

Evaluation of Growing Community Assets

First year baseline report

May 2009

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1: Introduction and methodology

Introduction to the evaluation

- 1.1 This is the first year report for the Evaluation of the Big Lottery Fund's Growing Community Assets (GCA) Programme. The evaluation commenced in March 2008 and is due to finish at the end of 2013. It comprises three stages, each with its own set of objectives. The objectives for Stage 1 of the evaluation (November 2007 to March 2009) are:
- to establish baseline indicators around social, economic, environmental and population issues and to collect data on projects
 - to identify key factors in the process of communities initially identifying the issue and moving into acquisition and ownership
 - to evaluate the effectiveness of the delivery contract against the contract specification and views of stakeholders.
- 1.2 This report contains our findings from Stage 1 of the evaluation which are primarily about setting baselines in order to assess performance throughout the remainder of the evaluation period. The aims of the evaluation are threefold: to assess the impact of the GCA investment area; to identify the key factors that support successful community ownership; and to evaluate the effectiveness of the delivery contract.
- 1.3 Once completed, the evaluation is expected to address the following:
- the social impact of funded projects, in particular for the community and service provision
 - the economic impact of funded projects, in particular for income generation and community enterprise
 - the environmental impacts of funded projects
 - the effectiveness of the asset-based approach in rural and urban settings
 - the sustainability of activities and/or benefits funded through GCA (and consideration given to drawing on other projects using the asset-based approach, for example projects funded by the Scottish Land Fund)
 - to analyse the process that projects go through from initially identifying the asset through to acquisition, ownership or other arrangements (for example leasing) and management of the asset to identify the key factors that support successful community ownership
 - to assess the benefits of contracting out the delivery of GCA.

Growing Community Assets

- 1.4 The Growing Community Assets (GCA) programme was developed to enable communities to have more control and influence over their future development through owning and developing their local assets. These are usually physical assets, such as land, buildings or equipment, but may also include other types of asset such as energy. The programme started in May 2006 and the last grants will be awarded in March 2010. Community groups can apply for between £10,000 and £1 million, with a total of £50 million of funding being distributed throughout the programme.
- 1.5 GCA builds upon the Big Lottery Fund's Scottish Land Fund (SLF) programme, which enabled rural communities of a population of 10,000 or less to buy or manage assets. The SLF programme ran between February 2001 and March 2006. During that time, 150 grant awards were made, amounting to £15 million and these covered a range of acquisition, development and technical assistance projects. SQW Consulting completed an independent evaluation of the programme in 2007¹. More details about the policy context in which both these funds were established is provided in Chapter 2. One of the differences between GCA and the Scottish Land Fund is that it extends the asset-based community development approach from rural to urban communities.
- 1.6 Three types of funding have been available:
- funding for **technical assistance** (from £10,000 to £200,000 per project, covering up to 100% of costs)
 - funding for **asset acquisition** (from £10,000 to £1 million, with a minimum community contribution of 5%)
 - funding for **asset development** (from £10,000 to £1 million, providing no more than 75% of revenue costs and 50% of capital costs).
- 1.7 GCA has been delivered to date by a consortium of organisations, led by Highlands & Islands Enterprise (HIE). The delivery partners comprise Community Energy Scotland (formerly HICEC), Social Investment Scotland, Community Enterprise in Strathclyde and Forth Sector. Further discussion about the consortium, its remit and the strengths and weaknesses of this approach are provided in section 13.

Approach and activities to date

- 1.8 Given the scale and complexity of the evaluation, the approach has developed (and is developing) in response to the types of projects supported and the interests of the steering group. The work so far has been focussed on setting baselines for "outcomes" using a combination of published data and household surveys across a sample of projects. Later chapters set out these baselines.
- 1.9 Overall, the evaluation is based around a standard, inputs, activities, outputs and outcomes "logic chain". This reflects the expectation that providing support allows communities to

¹ The evaluation is available online at: http://www.biglotteryfund.org.uk/er_eval_slf_final_report.pdf

purchase and use assets which in turn will deliver more and better services and opportunities, which will impact on a number of measures of community development that reflect economic, social and environmental conditions.

- 1.10 At this stage, the evaluation must be set up in a way that will allow these linkages to be assessed. In addition there are a number of related elements; specifically these include the attribution of the benefits to GCA (many projects also have support from other sources) assessing additionality (what would happen without the interventions), the sustainability of the projects (and the outcomes), the delivery process and whether alternative approaches could deliver the same or better outcomes.
- 1.11 To address all these aspects across a range of very diverse projects requires a combination of tools and approaches. In the first year of the project the approach and the tools have been developed and tested. The main tools are set out in Table 1-1 along with progress in the first year.
- 1.12 Over the first year the methodology has changed slightly to strengthen the focus on project outputs rather than to rely too heavily on the baseline (which may prove hard to relate to the projects activity). Although there are fewer household interviews, a proportion are being done face to face rather than by telephone. The savings that have been made will be used to undertake user surveys for specific projects rather than the original proposal to use a voluntary community e-survey.

Table 1-1 Research tools and progress

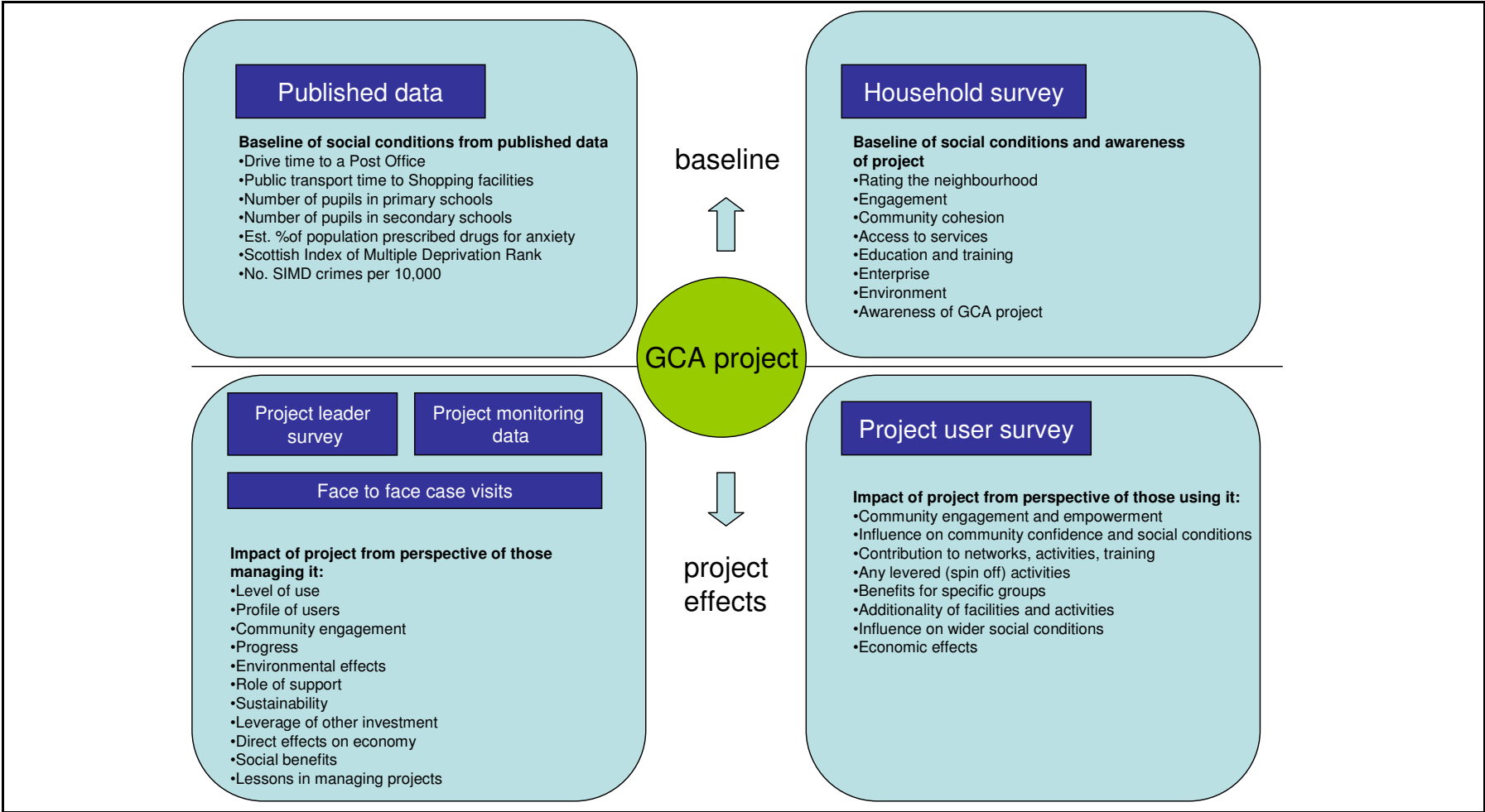
Evaluation element	Description
Inputs	Data collection Collected from BIG to analyse profile of investments by scale, type, geography
Activities	Project leader survey The response in first year (27 completed) has been disappointing and the overlap with HIE data should be reviewed. In future years, it require the survey to be shortened. In addition, it may be more suitable to gather this information by telephone, in order to minimise the reporting burden placed on community groups. Second tranche required in second year with more intensive follow up? HIE monitoring data Requires access to and analysis of data collected
Outputs	User survey Analysis suggests that perhaps 20 of these would be needed. They will differ as the user groups are likely to be different, for example, communities, special interest groups, social businesses, trainees, schools etc. Case study visits 18 case studies completed and written up, with a further 2 to take place shortly – another 20 proposed for second phase. These can either be return visits or new ones
Outcomes (Year 1 baseline)	Baseline household surveys 100 households interviews to be conducted in 15 communities using telephone and face to face interviews (1500 interviews) 1,491 baseline interviews completed in 14 communities (15th currently under way) 7 community household surveys using face to face surveys and 8 by telephone Published baseline data

