale for refurbishment over new build. Further sustainability and cost analysis showed the potential for a new building on the footprint of the existing library building.

The plans were changed and planning permission gained in July 2010 for a three storey new build. Following extensive community consultation and the granting of planning permission, an application for investment was made to Communitybuilders. The final funding package included a loan/grant investment from Communitybuilders of £1.8 million, with contributions from Prudhoe Town Council of £15k and Northumberland County Council of £100k. The asset transfer took place in March 2011 and the fixed price schedule contract with the builders was signed the same month. The building opened a year later and has proved very popular with local people in Prudhoe.

¹⁰ Source: <http://locality.org.uk/>

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8. HEART Headingley: how HEART turned into a disused school in Leeds into a vibrant community space¹¹



Headingley Development Trust was established in 2005 by a group of local residents concerned about the rapidly changing nature of the area. Headingley is a relatively affluent part of Leeds with a high proportion of student residents. Around 2005, Headingley Primary School was to become redundant, with the likelihood of it being converted to student flats. The Trust was determined to find an alternative future for the school. Although the school was already about to

come onto the market, the Trust realised that this would be a long term battle, and they set about developing a range of other initiatives including:

- Whole food shop acquired through a community share issue;
- Farmers' market;
- Pig and fowl co-operative.

The school, built in 1882, was in need of repair and remodelling in order to convert it to community use. The total cost of refurbishment was around £1.3m, financed through a community share issue plus loans and grant funding. The transfer took place in 2010 and the building is now well used by local people as a community centre, with a main hall and a variety of smaller rooms for hire. Rooms are let on a sessional or longer term basis and among other things have operated as childcare facilities and band practice rooms.

The Trust puts on regular community events itself, and runs a high quality café within the building. Businesses are also catered for, with flexible deals available in a popular open plan setting. This combination of uses provides a variety of income streams, but the building still uses a number of volunteers as well as paid staff in order to sustain it through its early years of trading.

The asset transfer process was a long and difficult one. Headingley is not a deprived area and the site was highly valuable as a residential development site. It required patience and tenacity on the part of the Trust to persuade the local authority to forego a substantial capital receipt in favour of a community solution.

The transfer is on the basis of a 125-year lease. It includes a requirement to provide a community centre provision for the first 25 years of the lease, as a result of the sale of the previous community centre close by. The sale of this centre by the council– was part of the rationale for allowing the loss of capital receipt on the primary school.

Looking to the future, the aim is to survive and remain sustainable in the current tough economic climate, increase the number of users and expand the offer to include art shows, weddings, music events and festivals.

¹¹ Source: <http://locality.org.uk/>

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9. Doncaster CDT – what to do with an asset you can't afford to develop? Doncaster CDT found an innovative answer¹²



Church View is a big Edwardian building, once an art college, owned by Locality member [Doncaster Community Development Trust](#).

The college closed in 2006 and Church View was bought by Doncaster CDT, with the aim of turning it into a community arts hub. However the process of renovating it was arduous, difficult and most of all expensive. Much of the building was gutted, ready for a renovation process that never took place.

But Doncaster CDT hasn't let the View stand idle. Although it's stripped and empty, they've discovered that this stark and cavernous building is much in demand as a location for fashion shoots and videos.

Rock band Editors filmed the video for their latest song Marching Orders there. Plus lots of other bands, photographers and designers have used this interesting and somewhat eerie space.

¹² Source: <http://locality.org.uk/>

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10. Churchinford and District Community Shop¹³



Churchinford and District General Stores in Somerset is owned by a Community Interest Company (CIC) which was created in November 2010 and is run by volunteers. Their story is another great example of what a community can achieve, even from humble beginnings.

Back in April 2010, the local village shop had closed for second time in as many years. A public meeting was convened, chaired by the local councillor, to gauge interest in setting up a new shop. A packed village hall and subsequent local surveys highlighted the importance of the shop to the area and a small group of volunteers emerged to form a committee and assess the feasibility of creating a new shop.

It was decided that initially, the best solution was to put in place a temporary porta cabin shop. This enabled it to be established quickly with minimal outlay before embarking on a more permanent and ambitious solution. The village hall committee agreed to site the porta cabin in the village hall car park - having already rescued the village post office which was housed in the village hall kitchen!

The porta cabin was up and running by Spring 2011, but with no long term security, the Board and members were keen to seek out a permanent “bricks and mortar” home. We were delighted to sponsor and present an award for the best project in the “Retrofit” category at this year’s UK Passivhaus Awards, which took place at the residence of the Austrian Ambassador to the UK. This annual event celebrates the achievements of the country’s leading Passivhaus pioneers.

Fortunately, a new housing development in the village was given the green light just opposite the village hall with a condition within the planning consent that the developer be required to provide shop premises to serve the neighbourhood within the new build project. This innovative approach by the local planners galvanised the community to consider their ability to raise funds, even though they were yet to complete a year’s trading!

¹³ Source: Ecology News, Winter 2015, Issue 46

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By May 2013 the newly built shop was available for the community to buy, although for a variety of reasons the decision was taken to lease and seek an option to purchase at a later date. An army of volunteers mucked in to get the shell of the new building functional as the shop's new home and an official opening saw the oldest resident of the village and one of its very youngest cut the tape!