Evaluation element	Description
	review published data and identify which can be used as part of a baseline for all funded projects These provide a baseline of the community or neighbourhood conditions that the projects seek to address. Baseline is in 2006. They cover employment, housing, crime, health, skills and education by ranking datazone areas
Process	Consultations with stakeholders and with delivery partners Consultations to be agreed at next steering group meeting

Source:SQW

- 1.13 The relationship between the various tools and the specific areas of information that they seek to cover is shown diagrammatically in Figure 1-1 Evaluation methodology.

Figure 1-1 Evaluation methodology



Source: SQW...

Website development

- 1.14 An outline GCA evaluation **website** has now been set up, and can be viewed at: <http://www.sqw.co.uk/gca/>. Initial feedback has been received from BIG, and the site has been refined accordingly. The issue of password protection should be discussed at the next steering group meeting.

Report structure

- 1.15 This is a long report containing a wealth of information, some of it potentially difficult to navigate. We have structured it in the following way:
- Section 2 provides an overview of the policy context underpinning GCA, and signposts some of the relevant literature
 - Section 3 provides the underpinning theory behind the evaluation, explaining the importance of evaluation structure (inputs, activities, outputs, outcomes)
 - in Section 4 we set out some of what we know about inputs, activities and outputs
 - Sections 5 to 11 address the main aim of phase one of the evaluation, which was to establish a baseline
 - Section 12 provides a thematic overview of general findings from our project leader survey and case study visits
 - Section 13 looks at how the programme has been delivered to date
 - in Section 14 we present some interim conclusions
 - finally, in Section 15 we set out the next steps for the evaluation.

2: GCA overview

Community ownership of assets: the policy context

- 2.1 In the four years leading up to the launch of GCA the UK saw an acceleration in policy initiatives encouraging community organisations to own and/or manage assets. Different policy priorities emerged across different parts of the UK.
- 2.2 In Scotland the 2003 Land Reform Act has been the key initiative, giving communities the right to buy land and buildings in certain circumstances. More recently, in 2008 the Convention of Scottish Local Authorities (COSLA) announced a joint agreement between central and local government concerning community empowerment, with an intention that the forthcoming Community Empowerment Action Plan should include direct support for community groups in order to help them own assets.

The land reform agenda in Scotland

- 2.3 The land reform agenda plays an important role in the history leading up to GCA. The first community buyout of land by the Assynt community in the early 1990's, and the successful purchases of the Isle of Eigg and the Knoydart Peninsula in the late 1990's, marked a turning point in the history of land ownership in Scotland. These major community land purchases were undertaken primarily to address a lack of investment and co-operation on the part of private landlords, which not only prevented community development, but over the years had led to deteriorating infrastructure and quality of life for its residents.
- 2.4 The establishment of a new Community Land Unit (CLU), based within Highlands & Islands Enterprise, was announced at the ceremony to hand over Eigg to the newly constituted Trust in June 1997. The new unit had the aim of supporting communities in the ownership and management of land assets and to support the sustainable management of these resources. In 1998, the CLU recruited three full-time staff and a further community land adviser was recruited in January 2000. The first CLU assisted purchase was made by the Abriachan Forest Trust in March 1998 with £30,000. In March 1999, CLU provided £75,000 in a total of £750,000 for the community's purchase of the Knoydart estate.
- 2.5 The Land Reform Policy Group made recommendations in 1999 which created a framework for significant change with a major cross-cutting programme of land reform legislation and associated reform and modernisation. The Land Reform Act was introduced in 2003. This has transformed Scottish legal ownership and land management, giving far greater powers to communities and individuals and a greater say in how land is used and managed.
- 2.6 The Land Reform Act consists of three main parts:
 - Part 1: right of responsible access
 - Part 2: community right to buy (of most direct relevance to GCA) – this right can only be activated once a landowner has indicated that the land in which there is a

registered interest is to be sold, and the community body is expected to have already registered an interest in the land they wish to purchase. When any registered land is to be sold, the owner must inform Ministers and the community body that they intend to sell the land; the community body will then have a maximum of 30 days to decide whether it wishes to proceed with the right to buy

- Part 3:crofting community right to buy.

2.7 Part 2 of the Land Reform Act gives communities the legal means for communities to purchase land, but this is not the end of the story: the financial wherewithal also has to be found. In 2001, the CLU and HIE, in partnership with Scottish Enterprise, bid for and succeeded in winning the contract to deliver the Scottish Land Fund - money made available by the Big Lottery Fund (then the New Opportunities Fund) to support community land purchases throughout Scotland. The Fund provided a substantial new source of revenue for communities, increasing the potential number and scale of purchases and also generating new publicity for the community ownership model. The success of the Scottish Land Fund subsequently led to the introduction of Growing Community Assets.

The Quirk Review

- 2.8 One of the key documents of relevance to the present evaluation is the Quirk Review², published by the Department for Communities and Local Government in 2007.
- 2.9 The rationale for the review was the recognition that community organisations can realise potential by taking on the management and ownership of community assets. The review looks at the barriers which may be standing in the way of more communities managing and owning assets and recommends ways in which an environment can be created to encourage more community management and ownership of assets.
- 2.10 The starting point is not the community ownership of assets but the overriding goal of community empowerment. It argues that there is a clear relationship between active community involvement and economic development.
- 2.11 The report points out that owning an asset can give individuals greater confidence to plan their futures. It concludes that what is required is not legislation, but guidance: people need to understand how to use existing powers better. This requires the publication of guidance and a major campaign to ‘spread the word’ supported by the dissemination of good practice.

Community Empowerment Action Plan

- 2.12 The Community Empowerment Action Plan³ (CEAP) was announced by the Scottish Government in March 2009, at the time of writing this report. The Plan sets out eight specific actions that will help to build capacity to deliver empowerment, one which is “support for communities to own assets”.

² “Making Assets Work: The Quirk review of community management and ownership of public assets” – Department for Communities and Local Government, May 2007

<http://www.communities.gov.uk/publications/communities/makingassetswork>

³ <http://www.scotland.gov.uk/Publications/2009/03/20155113/0>

- 2.13 The CEAP notes that “asset ownership won’t be the answer for all communities, depending on their circumstances and their own wishes, but it can be very powerful”. It notes that the potential key impacts of asset ownership include tangible results such as providing revenue for community organisations to make them sustainable, but also that “working towards asset ownership can be a fantastic catalyst for the group growing and maturing”. The CEAP highlights several examples of successful asset owning communities, including Gigha Heritage Trust and Cordale Housing Association.
- 2.14 It also points out that taking on the ownership of assets can also be risky and complicated: there are “important questions of principle and practice that have to be carefully considered in relation to asset ownership, for example if an asset is to be transferred from public sector ownership into community ownership there are important considerations like value for money and accountability to the public which have to be looked at carefully. In any circumstance where a community takes on an asset the issue of identifying and securing ongoing revenue streams to develop and maintain the asset is critical; otherwise communities find themselves stuck with a liability rather than an asset.”
- 2.15 The CEAP states: “we will invest resources in new work that will help to overcome some of these barriers to ensure that community asset ownership happens in a way that benefits communities”. It then commits the Government and COSLA to working with colleagues in the third and public sectors to:
- highlight examples where assets have been successfully transferred from local authorities to community groups
 - highlight examples where local authorities have developed a strategic approach to community asset ownership
 - issue revised guidance to local authorities on disposing of assets at less than best consideration
 - develop a toolkit that helps people to assess the risks and benefits of community asset ownership
 - work with Big Lottery Scotland, in the context of their consultation on the future programme and Ministerial directions, to learn from the Growing Community Assets programme and consider future support for community asset ownership.
- 2.16 The impression given by the CEAP is that, while Scottish Government policy clearly states support for community ownership of assets, it is proceeding cautiously with this agenda.

The risks and benefits of community ownership of assets

- 2.17 A recent literature review by the Joseph Rowntree Foundation (JRF)⁴ notes that there is very little published evidence on the risks and barriers connected to the community ownership or management of assets. The available evidence highlights concerns about the liabilities of asset management, the imposition of rules by local authorities that effectively prevent community

⁴ “Community Ownership and Management of Assets” – Joseph Rowntree Foundation, December 2008

organisations benefiting from revenue streams that they derive from an asset, and the dilapidated condition of some assets.

2.18 The *potential* benefits of asset management and ownership have been widely rehearsed. For example, a review of the effects of land reform on rural Scotland has highlighted that evidence of the impacts of land reform are as yet scarce, but the types of potential benefits associated with community ownership are often identified (if not quantified) by communities themselves and include:

- ownership may offer **greater security** than a tenancy or an informal arrangement for usage, allowing users to plan better for the future
- ownership may offer **greater freedom** to use an asset for more diverse purposes, opening up opportunities for infrastructure improvements and new production or consumption activities
- ownership may facilitate **access to greater funding**, through financial gearing/leverage from a collateral base, thereby enabling more ambitious development
- ownership may **encourage social networking** that was inaccessible to private or public landlords but which may deliver efficiencies in local service delivery and business development
- ownership may allow more of the **surplus (profit) from wealth-creating activities based on the asset to be retained** within a community, raising local incomes and employment both directly and indirectly through multiplier effects
- ownership may promote **community cohesion** and pride through building confidence and a sense of self-worth through control of an asset, particularly if it has iconic, symbolic status that can act as a focal point for community organisation
- ownership, or rather the transition process to ownership and the need to self-organise as an empowered community, may engender a **cultural transformation** that encourages greater transparency and accountability in decision making and greater maturity in interacting with other bodies⁵.

2.19 The Development Trust Association (DTA) sees asset ownership as a means to achieve long-term social, economic and environmental improvements. It argues that there are multiple benefits arising from assets that can provide a means to support communities, including⁶:

- enabling community organisations to earn an income for reinvestment in the community
- supporting the delivery of a range of local activities (e.g. small business support, leisure, housing, retail and other locally appropriate services)

⁵ “Monitoring and Evaluating the Effects of Land Reform on Rural Scotland: a Scoping Study and Impact Assessment” – Macauley Land Use Research Institute for the Scottish Government, 2008 [our emphasis]

⁶ “Community Asset Ownership: DTA’s position statement” – Development Trust Association, March 2008

- assisting improvements in local partnership working where community organisations have more tangible resources to bring to the negotiating table
 - assisting locally in network and skills development, fostering community enterprise and building social capital.
- 2.20 The JRF review notes that the lack of evidence on the benefits of community ownership and management of assets leaves certain key questions unanswered, particularly in relation to: the distinction between organisational and community benefits; the optimum conditions for achieving either or both; the characteristics of communities in which asset ownership and management is most likely to work; and the actual impact of asset ownership on organisational independence. It notes:
- There appears to be little multi-variant research that looks at combinations of factors leading to better technical asset management or better outcomes for local residents. This is likely to remain the case without adequate investment in long-term research that can track neighbourhood and organisational changes⁷.*
- 2.21 BIG's commissioning of the present evaluation, while couched in slightly different terms, represents an important and timely opportunity to address the evidence gap highlighted by the JRF. Over the duration of the evaluation we hope to identify whether the potential benefits of community ownership of assets are being realised, and to what extent.

Programme rationale and objectives

- 2.22 The hypothesis is that by owning assets, communities will be able to produce better social, economic and environmental outcomes than would be achieved otherwise. This approach fits with the wider UK government interest in the role of social and community enterprise in promoting regeneration and is a theme identified in the Lyons Report 2004 and more fully in the Quirk report in 2007. However, there are major barriers to achieving it. These can be summed up as:
- access to funds
 - access to information
 - co-ordination challenges
- 2.23 The rationale for the Programme is that while policy papers recognise the potential contribution of community ownership to a number of development objectives, there are a number of significant barriers. Without addressing these barriers, communities will either not have the opportunity to benefit from ownership, or would lack the support and information that will translate ownership to benefit.
- 2.24 The GCA programme has been set up to meet this challenge. While the most obvious contribution is through the provision of funds, the Programme also (via specialist support teams) provides information and helps groups to co-ordinate activities, creating a platform for community ownership. It provides funding for purchasing or refurbishing assets or for related

⁷ "Community Ownership and Management of Assets" – Joseph Rowntree Foundation, December 2008