Since then, the shop has gone from strength to strength and now has its own café and outdoor seating area, providing a social meeting place to complement its shop services which include a wide range of locally sourced fresh produce including fair trade and organically certified produce.

Following a successful share issue, a host of fundraising activities and a loan from Ecology, the Community Interest Company completed the purchase of their shop in October 2015, just over 4 years after they began trading out of the porta cabin. They now employ a shop manager but continue to benefit from the support of members and volunteers, with a growing number of young people offering to help with shifts, especially as part of their Duke of Edinburgh Award.

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11. Telford After Care Team CIC (TACT)¹⁴



TACT was founded in 2012 by Robert Evers who himself endured 20 years of addiction. During his recovery Rob became aware of the lack of support available for people in Telford like himself. Rob set up TACT initially on a voluntary basis with a small amount of funding to help set up a smart recovery group and a gardening group. This gave people in recovery an option to do something new and prevent them from returning to their old lives.

The main aim of TACT is to help people in recovery from using drugs or alcohol. This is achieved by improving the health and wellbeing of its customers; empowering people to lead productive and fulfilling lives so that they can once again be valued members of their community. When TACT first got off the ground, Rob was offered office space by the local Treatment Service. In the last 2 years TACT has grown and grown and is about to move into its third new home. Given his history Rob says it was 'hard work' engaging with professionals and statutory services. Overtime this hard work has paid off and he now has great relationships with key agencies all to the benefit of TACT.

TACT incorporated as a Community Interest Company in 2014 and is now a public health commissioned service for people in recovery or people struggling to come to terms with their addiction. TACT has 2 paid staff and 13 trained volunteers all of whom have recovered from addiction. The service supports between 30-50 people every day with a rich variety of support groups, drop in sessions and activities. These opportunities include support with health issues, peer support, advice and guidance around benefits, housing and welfare, gardening, art, holistic therapies, training, employment and much more.

Rob has put his personal experience to fantastic use and TACT offers a much needed service to the people of Telford.

¹⁴ Source:<http://www.communitycatalysts.co.uk/case-studies/community-micro-enterprise-stories>

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12. Knitwizzneedles¹⁵



Lorraine has previously carried out a lot of volunteering work in her local community including fundraising for King's College Hospital and teaching young people new skills in knitting and crochet. Combining her creative and teaching skills, Lorraine finally set up her own voluntary group Knitwizzneedles earlier this year. She set it up in response to the huge interest in knitting and crocheting that has been generated through her fundraising at the hospital. She had been selling knitted baby toys and accessories which provided funds to the neo-natal premature baby unit. Whilst she was volunteering, health professionals, in patients/out patients and visitors all expressed a need for a place where people (predominately women) who are at risk of experiencing social isolation could share these skills.

Knitwizzneedles is a project that encourages and promotes health and well-being in older adults (including people with disabilities) that are experiencing isolation, loneliness, depression and related physical illnesses in Southwark and Lambeth. Knitwizzneedles has a preventative approach that reduces the demand that these illnesses put on local services, and at the same time increases the well-being of older people and promotes their integration into the community.

Lorraine is currently running the group from a community café twice a week which provides a safe and relaxed environment. Her plan is to expand what she offers to provide lifelong learning skills for learners in understanding various mediums in the textiles industry using IT. This will not only be for the current members but will also include local schools that target students with barriers to learning.

¹⁵ Source: <http://www.communitycatalysts.co.uk/case-studies/community-micro-enterprise-stories>

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13. Bodster Equine Assisted C.I.C.¹⁶



Bodster help people develop communication skills, and self-esteem by offering experiential equine assisted learning exercises. Bodster work with anyone from 6 to 90 years, including people with learning or physical disability, autism, or mental health needs. While there is no riding involved by working with horses on the ground and developing skills which enable communication between people and horses, learners can become more self-aware and confident and then transfer this learning and confidence to other areas of their life.

Olivia began attending Bodster after being ill in hospital and feeling very low. Olivia has cerebral palsy and has had a stent fitted. During her Equine Assisted Learning sessions, Olivia completed tasks with the ponies on the ground, such as leading a pony around an obstacle course and problem solving how to have a pony walk

into a circle of rope. As a result, Olivia's confidence began to grow, her motor skills improved and she became more self-aware and clearer in her communication and ability to listen to both horses and people. Olivia learned new skills by undertaking an NOCN Level 1 course in Developing Personal Confidence and Self Awareness, became a Learning Champion, encouraging others to gain new skills and became a volunteer at Bodster. *'I now feel that in a year or so I could do a part-time job – I never thought I would be able to say this'* explained Olivia

¹⁶ Source: <http://www.communitycatalysts.co.uk/case-studies/community-micro-enterprise-stories>

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14. Shed Therapy¹⁷

Gavin Philips teaches and popularizes green woodworking starting his journey in the 80's, very much as a hobby and interest away from his hectic day job as an accountant in London.



Over the years he has gained a wide range of skills and knowledge and has had tremendous fun from carving and turning fresh-felled wood.