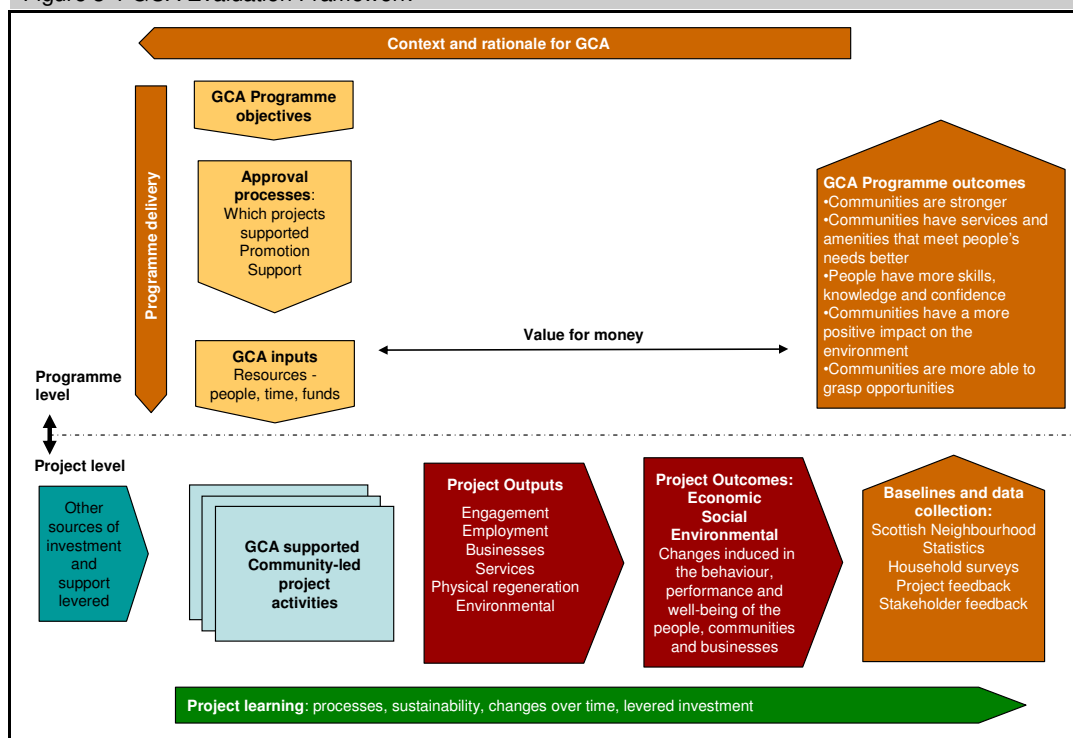
activities including feasibility and technical studies or to employ project managers to help communities to get as much benefit from the investment as possible.

- 2.25 GCA should enable communities to have more control and influence over their future development through owning and developing their local assets. Assets can be used to generate income streams and provide quality services and amenities that are viable in the long term, with resulting impacts on community income, employment and enjoyment. In turn it is hoped that people will be encouraged to become more actively involved in their communities, taking part in decisions on how local assets are used and working together to address local needs.
- 2.26 To encapsulate these aims, GCA specifies five outcomes (set out fully in Annex A). Project proposals were required to demonstrate that they would meet at least one of the following:
- **communities are stronger, with shared aspirations and the ability to achieve these together**
 - **communities have services and amenities that meet people's needs better and are more accessible**
 - **people have more skills, knowledge and confidence, and opportunities to use these for the benefit of their community**
 - **communities have a more positive impact on the local and global environment**
 - **communities are more able to grasp opportunities, and are more enterprising and self-reliant.**

3: Evaluation structure and theory of change

- 3.1 The preceding chapters have set out the policy context, rationale and objectives of GCA. The remainder of the chapter uses a “theory of change” approach to describe how the Programme is expected to deliver changes in the conditions within communities. The structure of the evaluation is shown in Figure 3-1.
- 3.2 Starting in the top left corner, the Programme sets objectives, approves investments and provides the inputs to the process. This element is programme delivery. At the bottom left corner the individual projects are supported, providing a range of “activities” through the investment. These include enabling asset ownership of different kinds, feasibility studies and project support. These project activities create a series of outputs which cover community engagement, employment, business, new services, physical development and environmental improvements.
- 3.3 These outputs are, in turn, expected to lead to “outcomes”. These are longer term effects of the investment and directly reflect the objectives set out by GCA. They include changes in community capacity, skills and learning, entrepreneurship, empowerment and environmental effects. These are related to baseline conditions collected from the community and through published statistics at a project level. Moving up the right-hand side of the diagram, the project outcomes can be aggregated to a Programme level for GCA and these outcomes can be related to the initial inputs to assess value for money and to the context and rationale that underpins the investment.

Figure 3-1 GCA Evaluation Framework



Source: SQW

Inputs

- 3.4 These are the resources that go into a programme. The full GCA Programme is investing £50 million of its lifetime.

Activities

- 3.5 These are the specific Programme investments that are made using the inputs. These are presented in the following section of the report. The activities will be captured as the profile of investments made. This includes:

- number of projects
- the types of projects
- geography
- types of community
- scale of investments

- 3.6 These are the activities or interventions that BIG expects to deliver the outputs and outcomes described later. The data for these comes from monitoring information collected by HIE as the delivery partner and by BIG.

Outputs

- 3.7 These are the quantifiable results of the programme's activities, distinguishing between 'gross outputs' and 'net outputs'. Gross outputs are the direct, tangible results that arise from a programme's activities (e.g. number of people trained, number of people employed), Net outputs are only those outputs which are 'additional'. This means that they can be attributed directly to the programme activities AND are in addition to those that would have occurred in the absence of the programme anyway.
- 3.8 The main outputs relate to the direct effects of the investment and the way that assets are being developed. There are outputs that relate to the engagement of the community and to their *type* of engagement. These outputs should be collected through monitoring data and the project leader survey. A list of suggested output indicators is set out in the following Table 3-1.

Table 3-1: Output indicators

Engagement

- Number of people in the community engaged (management, ad-hoc, volunteer, meetings)
- Level of use of the service/facility provided by the project (number of attendances and users)
- Diversity of users (profile)
- Events held (description)

Employment/economic

- Number of jobs supported (full and part-time) (directly in delivering project)
- Number of new businesses as a result and employees
- Number of people receiving work experience
- Number of people receiving training (number, hours and description of training)
- Number of visitors attracted to the area attributable to the project
- Leveraged investment (private/public sector)

Physical development

- Area of landscaping work (area and description)
- Improvements to buildings (description)
- Hectares of land in productive community use (area and description)
- New Community buildings achieving Building Research Establishment A or B ratings
- Metres of paths created or improved (including cycling)

Services

- Number and scale of new services developed or provided (description and scale)
- Number of people in businesses occupying space (and number of people employed in them)

Environment

- Energy efficiency activities (description and scale)
- Increases in use/production of renewable energy (description and scale)
- Tonnes of waste diverted from landfill (tonnes)

Source:SQW

- 3.9 Within this report there are relatively few outputs that can be measured given that many of the projects under construction or just starting. Future reports will use a combination of the monitoring data and the case study visits to collect gross and net project outputs.

Outcomes

- 3.10 The range of outputs described in the previous section is expected to lead to changes in the “condition” of the community. The five outcomes identified by GCA were discussed earlier. In this section we set out a series of indicators from the research that can be used to provide a baseline that is relevant for the Programme and also a number of project specific outcomes indicators that will help directly attribute benefits to the investment.

Table 3-2

Outcomes	Baseline indicator	Project indicator (from survey)
Outcome 1: Communities are more able to grasp opportunities, and are more self-reliant		<ul style="list-style-type: none"> Percentage of projects stating that the project is "already financially self-sufficient" Have you or anyone in your household worked together on an activity with other community members? Have you or anyone in your household developed new skills? Have you or anyone in your household made any new business contacts? Have you or anyone in your household undertaken any paid work?
Outcome 2: Communities are stronger, with shared aspirations and the ability to achieve these together	<ul style="list-style-type: none"> Do you feel you can influence decisions made by your local organisations that affect your area? Do you feel well informed about local affairs? Are you a member of any community group(s)? Do you trust your neighbours? Do any of the following statements apply to you? "I have the skills to start a business" Are you currently taking part in any of forms of education, classes or training? Crime deprivation indicator 	<ul style="list-style-type: none"> Have you taken part in any discussions relating to the project? Do you visit, use or play a role in the project? As a result of the project, have you or anyone in your household made any new friends or social contacts?
Outcome 3: Communities have services and amenities that meet people's needs better and are more accessible	<ul style="list-style-type: none"> On a scale of 1 to 5, how would you rate the following in your local area? Are there any services on this list that you find hard to get to when you need to use them? Housing deprivation indicator 	<ul style="list-style-type: none"> As a result of the project, have you or anyone in your household been able to access a new service or amenity? Are there plans for the project to become financially self-sufficient in the future? Percentage selecting "already financially self-sufficient"
Outcome 4: People have more skills, knowledge and confidence, and opportunities to use these for the benefit of their community	<ul style="list-style-type: none"> Are you currently taking part in any forms of education, classes or training? Do any of the following statements apply to you? "I have the skills to start a business" Have you given up any time to help as an organiser/volunteer in the past 12 months? Education, training and skills deprivation indicator Employment deprivation indicator 	<ul style="list-style-type: none"> Over the last year, have you developed any new skills through activities within the community Do you visit, use or play a role in the project? Percentage of respondents that are directly involved as a volunteer/employee/business related to the project As a result of the project, have you or anyone in your household worked together on an activity with other community members? As a result of the project, have you or anyone in your household developed any new skills? As a result of the project, have you or anyone in your household learnt anything new?
Outcome 5: Communities have a more positive impact on the local and global environment	<ul style="list-style-type: none"> How much of the following has your household recycled in the last month Do you take active measures to reduce your energy consumption/ household waste? Do you take active measures to avoid travelling by car? 	<ul style="list-style-type: none"> As a result of the project, have you or anyone in your household gained a greater understanding of environmental issues?

Source: SQW

Aggregating the project results for the Programme

The outcome data is collected at a project level using a household survey and published figures for the “data zone” that the project is based in from the Scottish Neighbourhood statistics. To provide an overview of the Programme, the individual projects should be aggregated. This is not straightforward for some of the measures which may for example use changes in percentages. There are also challenges in extrapolating from the projects where there is good data to those where there is not.

Assessing impact

Impacts are the broader, longer term change that arises from the project outcomes. They may comprise a mixture of social, economic and environmental improvements for the local community, some of which will be more measurable than others.

In determining impact, it is important to consider value for money. Value for money is broadly assessed as the outcomes that can be attributed to the Programme relative to the initial investment - the greater the contribution to these outcomes the better the value for money. On its own this does not provide a very good measure. It requires some context or benchmark to determine whether, relative to other intervention programmes, this represents a cost effective way of achieving these outcomes. The outcomes themselves are likely to be a mixture of social, economic and environmental benefits some of which will be more measurable than others. The nature of the benefits is also over a long period of time and it will be important to ensure that the longer term effects are included.

4: Inputs, activities and outputs

Inputs

How much is being spent?

- 4.1 The total pot of funding available in the GCA programme is £50m. At the time of writing this report, GCA had funded a total of 74 projects to the tune of over £23m. (An awards committee met recently, and further projects are due to be announced shortly.) The grants vary significantly in size, as shown in Table 4-1.

Table 4-1 Size of GCA grants awarded to date

Size of GCA grant	No. projects
More than £1 million	1
Between £500,000 and £1 million	17
Between £250,000 and £499,000	8
Between £100,000 and £249,000	27
Between £50,000 and £99,000	7
Less than £50,000	14
Total projects funded to date:	74

Source: Big Lottery Fund – GCA Approvals, February 2009

- 4.2 Just over 28% of awards are less than £100K; one third between £100K and £0.5m; while just under a quarter have a value of more than £0.5m.
- 4.3 The largest project, the community purchase of the South Uist estate (including Benbecula and Eriskay), received £2,251,566 from GCA. The smallest award to date is for the Silverburn project, at £19,470, to help develop a village hall facility.
- 4.4 Of course, what this data does not tell us is the total size of each project once other funding sources have been taken into account. In some cases GCA may form the greater part of overall funding; in others it may represent only a small part of the wider cocktail of funding.

Activities

- 4.5 Activities are the specific programme investments that are made using the inputs. They are the interventions that BIG expects to deliver the outputs and outcomes described later.
- 4.6 A basic analysis of the list of projects funded to date enables us to break down the types of activity that GCA has funded. This is shown below in Table 4-2. We have applied our own typology, and it may be that this list will change by the time the final awards have been made.

Table 4-2 Types of activity funded by GCA

Type of activity	Number of projects
Buildings (new build)	13
Buildings (purchase)	8
Buildings (refurbishment)	20
Employ person (e.g. development officer)	5
Energy (e.g. wind turbines)	8
Environment	1
Land development	8
Land purchase	3
Social enterprise	2
Technical Assistance	3
Transport	4
Total projects	74

Source: SQW analysis of BIG data

- 4.7 What is immediately obvious is the significant proportion of projects – 55% - that are directly concerned with buildings, while only 15% involve the purchase or development of land. This immediately distinguishes GCA from the Scottish Land Fund. A feature of GCA is that it has been supporting projects to purchase (or develop) buildings on a site previously bought using an SLF grant.
- 4.8 Other notable features is that only one project to date has the environment as its primary focus of activity; this is an environmental recycling centre in West Dunbartonshire. However, as we will discuss later, environmental benefits are a spin-off of a high proportion of projects.
- 4.9 As we will see, the type of activity funded does not necessarily give us insight into the outcomes that projects will achieve. Activities are a means to an end, not the end itself.

Where are the projects located?

- 4.10 In Table 4-3 we summarise the number of projects funded in each of the 32 local authority areas. This shows a wide distribution across Scotland, with 39 projects (54% of the total) being located in the Highlands & Islands Enterprise area (shown in the shadowed boxes).

Table 4-3 GCA projects by local authority area					
Local authority	Projects funded	Local authority	Projects funded	Local authority	Projects funded
Aberdeen City	1	Edinburgh City	2	Perth & Kinross	2
Aberdeenshire	2	Falkirk	0	Renfrewshire	0
Angus	0	Fife	2	Scottish Borders	2
Argyll & Bute	12	Glasgow City	7	Shetland Islands	0
Clackmannanshire	0	Highland	15	South Ayrshire	2
Dumfries & Galloway	4	Inverclyde	0	South Lanarkshire	2
Dundee City	0	Midlothian	4	Stirling	0
East Ayrshire	1	Moray	0	West Dunbartonshire	1
East Dunbartonshire	1	North Ayrshire *	0	Western Isles	10
East Lothian	0	North Lanarkshire	1	West Lothian	1
East Renfrewshire	1	Orkney Islands	2	TOTAL	74

Source: SQW analysis of BIG data
Part of North Ayrshire Council falls under the HIE remit

Community characteristics

Urban/rural

- 4.11 One of the key elements that distinguishes GCA from the SLF is its wider scope, encompassing urban as well as rural areas. One of the main challenges arising from this, as we will discuss later in this report, is the fact that in rural areas – particularly islands – it is significantly easier to define community boundaries than it is in urban areas. Whilst GCA did not ask communities to define their boundaries, it is useful to know for the purposes of gathering local monitoring data.
- 4.12 Comparatively few projects have been approved in high-density urban areas such as Edinburgh, Glasgow, Aberdeen and Dundee (see Table 4-3). There were very few applications from built up areas at the start of the fund but this has increased more recently. One possible reason for the slow start in urban areas may be the legacy of SLF funds and CLU support in rural areas. In these areas, a number of community projects had already reached the acquisition stage and GCA was therefore seen as a natural follow-on for acquiring development funding.