Now living in Dalbeattie in Dumfries and Galloway, Gavin decided to share his love and passion for woodworking and set up classes so that other people might experience the benefits and joy of simple human-powered handcraft which he firmly believes is good for both the individual and society.

He offers courses, tuition, and demonstrations of green woodworking and some specialist tools and since folks generally come out of his shed happier than when they went, he calls these activities shed therapy.

The Micro- market Co-ordinator in Dumfries and Galloway Karen Booth first met Gavin at a Public Health Partnership event where he was demonstrating his woodworking skills and was immediately struck by his energy, passion and creativity. He was interested in developing his services and asked for support around possible interest in bread-baking on wood-fired ovens which he believes is a good-for- the -soul -activity.

The Co-ordinator made enquiries about possible funding and interest in bread-baking as an activity with the Stewartry Health Improvement team as a way of bringing older people together, reducing social isolation and loneliness, improving health and wellbeing and developing skills, lifting self-esteem and having lots and lots of fun. They were very supportive of this new, creative and innovative service and the Co-ordinator assisted Gavin with a successful funding application to the PYF Day Fund.

Working in partnership with this enterprising micro- provider, links and opportunities have been made with the Health Improvement Team to develop this service. It is a wonderful example of a creative and alternative service which can be accessed by self-funders and personal budget holders with good community building at its core.

¹⁷ Source: <http://www.communitycatalysts.co.uk/case-studies/community-micro-enterprise-stories>

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15. The Handmade Bakery¹⁸

The Handmade Bakery was set up as the first Community Supported Bakery in Britain, aiming to provide residents with organic artisan bread and re-skilling people in home-baking. Based in Slaithwaite, West Yorkshire, they make additive-free, traditionally crafted and slowly fermented, delicious and nutritious bread made from organic and locally-sourced ingredients. They offer a viable local alternative to industrially manufactured bread which helps to address the concerns over food miles, bio-diversity, health and nutrition.



What was your motivation?: Our starting point was personal observation that we could not buy decent bread in our community. We wanted real bread for our family and also noted that the village had once supported 3 bakeries and now had none.

What were you intending to do?: Our product is artisan bread, free from additives, with good ingredients, organic if possible. We had tapped into the local Transition network and got the idea that there was support for real bread and that we could be one of the first 'Transition businesses'.

Was anyone already doing it? Were they competition or could they help?: No-one was baking bread on a commercial scale in the village but there are a couple of local chain bakeries supplying industrial style bread to local shops. We don't feel that we are competing with them because our product is so different. We were competition for them, but as a micro business could have very little impact on their overall sales.

Was there a sound business idea here – could it fly?: We felt we had a good business idea because we were starting with very low costs and opened as a community supported bakery. Subscriptions for the bread meant that we could minimise our cash flow and production risks.

Did anyone else need to be involved at that stage?: We got support at an early stage, first from our friends in the Transition Network, and using our known contacts at the Soil Association and Co-operatives UK. We were also able to obtain mentoring from the Real Bread Campaign's Andrew Whitely via the Making Local Food Work programme.

Did you need more information – market research etc.?: We asked every local group we could think of, what they thought of the idea of buying local artisan bread. One thing that worked very well for us at an early stage was to send an electronic survey to around 400 people whose email addresses we had from previous events, Transition groups etc. We asked questions concerning what people wanted from bread, including price, taste, organic and local. 200 people responded and this gave us very good information with which to plan our products.

¹⁸ Source: https://www.uk.coop/sites/default/files/uploads/attachments/simplystartup_0_0_0.pdf

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16. The Community Farm¹⁹

Set in the Chew Valley between Bristol and Bath, the Community Farm is an organic farm owned by its customers and supporter investors, which “is contributing to the resilience of our food security, the local economy, and to the development of a self-sustaining, low-carbon



food and farming system.” The business is an organic vegetable box scheme and wholesale business too. The Community Farm has investor members and members who receive a discounted vegetable box who also get their hands dirty by volunteering on the farm.

Who are the members?: Our investors i.e. people who have invested anything from £50 to

£20,000 through community shares. The first share offer raised £126,136 from 409 members. A second share offer has just been launched. Our annual members who pay £30 a year (£15 unwaged) and receive 10% off their box orders have a £1 nominal share in the farm and have a voting right.

Are the members customers, workers, investors or just supporters?: Some are customers where they take out the annual membership. Our workers can be members; after working for us for three months they automatically receive membership, a £1 share and voting right for the length of their employment. Investor membership is explained above. Supporters are, essentially, just that unless they have invested or taken out annual membership. In some cases businesses will also become members by investing or taking out annual membership appropriate to the size of their business.

What are the relationships with other stakeholders?: Relationships will be many and varied. For instance, we work with Developing Health and Independence (DHI) in Bath who work with disadvantaged people in the area - they sell our vegetable boxes from a market stall in Bath once a week; Avon Wildlife Trust have carried out biodiversity surveys for us; we're developing links to run a project to get groups from disadvantaged areas out to the farm from Bristol and Bath. All of these won't have to be 'members' but we want to encourage them to become involved and hopefully some of the individuals will choose to become members.