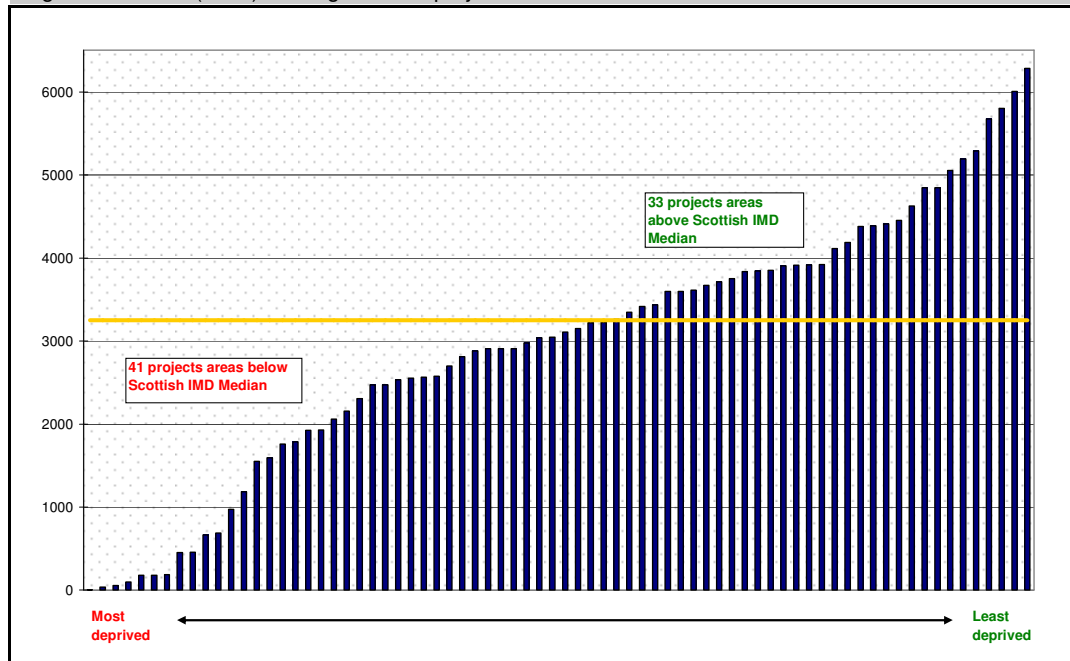
Deprivation

- 4.13 The Scottish Index of Multiple Deprivation (SIMD) provides a relative ranking of the data zones in Scotland from 1 (most deprived) to 6505 (least deprived) based on a weighted combination of data in the domains of Income, Housing, Health, Education, Skills and Training, Employment and Geographic Access and Crime.

4.14 The SIMD gives an overall indication of deprivation in a project community. As many of the projects have objectives related to reducing aspects of deprivation among communities, it is important that the variables used reflect this.

4.15 Figure 4-1 shows the relative position of the 74 project area data zones in terms of their rank in the SIMD. The chart shows that 55% of the project areas are ranked below the SIMD median (greater deprivation) and 45% are in areas of less deprivation.

Figure 4-1 SIMD (2006) ranking for each project area



Source: SQW analysis of Scottish Neighbourhood Statistics

Outputs

4.16 At this baseline stage the projects are not expected to have achieved many significant outputs. The methodology to date has not assembled these from the monitoring data held by HIE. However, the survey of project leaders, carried out in the summer of 2008 has identified some of the direct outputs, although it is important to stress that these are fairly incomplete, an issue that is raised in the first year conclusions. The outputs are organised under the headings set out in the evaluation structure, namely:

- Engagement
- Environment
- Physical development
- Services
- Employment/economic.

Engagement

4.17 The 27 projects that returned questionnaires reported that a total of 285 people were involved in the management of the projects. Furthermore, in the survey, project leaders reported that a total of⁸:

- 22,524 local people use the services/facilities on a regular basis
- a further 13,672 members of the community use it on an ad-hoc basis.
- almost 40,000 people from outside the specified community use the services or facilities⁹.

Table 4-4 Engagement with the projects

How many people.....	Total in 27 projects	Per project
in the community that owns the asset	153,490	6,673
involved in the management of the project	295	10
involved in ad-hoc assistance in running the project	262	10
attend project related community meetings	648	24
attend project related fundraising events	1,092	42
regularly volunteer for the project	446	17
from the community use the service/facility on a REGULAR basis	22,524	939
from the community use the service/facility on an AD-HOC basis	13,672	570
from OUTSIDE the community use the service/facility per annum ¹⁰	38,562.	1,483.

Source: Project leader survey

4.18 The Project Leader survey also reported that in 11 of the 27 cases local people had become *more* involved in community activity and /or volunteering, while a further 13 expecting this to happen. making a total of 24 of the 27 projects.

Table 4-5: Project Leader community engagement

	Has happened	Expect to happen
Local people will become more involved in community activity and/or volunteering	11	13

Source: Project leader survey

Employment and economic effects

4.19 The Project Leader survey collected views as to whether the projects had helped to establish new businesses, generated new sources of income for residents or new skills. Within the 27 responses there was evidence of each of these, but with more expected in the future.

⁸ These numbers includes project leaders' own estimates for projects that are not yet up and running.

⁹ This figure excludes one outlier (one individual island project stated that is has 160,000 users from outside the community per annum)

¹⁰ These figures excludes one outlier (one individual island project stated that is has 160,000 users from outside the community per annum)

Table 4-6: Business, income and skills expectations

	Has happened	Expect to happen
New businesses established	5	15
The project will provide new sources of income for local residents	7	11
Local people will develop new skills	11	12

Source: SQW survey 2008

In addition to the business and skills impacts highlighted it was also anticipated that many of the projects would create and/or safeguard jobs. The figures below are based on the responses to the project survey.

- **to date, projects estimated that 17 FTE jobs had been directly funded by public agencies and 37 other paid FTE jobs had been created to manage or run facilities or activities**
- **The total number of direct jobs associated with projects was expected to increase by 101 within 5 years**
- **15 jobs paid jobs had been safeguarded and a further estimated 614 indirect jobs supported because of the additional economic activity created.**

Voluntary posts were also created as a result of the projects:

- **72 unpaid voluntary posts were estimated by the projects to have been created to manage or run facilities or activities, with a further 46 indirect voluntary posts created**
- **Both these figures were expected to increase within 5 years (by 114 and 30 respectively).**

Physical development

- 4.20 Data on the contribution to physical development will be best sourced from the HIE monitoring when there is sufficient data. This covers a wider range of measures relating to landscaping, remediation, building space redeveloped etc. The project leader data provided to us is incomplete and does not provide an adequate overview of what has been achieved. In our conclusions we stress the importance of ensuring that these outputs are collected as a priority. This will be done over the second phase of the project

Access to services

- 4.21 As part of the project leader survey, projects were asked whether the investment would bring new services to the area. The effects are probably better measured through the responses to the baseline surveys and through the user surveys. However, from the projects themselves we note that of the 19 that have planned on introducing an increase in the range of services, seven have already done so and 12 are in the process of developing them.

Table 4-7 Which of the following impacts do you expect the project to bring to the local area?

	Has happened	Expect to happen
It will increase the range of services available in the area	7	12

Source: 2008 SQW survey of project leaders (27 respondents)

Environment

- 4.22 Many of the projects will produce environmental outputs. These include energy efficiency activities (description and scale), increases in use/production of renewable energy and tonnes of waste diverted from landfill. The responses to the project leader forms were not sufficient to assess progress against these, but fuller information should be available from the HIE monitoring data. As part of the second phase we would again stress the importance of identifying these outputs.

What would have happened without GCA funding?

- 4.23 It is important to understand what would have happened without GCA assistance, in order to establish the true impact the Fund has made. The evaluation therefore explores to what extent the reported outputs/outcomes would have been achieved without the GCA assistance (i.e. to what extent the outputs/outcomes are ‘additional’)
- 4.24 At a high level the project leader questionnaire gathered information on whether the overall project would have developed in the same way without GCA intervention. However, we are also interested in whether any of the reported outputs could have been achieved by other means. This will require evidence from the gross outputs (which will be improved), the user survey to assess the additional impacts on users, the project leader assessments and from the case visits. Together these sources will provide sufficient evidence to judge whether these outputs are additional.
- 4.25 This type of analysis will need to be carried out at a project level. At this baseline stage, we present only the project leader assessments. From the survey, if they had not received a GCA grant, just over half of the projects (14) thought that the project would have taken place, but it would have taken longer to come about. None of the projects ‘would have taken place in the same way regardless’, indicating a high level of additionality associated with the GCA support (see Table 4-8, below).