There is a lot of work to do in the early stages of creating a community enterprise. It is important that work is distributed effectively and equitably amongst those with the ability, experience and time to do it in a way that allows the separate work to be co-ordinated and mutually supportive.

¹⁹ Source: https://www.uk.coop/sites/default/files/uploads/attachments/simplystartup_0_0_0.pdf

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It is however difficult for every aspect and detail of the start-up to be decided in large meetings. This challenge is often addressed by creating smaller sub-groups which focus their work on a particular aspect of the start-up such as finance or legal structure. There is often a core or “steering” group which oversees the whole start-up process. This core group also organises meetings of the whole community or prospective membership in order to report back on progress and to continue the planning process. The core group also tends to co-ordinate and monitor the activity of the various sub-groups and in some cases is made up of representatives of each of the sub-groups. Very often the core group becomes the first governing body of whatever formal structure is created for the organisation. However this phase is co-ordinated, it is important that people know where they and others fit into the process – clarity of roles is critical.

In all of this it is important that individuals do not take on too much work or responsibility. Sharing responsibility for tasks makes them more likely to be achieved and gives the group ownership of the results of the work.

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17. Woodhouse community Farm²⁰

A community land trust which aims to restore a 22 acre farm on the outskirts of Lichfield. They intend to give it new life as a centre for education, health, welfare and well-being, showcasing fresh food production, low input agriculture and renewable energy. In doing this they will finally realise the 'vision' of the man who originally donated the farm to Birmingham City Council more than 70 years ago. They intend to fund the enterprise using a community share issue and grant funding.



Exactly what were you intending to do?: Woodhouse was a well-known farm, locally, and it was well known that these were troubled times. Birmingham City Council intended to evict the tenants and sell the farm. After a well-attended public meeting in August 2009, a petition was organised and a steering committee established.

The idea?: To save the farm, and to find a long term sustainable use for the site.

How did you intend to do it?: We launched a high profile local and national publicity campaign. The publicity helped us to find groups who could help us, including Fordhall Farm, through whom we were put in touch with various support organisations, such as Co-operatives UK and the Plunkett Foundation. Birmingham City Council was persuaded that they couldn't legally sell the farm and asked us to create a business plan for the future use of the site.

What was your product or service?: The business planning process helped us to find the products and services that the farm could support. We settled on our products and services as:

- * Care Farming - local health related statutory bodies.
- * Educational services to schools and colleges in line with the original bequest of the farm to the people of Birmingham.
- * Woodhouse Farm as a general visitor destination.

Who were your customers?: We segmented our customers by the type of service we will offer. Therefore, we have target groups for the Care Farm, the educational resources, the CSA and cookery classes. We also have a larger, broader visitor audience. All these potential customers need to be reached via slightly different marketing approaches.

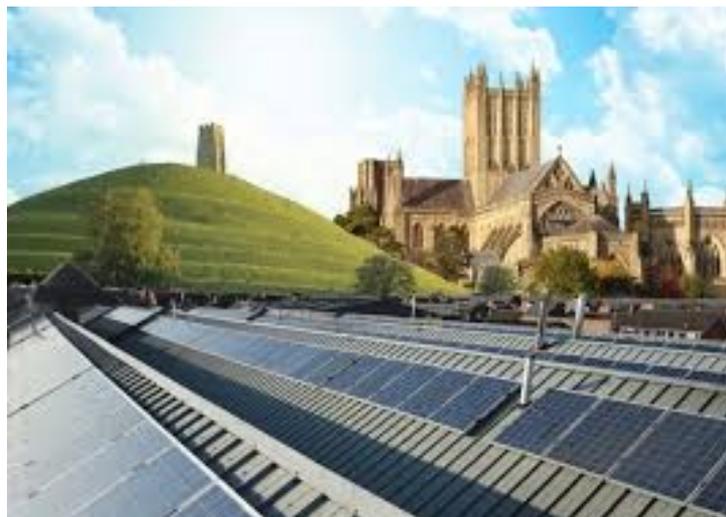
Now you have more information, will it really fly?: The publicity we generated early on meant that people came to us. A strong and skilled management committee has been invaluable, as have the partnerships we have made. The business plan helps us with a planned approach, and we are now into the third or fourth re-write; discovering that you are not on your own helps as well. We adopted a community benefit society model that meets the need for the community to be fully involved. The cumulative result is that we have gained an awful lot of momentum, and this business should really fly.

²⁰ Source: https://www.uk.coop/sites/default/files/uploads/attachments/simplystartup_0_0_0.pdf

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18. Avalon Community Energy Co-op²¹

ACE started life in February 2013 with the objective to take positive action in the face of climate change and growing local fuel poverty. We wanted to be part of the answer and were determined that energy solutions we implemented reflected the views of the local community. Having listened to what people have said through public meetings and our facebook page, ACE realised that its priority needs to be the establishment of a secure, resilient locally-owned energy supply for Avalon, provided by installations of renewable energy.



Community Energy is a model that works. ACE will raise funds through 'Pioneer' and 'Community' Share Offers towards establishing energy projects. These share offers provide modest returns for investors – as well as generous tax reliefs – allowing us to make the installations. Funds are then generated to repay investments through the Feed-In Tariffs (and other subsidies) and through sales of generated energy to either the Grid or local consumers – usually a

building or other major user adjacent to the installation. Funds generated, once maintenance and admin costs are deducted, go to paying interest on investments with the surplus going into a Community Benefit Fund. This latter fund allows us to fulfil our wider priorities.

We are now at the stage where we are progressing further and we are actively in discussions for our initial sites and community share offers – a portfolio of Rooftop Solar installations.

ACE is set up as a Community Benefit Society – which is a form of Cooperative Venture – with two levels of member, these being Community and Supporter Members. A Community Member is a local person or organisation who will directly benefit from the activities of ACE and for the benefit of whom ACE exists! A Supporter Member can be a shareholder in one of our energy schemes and does not have to be in the local area to benefit from these.

ACE are run by a team of volunteer directors, all of whom are committed to bringing Community Renewables to Avalon in the near future. We have alongside us a team of advisors incorporating legal practitioners, energy consultants and community engagement specialists.

There are many, and wide ranging, possible funding mechanisms, which can be used to create a sustainable business model that will benefit the local community and economy (e.g. Rural Community Energy Fund, Community shares, Renewable Heat Initiative (RHI), Feed in Tariffs). ACE has been lucky enough to receive £20,000 of funding from the RCEF to get us started, allowing us to rapidly progress the organisation and our first set of installations.

²¹ <http://avaloncommunityenergycoop.co.uk/>

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19. The Community Hydroelectric Scheme - Torrs Hydro, New Mills, Derbyshire²²



Torrs Hydro is a micro hydroelectric scheme, owned by the community, in New Mills, Derbyshire. It is the first community owned micro hydroelectric scheme. Initial funding was raised through grant funding, a loan and a community share offer. The electricity produced is bought by the local Cooperative Food Superstore, and any surplus is sold through the national grid. The project has also boosted tourism and 60% of construction costs were contracted to local businesses.

20. The Community Festival - East London Community Land Trust, London*

East London Community Land Trust exists to deliver permanently affordable housing in east London. To raise awareness amongst local people of St Clements Hospital, the site of the Community Land Trust, they held the Shuffle Festival in August 2013. The main event was a film festival curated by Danny Boyle who formerly lived nearby.

21. Pop-up Broadband Project - Lyme Regis Development Trust, Dorset*

As part of their work in the community the Trust run an annual Fossil Festival in partnership with the Natural History Museum, attracting 20,000 visitors each year. They wanted to explore how digital technology could generate new revenue from tourists who visit their World Heritage Site Jurassic Coastline throughout the year. Our main aim was to provide a high speed connectivity solution for the festival weekend, and to that end it was a great success. With help from Guifi Barcelona and the Quick Mesh Project, they built the largest free and open wireless network in the UK along three miles of Jurassic coast.

²² Source: <https://www.biglotteryfund.org.uk/global-content/programmes/england/power-to-change/ptc--what-is-a-community-enterprise>

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22. The Community-Owned Woodland - Hill Holt Wood, Lincolnshire*

Hill Holt Wood is community-owned, runs a cafe and manufactures and sells bespoke woodland products. A public woodland operating as a social enterprise with a £1m turnover, it provides services such as countryside and forestry management, as well as education and training to 14-19 year olds and adult education courses. The Wood Hall building is available for private hire, and architecture/ design consultancy Design:hww also operate from the premises.

23. The Community Pub - The Own Crown Pub, Cumbria*

'The Old Crown' is a public house in the small village of Hesket Newmarket, situated just inside the northern edge of the Lake District National Park, nestling in the Caldbeck fells. It is the only public house in the village. 150 members from this small Cumbrian community purchased the pub a couple of years after buying Hesket Newmarket Brewery based behind the pub. The pub co-operative is on a sound financial footing, and recently financed the building of a new kitchen and dining room.

24. The Communiversity - Alt Valley Community Trust, Croxeth*

The Communiversity was created by a group of local activists who purchased an 'older people's home' and transformed it into a lifelong learning centre. The Communiversity is the home of the library, most adult learning classes and the Communi-café. We have a modern ICT suite, a recording studio and, of course, the venue is used regularly as a conference facility. Community engagement meetings take place once a month and provide a forum for partners and local services to exchange ideas and best practices to improve outcomes for the North Eastern Communities.

*Source:<https://www.biglotteryfund.org.uk/global-content/programmes/england/power-to-change/ptc--what-is-a-community-enterprise>

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Who to contact for help and advice? Some useful contacts

This is NOT an exhaustive list, rather a starting point for you to start having a look around at what resources are available. Pretty much all the websites listed below contain loads of additional resources and links to websites you can browse. Organisations are listed in alphabetical order under each heading.

Local initiatives were randomly selected from the Internet. It is apparent that there are plenty of local support and training initiatives in place, usually supported by local authorities. It would be useful to ring up your local council and ask if they have any support services in place for community enterprise, or if they are aware of any organisations providing support, advice and guidance to community groups in the locality.