Table 4-8 In your opinion, what would have happened to the project if it had not received a GCA grant?

	Number of responses
An application would have been made to another funder	6
We would have raised the finance ourselves	1
The project would have taken place in the same way regardless	-
The project would have taken place but on a smaller scale	3
The project would have taken longer to come about	14
The project would have taken place but been of a poorer quality	3
The project would not have taken place at all	9

Source: 2008 SQW survey of project leaders (27 respondents) N.B. Respondents could select more than one option.

- 4.26 If the project had not gone ahead, most projects reported that the services they provide would not have been available through other sources. Others reported that some, but not all of the services would have been available through other sources or that local residents would have had to travel much further to access them.
- 4.27 There was evidence in almost all cases that without the project, the outputs would not have been achieved, that the assets would mostly have remained derelict or undeveloped and that the services proposed would not be available. Each case will need to be assessed on its own merits, but at face value this suggests that the GCA investments have made a difference to the level of activity (regardless of whether this leads to any significant changes in outcomes).
- 4.28 One of the issues that should be followed up as part of the second phase should be the change in the *quality* of the services available as well as the *range*. This would require information from both the user survey – discussed later – and the case studies. Some examples of the responses from the projects are shown in the following Table and this gives a sense of the changes that the projects make to services.

Table 4-9: Additionality of the range and provision of services

Comments
Scouts are already meeting in the church, and some others in hotels, pubs etc but these are not ideal. Conference facilities, Business development services, badminton, bowling, IT training and adult education classes are not currently in existence in the area.
The services would have been available in Castle Douglas, which is 8 miles away. Many residents would be reliant on infrequent bus services.
If we had not managed to buy or convert the hall, there is no other building in the vicinity which would have been able to provide the same facility.
No similar projects would generate income sales.
Some, but not all services would be available.
Not in the same way, synergy of being under one roof is key to the success of the project
Some, ie the more directly commercial aspects but not those that deal with social welfare, educational advancement, sport, play park, recycling facilities and sheltered housing.
Nearest similar facility is a 20 mile round trip
If our substantive project does not go ahead and this facility disappears there will be no venue in this part of Scotland

Comments

to access these types of activities. Similar services can be purchased at greater cost in the Glasgow area. The combination of travel distance and cost would deter many current users who are on a budget and in particular many local youth diversion and disadvantaged groups.

Private landlords have generally speaking been benign however beyond their very narrow sporting interests, little or no effort was made to invest or improve the other parts of the estate

Table 4-10: In your opinion, what would have happened to the project if it had not received investment

Comments

It would have been left undeveloped.

The land would have remained derelict.

The site had been empty for 25 years. It is likely that it would have been sold for speculative residential property.

The land would have been built on - new people would be welcomed in the village, but a piece of our heritage would have been lost and the opportunity to improve the village and strengthen the community would have been lost forever.

The wind turbines would not be built if the community did not purchase them. The land itself is not owned by the community. It is owned by private landowners, but an informal leasing arrangement in place.

Building would be demolished

There would have been very few opportunities for social and financial development within the community.

Would have continued to be a source of annoyance to residents

It remains vulnerable due to its enormous scale and the impact of the 3F's, (fuel, food and finance). Even when it is self sufficient it will remain vulnerable year-in and year-out. Community ownership increases the prospect that it will receive the level of support it deserves from a wide range of stakeholders.

The farmhouse would have fallen down and remained an eyesore and unused asset.

Would have been designated as PDA for housing in new local plan. Project influenced plan at draft stage to redesignate as PDA for mixed community/housing use.

The Centre was already owned, but in the absence of new investment there was (and still is if funds for the project are not forthcoming) a real risk that existing services would be lost

Prior to the formation of this group to "save" this facility it was the intention of East Ayrshire Council to close the Centre and declare it "surplus". The probability is that the ground would have been sold by the Council for housing and that the ski facility and the associated green space would have been lost to this community.

It would remain derelict or would have been sold to a private developer

It would have remained an agricultural field.

The asset would have been bought by a developer or private individual with no long term community benefit.

It would have continued to deteriorate.

The estate and lodge would have been purchased by a private buyer or company and would not have been available for the community at all.

It is likely that the decline of population and economic drift downwards would have accelerated. The Trust is in a better position than agencies in many ways to determine the local priorities and work in partnership to deliver within a shorter timescale.

Source: Responses to SQW survey 2008

5: GCA outcomes: setting the baseline

Why do we need a baseline?

- 5.1 All the funded projects are expected to contribute to the five GCA outcomes through their diverse range of activities. Whilst each project is unique and will be seeking to achieve different aims, it is useful to understand the wider context in which the projects operate. Developing a baseline allows us to identify themes and trends for each project area. This can highlight the issues affecting different areas and begins to help us see how different projects fit within the local context.
- 5.2 The data can also be updated in future years so that we can see how areas have changed and develop our understanding of how projects are impacting on their local area.

Methodology

- 5.3 In order to establish the baseline, we used a mixture of household surveys and existing published data. Further details about both of these evidence bases are provided below.

Household surveys

- 5.4 As part of this study, IBP were commissioned to carry out face-to-face surveys with households in fifteen of the case study areas. Surveys have been completed in fourteen areas and are in the process of being set up in the final area (Arrochar and Tarbet Three Villages Campus project). A list of the project areas involved in the household survey to-date is provided in Table 5-1. The surveys were staggered throughout the year (2008/09) and a total of 1,491 interviews were completed during this time.
- 5.5 The household surveys were used to gather wider community views about the local area and quality of life. The surveys also allowed us to establish how aware local residents were of the project and, over time, this will help to evidence the impacts that the project is having on households. It should be noted that individual projects were at different stages when the survey was carried out, with the majority of them not yet up and running.
- 5.6 For analysis purposes the projects have been categorised as ‘Urban’ (large urban areas and other urban areas), ‘Small Towns & Accessible Rural’ (accessible small towns, remote small towns and accessible rural) and ‘Remote Rural’ (remote rural) following the Scottish Government urban rural classification (for more information on this see annex C).

Table 5-1 : Project areas covered by the household survey

RELEVANT PROJECTS	Number of interviews completed
Urban projects	
Out of the Blue Drill Hall, Leith	150
LUV Farm Project, Govan	100
Balgonie Bleachfield Project	103
Midlothian Social Enterprise Centre	150
Small towns and accessible rural	
Route 81 - Garelochhead Youth and Community Centre	119
Silverburn Community Hall	103
Lamancha - Creating the Hub	100
Camglen Community Transport Initiative	158
Remote rural	
Dalmally Community Centre	75
Auchencairn Enterprise Centre	83
South Uist	109
North Harris community renewable energy project	90
Westray Community Wind Project	92
Ford Community project	59
ALL PROJECTS	1,491

Source: SQW Consulting/IBP Strategy and Research

Published data

- 5.7 Published data was gathered on all 74 projects areas that are part of the GCA programme to date. Due to space restrictions, we have only reported the published data findings for the fourteen projects where primary baseline data was collected in the main body of the report. Full breakdowns of the data gathered for all projects can be seen in annex C.
- 5.8 “Data zone” data is a key geographic area for Scottish Neighbourhood Statistics, although they are relatively new as a geographic area (it was only introduced in 2004). Since then the range of indicators available at this level has been steadily growing with indicators available under the a number topics relating to access to services, community care, crime and justice, economic activity, benefits and tax credits, education skills and training, health, housing, index of deprivation, physical environment and population.
- 5.9 They have increasingly become a core geography for statistics across most policy areas. The Scottish Government’s intention is to provide data across all Scottish Neighbourhood Statistics topics. However, it is recognised that not all data can be made available at this level for confidentiality reasons and this has resulted in the development of an intermediate geography based on an aggregation of data zones.
- 5.10 For the short term and until the intermediate geography level is available and fully developed, Scottish Neighbourhood Statistics will continue to provide statistics for 1999 electoral wards. However, the availability of ward level data will be limited as time progresses. The analysis

for this report therefore focuses on data zone statistics, rather than ward level data, in order to allow comparator work to be carried out in future years.