Contents

1. UK-wide
2. England
3. Scotland
4. Wales
5. Northern Ireland
6. Local initiatives – some examples

1. UK-wide

Community Catalysts

Offers help and support to community enterprises.

Website: <http://www.communitycatalysts.co.uk/whatweoffer/communitymicro-enterprise/>

Tel: 01423 503937

Address: York House, 10 Haywra Street, Harrogate, HG1 5BJ

Development in Social Enterprise (DISE)

Specialist social enterprise consultancy which provides bespoke business, enterprise and development support to Voluntary, Community and the Social Enterprise sectors (VCSE).

Website: <http://disecic.org/>

Tel: 0121 667 6810

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Address: Solihull Enterprise Centre, 1 Hedingham Grove, Chelmund's Cross, Solihull B37 7TP

Inspire 2 Enterprise

University of Northampton service delivered in collaboration with Exemplas, providing a unique free-to-access social enterprise support, information and advice service.

Website: <http://inspire2enterprise.org/>

Tel: 0844 9800 760* (calls cost 5p a minutes, plus your phone company's access charge. You can request a call back by filling in the 'Request call back' form online)

National CLT Network

Official Charity supporting Community Land Trusts in England and Wales.

Website: <http://www.communitylandtrusts.org.uk/>

Tel: 020 3764 1841

Address: 70 Cowcross Street, London EC1M 6EL

Social Enterprise UK

National body for social enterprise – business with a social or environmental mission.

Website: <http://www.socialenterprise.org.uk/>

Tel: 020 3589 4947 (Chief Executive Peter Holbrook)

Address: The Fire Station, 139 Tooley Street, London, SE1 2HZ

NB: Social Enterprise UK has developed a range of publications which will provide you with some information on the legal structure and streams of finance you may want to consider. Guides and publications are available to download from their online [resources library](http://www.socialenterprise.org.uk/advice-services/publications). The link to the library is: <http://www.socialenterprise.org.uk/advice-services/publications>

School for Social Entrepreneurs

Runs courses to help you develop your social enterprise. They have several different regional venues.

Website: <https://www.the-sse.org/>

Tel: 020 7089 9120

Email: office@sse.org.uk (CEO Alastair Wilson)

Address: 2nd Floor, The Fire Station, 139 Tooley St, London, SE1 2HZ

UnLtd

Leading provider of support to social entrepreneurs in the UK.

Website: https://unltd.org.uk/about_unltd/

Tel: 0207 566 1100

Address: 123 Whitecross Street, Islington, London, EC1Y 8JJ

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The Hive

UK-wide cross-sectoral programme of support for co-ops and community businesses, delivered by Co-operatives UK and supported by the Co-operative Bank.

Website: <http://www.uk.coop/the-hive/about/what-hive>

Email: the-hive@uk.coop

Village SOS

Campaign to help rural community projects survive and thrive, delivered through different organisations in England (ACRE Network), Wales (WCVA), Scotland (Rocket Science Scotland) and Northern Ireland (Rural Community Network) – details for each regional provider are below.

Website: <http://villagesos.org.uk/in-your-area/support>

2. England

Acre Network

Provider for England of the Village SOS campaign. ACRE is a network of the 38 rural community councils (RCCs) across England who help communities to help themselves. RCCs are charitable local development agencies, generally based at county level, which lead, support and enable community initiatives.

Website: <http://www.acre.org.uk/in-your-area/network-members/>

Tel: 01285 653 477

Community Energy England

Represents and supports those committed to creating the conditions within which the community energy sector can rapidly scale and grow across the country. Community energy includes the delivery of community renewables, energy efficiency, demand reduction and energy supply projects.

Website: <http://communityenergyengland.org/>

Tel: 0114 312 2248

Email: info@communityenergyengland.org

Address: The Workstation, 15 Paternoster Row, Sheffield, S1 2BX

Locality

National network of ambitious and enterprising community-led organisations, working together to help neighbourhoods thrive.

Website: <http://locality.org.uk/>

Tel: 0345 458 8336

Email: info@locality.org.uk

Address: 33 Corsham Street, London N1 6DR

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Tenant Participation Advisory Service (TPAS)

England's leading tenant engagement experts, dedicated to improving tenant engagement standards across the country.

Website: <http://www.tpas.org.uk/>

Tel: 0161 868 3500

Email: info@tpas.org.uk

3. Scotland

CEIS – Community Enterprise in Scotland

Support enterprises and communities to create a more inclusive economy.

Website: <http://www.ceis.org.uk/>

Tel: 0141 425 2900

Email: ceis@ceis.org.uk

Address: Moorpark Court, Dava Street, Glasgow G51 2JA

Community Enterprise

Provider of highly skilled support, helping communities and social enterprises to turn great ideas into reality.

Website: <http://communityenterprise.co.uk/>

Tel: 01506 862 227

Email: info@communityenterprise.co.uk

Address: Suite 14, Fleming House, Fleming Road, Kirkton Campus, Livingston EH54 7BN

Development Trust Association Scotland

National body for development trusts in Scotland.

Website: <http://www.dtascot.org.uk/>

Tel: 0131 220 2456

Email: info@dtascot.org.uk

Address: 1B Washington Lane, Edinburgh EH11 2HA

Rocket Science Scotland

Provider for Scotland of the Village SOS campaign, provides 1 to 1 advice and support for community and voluntary organisations.

Website: <http://rocketsciencelab.co.uk/>

Tel: 0131 226 4949 (Edinburgh office)

Email: richard.scothorne@rocketsciencelab.co.uk

Address: 2 Melville Street, Edinburgh EH3 7NS

Section Six

Tenant Participation Advisory Service (TPAS)

England's leading tenant engagement experts, dedicated to improving tenant engagement standards across the country.

Website: <http://www.tpasscotland.org.uk/>

Tel: 0141 552 3633

Email: enquiries@tpasscotland.org.uk

4. Wales

Community Enterprise Wales

Provides support and guidance for social enterprises across Wales.

Website: <http://www.cewales.org/>

Tel: 01495356734

Development Trusts Association Wales

Organisation promoting the work of and supporting the growing network of development trusts in Wales.

Website: <http://www.dtawales.org.uk/>

Tel: 029 2019 0260

Address: Suite 1b, 2nd Floor, Stangate House, Stanwell Road, Penarth, Vale of Glamorgan, CF64 2AA

Social Firms Wales

National Support Agency for Social Firm Development.

Website: <http://www.socialfirmswales.co.uk/>

Tel: 07799 345 940

Email: members@socialfirmswales.co.uk

Address: PO Box 85, Porthcawl, Mid Glamorgan, CF36 9BP

Wales Council for Voluntary Action

National umbrella organisation for the third sector in Wales, providing services and support to other frontline charities, social enterprises, community groups and voluntary organisations.

Website: <http://www.wcva.org.uk/>

Tel: 0800 2888 329 (minicom 0808 1804 080)

SMS: 07786205605

Email: help@wcva.org.uk

Section Six

Tenant Participation Advisory Service (TPAS)

England's leading tenant engagement experts, dedicated to improving tenant engagement standards across the country.

Website: <http://www.tpascymru.org.uk/>

Tel: 01492 593046 (North Wales); 029 2023 7303 (South Wales)

5. Northern Ireland

Development Trusts NI

Supporting the creation of Development Trusts in Northern Ireland.

Website: <http://dtni.org.uk/>

Tel: 07595 979642

Email: info@dtni.org.uk

Address: 3rd Floor, Cathedral Quarter Managed Workspace, 109-113 Royal Avenue, Belfast BT1 1FF

Rural Community Network

Provider for Northern Ireland of the Village SOS campaign.

Website: <http://www.ruralcommunitynetwork.org/>

Tel: 028 8676 6670

Address: 38a Oldtown Street, Cookstown, Co Tyrone, N. Ireland, BT80 8EF

Northern Ireland Council for Voluntary Action (NICVA)

Membership and representative umbrella body for the voluntary and community sector in Northern Ireland, with around a thousand members - that range from household name charities to grass roots community groups.

Website: <http://www.nicva.org/>

Tel: 028 9087 7777

Address: 61 Duncairn Gardens, Belfast BT15 2GB

6. Local initiatives – some examples

a) Brighton and Hove

Brighton and Hove Social Enterprise Network

Home of social enterprise in Brighton & Hove, the place to network with other similar businesses; to find information and resources; to promote your goods and services.

Website: <http://www.bhsen.co.uk/>

Email: online form on website

Section Six

Resource Centre

Charity serving voluntary and community groups in the Brighton and Hove area.

Website: <http://www.resourcecentre.org.uk/>

Tel: 01273 606160

Email: info@resourcecentre.org.uk

Address: Prior House, 6 Tilbury Place, Brighton, BN2 0GY

b) Devon

Devon Communities Together

Business Support for Social and Community Enterprise, Delivering training initiatives for community groups.

Website: <http://www.devoncommunities.org.uk/Pages/Events/Category/business-support-for-social-community-enterprise>

Tel: [01392 248919](tel:01392248919)

Email: ncorkery@devoncommunities.org.uk

c) Greater Manchester

Greater Manchester Centre for Voluntary Organisations (GMCVO)

Supports the development of community enterprises through consultancy services, training and facilitating access to the local voluntary sector buying group.

Website: <https://www.gmcvo.org.uk/community-enterprise>

Tel: **0161 277 1040 (Ian Taylor)**

Email: ian.taylor@gmcvo.org.uk

Address: St Thomas Centre, Ardwick Green North, Manchester, M12 6FZ

AddVentures

Enabling local people to engage in small-scale community action and enterprise without needing to set up a new organisation, and brokering high-quality, low-cost support, services and resources for them which help them to be commercially self-sustaining.

Website: <http://www.gmaddventures.org.uk/about>

Tel: [0161 277 1000](tel:01612771000)

Email: info@GMAddVentures.org.uk

d) London

VCS Assist 2.0

Part funded by the European Union, this project aims to support voluntary sector organisations accessing the European Social Fund.

Website: <http://vcsassist.org.uk/>

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Email: Nehal@lvsc.org.uk (Nehal Bradley Depani, Employment and Skills Manager)

e) Milton Keynes

Milton Keynes Community Enterprise (MKCE)

Provides advice, guidance and support in Social Enterprise

Website: <http://www.mkce.co.uk/#!/about/c1x1t>

Email: info@mkce.co.uk

f) Newcastle

Open Doors Consortium

Gives advice and support to community groups in Newcastle thinking of taking over buildings from the city council

Website: <http://opendoorsnewcastle.org.uk/>

Tel: 0191 261 6596

Address: Ouseburn Trust, Arch 6, Stepney Bank, Ouseburn Valley, Newcastle upon Tyne, NE1 2NP

g) Solihull

Solihull Council's Community Enterprise for Success Programme

Series of workshops and bespoke business support to help strengthen the voluntary sector to enable it to deliver high quality services to our citizens.

Website: <http://communityenterprise-solihull.org/>

Tel: 0121 704 8097

Email: business@solihull.gov.uk

h) West Midlands

Social Enterprise West Midlands

Business network and consultancy for social enterprise in the West Midlands.

Website: <http://www.socialenterprisewm.org.uk/>

Tel: 0345 450 7515

Email: info@socialenterprisewm.org.uk

Address: Cobalt Square, Birmingham Enterprise Centre, 1st Floor, 85-89 Hagley Road, Birmingham B16 8QG

Section Six

i) Wessex

Wessex CLT Project

Hosted by Wessex Community Assets, it was set up in 2010 to help communities deliver affordable homes and establish Community Land Trusts.

Website: <http://www.wessexca.co.uk/projects/community-land-trusts>

Tel: 07779 302557 (Alison Ward)

Email: alison.ward.cltproject@gmail.com

j) Scotland – Aberdeen

Aberdeen City Council

Employing an employability, skills and community enterprise officer to support the creation and continuance of enterprise within the local communities.

Website: <http://www.aberdeeninvestlivevisit.co.uk/invest/business-services/skills-and-employment/communityenterprise/community-enterprise.aspx>

Tel: 01224 523361

Email: hfarquhar@aberdeencity.gov.uk (Heather Farquhar)

k) Northern Ireland – Bridgend County Borough

BAVO

Local County Voluntary Council for Bridgend County Borough, providing practical support to third sector organisations to help them become more sustainable, generate new income and successfully bid to deliver public services.

Website: <http://www.bavo.org.uk/community/58>

Tel: 01656 810400

Email: bavo@bavo.org.uk

Address: 112-113 Commercial Street, Maesteg, Bridgend County Borough CF34 9DL

Section Six

Section Seven

Best bits - community enterprise Q&A

Read our expert's advice on the challenges faced by community enterprises,
and the difference they can make

written by Gines Haro Pastor for The Guardian, 19th Sept 2011



On Village SOS a community take over the Barge Inn in Wiltshire

Kevin Martin - Ashfield Community Enterprise

Community ownership: It is very important to give community members democratic ownership of the business. Once a community has set up a community enterprise, they are much more likely to do something else whether this is expanding or diversifying the initial community enterprise or setting up a new one.

Talk to everyone: Don't assume that people know what you are doing or that they support your idea - go out and talk to everyone. It's much easier to prevent objections than to deal with them.

Caroline Forster - Deputy Chief Executive of Adventure Capital Fund

Have a clear vision: Communities need a clear vision of what they want to achieve and why – so in an enterprise context they need to have a specific business idea.

Know your community: Spend time researching your idea and talking to your community about what are the local needs including what services they need / are lacking and where they would like to allocate any profits they might make.

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Sandra Bhatia - Village Champion & business mentor, Barge Inn community project

Share responsibility and benefits: Divide up the time and responsibility amongst the team and your community to make the project work. Maximise the use of your funding and resources to benefit as many people as possible.

Simpler investment process: Community needs simpler application processes to funding and investment, with guidance available. Many people are immediately turned off because they do not know where to start and how the process works.

Worth of mouth: Traditional communications methods like word of mouth and PC notice boards are the most effective in the villages themselves.

Judith Donovan - board member, Big lottery Fund

Don't rely on internet: In the more deprived and remote villages there is a massive issue about accessing to broadband. There are also high levels of retirees who may be less inclined to get involved in a digital rather than a physical business.

Think outside the box: Not every village business has to be a cafe or a village hall. Act as if it is your own money you're investing in that you can't afford to lose, but be creative in finding new opportunities.

Mike Perry - head of information and communication, Plunkett Foundation

Involve local authorities: Local authorities and planning departments have a relevant role to play in helping communities. For example, to save local pubs by refusing planning permissions for pubs to be converted into housing and others uses if the community want to buy their local.

Engage: A community needs to believe that all of their hard work and energy will lead to what they have set out to achieve This may be achieved through a combination of the support available outside of the community (help and advice alongside funding or help with raising finance) as well as the skills and abilities of people within the community, where appropriate encourage widespread community-ownership.

Charlotte Hollins - Fordhall Organic Farm

Be aware of commuters: City workers moving to the country increase land and house prices which pushes them out of reach of the locals. Take into account that commuters may not even shop in local areas.

Create different avenues: Your community need different options to get involved, e.g. some people will want to give money, others will want to give time, others may want to donate something to help you along the way e.g. a till.