Scottish Index of Multiple Deprivation (SIMD)

- 5.11 The SIMD provides a *relative* measure of deprivation. In this report, we have looked at SIMD 2006 indicators in order to provide some context for the backgrounds against which the GCA funded projects are operating. A full explanation the SIMD and how it is built up can be found at www.scotland.gov.uk/Topic/Statistics/SIMD.
- 5.12 As well as looking at the overall SIMD rankings for the data zones, four of the SIMD domains, which relate to the GCA programme objectives, have been looked at in more detail. These are employment, crime, education and housing. Further details about each of these domains can be found throughout this chapter.
- 5.13 While these indicators provide a useful context, in most areas it is unlikely that the projects will be sufficiently powerful to make significant changes to them. In addition, the economic and social conditions that these indicators measure are influenced by a wide range of policies and social and economic activity. Even so, ultimately, the aim should be to demonstrate how these projects contribute to changes in these domains.

Indicators

- 5.14 In addition to looking at the SIMD, we have reported a range of selected indicators for each intended outcome. These indicators have been broken down into *area indicators* (which relate to the wider community and will be influenced by a wide number of factors, including project activities) and *project indicators* (which give a sense of some of the direct impacts that the project is having on the local area). During this baseline stage, we would expect the project impacts reported to be fairly low, since most of the projects are not yet up and running. However, over time, we would hope to see households reporting an increase in the level of benefits generated by the projects.
- 5.15 It is important to highlight that these statistics should not be considered in isolation. The indicators are just that: indicators. They form only one element of a larger research base which is being developed to help paint a picture of the areas being funded by the Growing Community Assets scheme. Furthermore we should highlight here that the intention of this exercise is not to create a league table of projects. Different projects will have very different aims and no project is likely to be aiming to influence all the indicators. The purpose of this exercise is simply to start to develop a picture of the wider context in which these projects sit.
- 5.16 The situation in any given community will be a complicated picture, made up of a wide range of contributing factors. The indicators merely provide an overview of some of the key variables and help to contribute to our greater understanding of the context in which projects are set.
- 5.17 Furthermore, whilst the indicators provide a baseline which can be revisited in future years, it is important to remember that the actual reference case (i.e. what would have happened if the community had not acquired the asset) may be different from the base case (the situation as it is at this point in time). If the community had not acquired the asset, it is unlikely that the

area would have remained exactly as it is at present. Whether the area would have improved or declined is very difficult to gauge. However, in areas where there has been a clear longer term trend of decline, or improvement, it is likely that this would have continued and the reference case would therefore be quite different from the base case.

6: Baseline: Outcome 1

Key Points

- **Employment opportunities varied widely across the project areas (the proportion of respondents rating them as “good” or “very good” ranged from 0% -35%**
- **None of the case study projects were yet financially self-sufficient**
- **The most common opportunity that community members had taken up was to “work together on an activity with other community members”, although this varied between project (Between 0% and 14% of those who were aware of their local GCA project said that the project had enabled them to work together with other community members)**

Communities are more able to grasp opportunities, and are more self-reliant

- 6.1 The Big Lottery Fund’s guidance to applicants states that to achieve this outcome, projects might:
- Enable communities to become stronger by generating both social and financial benefits from their asset
 - Help communities generate independent income streams through their assets, and enable them to develop plans to re-invest this in the community
 - Support and enable communities to develop business strengths, for example by entering into production or trading, or charging for services, products or workspace.

How do we know if this outcome is being achieved?

- 6.2 The Growing Community Assets Fund seeks to increase people’s chances in life, by improving access to opportunities. In order to understand whether or not this is being achieved, we therefore need to establish what opportunities community members are taking advantage of (as a result of the project), and to what degree the community are able to support their own aspirations.
- 6.3 Within the wider area, we can gauge economic opportunities by asking people to rate the level of employment opportunities available locally and also whether or not they think there are good opportunities for starting a business. Asking them whether or not they know someone who has started a business in the last two years also gives us a sense of the levels of exposure that community members have to self-enterprise.
- 6.4 This intended outcome is also about enabling communities to become stronger by generating social and environmental benefits from their asset, as well as economic opportunities. We

therefore asked households whether the project had created any opportunities for them to work with other community members, develop new skills or establish new business contacts. One of the key indicators for being able to do this in the longer term is that the project is financially self-sufficient.

- 6.5 The indicators shown in Table 6-1 were therefore chosen as relevant proxies for helping to establish changes in this area.

Table 6-1 : Indicators for outcome 1: Communities are more able to grasp opportunities, and are more self-reliant

Area Indicators (source)	Project indicators (source)
How would you rate employment opportunities in your local areas? (household survey)	Are there plans for the project to become financially self-sufficient in the future? Percentage stating that the project is "already financially self-sufficient" (project leader survey)
There are good opportunities for starting a business where I live in the next 6 months (household survey) <i>Benchmark: Global Entrepreneurship Monitor Scotland (2006)</i>	As a result of the project, have you or anyone in your household worked together on an activity with other community members? (household survey)
Do you know someone who has started a business in the last two years (household survey) <i>Benchmark: Global Entrepreneurship Monitor Scotland (2006)</i>	As a result of the project, have you or anyone in your household developed new skills? (household survey)
	As a result of the project, have you or anyone in your household made any new business contacts? (household survey)
	As a result of the project, have you or anyone in your household undertaken any paid work? (household survey)

Source: SQW Consulting

Area indicators

- 6.6 Employment opportunities varied widely across the project areas (the proportion of respondents rating them as "good" or "very good" in their area ranged from 0% to 35%). Overall, employment opportunities scored highest in urban areas, with rural areas much more likely to report these as "poor" or "very poor". Furthermore, particularly in rural areas, this factor was perceived as having "got worse" over the past three years.
- 6.7 The proportion of respondents agreeing that there were good opportunities for starting a business where they live in the next six months also varied significantly between project areas (0%-25%). The level of existing self-enterprise was also evident from the household survey. People in remote rural areas were generally the most likely to know someone who had started a business in the last two years.

Table 6-2 Area indicators

	% rating employment opportunities in their local area as “good” or “very good”	There are good opportunities for starting a business where I live in the next 6 months	Do you know someone who has started a business in the last two years?
Urban projects			
Out of the Blue	35%	11%	6%
LUV Farm	14%	0%	4%
Balgonie	2%	1%	3%
McSence Enterprise Centre	6%	7%	12%
Small towns and accessible rural			
Route 81 Project	15%	1%	3%
Silverburn Community Hall	3%	8%	22%
Lamanca - The Hub	1%	2%	16%
Camglen CTI	15%	0%	1%
Remote rural			
Dalmally Community Centre	5%	0%	3%
Auchencairn Enterprise Centre	5%	17%	23%
South Uist	7%	6%	8%
North Harris renewable energy	0%	6%	3%
Westray Community Wind Project	11%	25%	33%
Ford Community project	8%	5%	10%
National average*		25%	26%

Source: SQW/IBP Household Survey in project area; *Global Entrepreneurship Monitor Scotland (2006)

Project indicators

- 6.8 None of the case study projects were yet financially self-sufficient. This is unsurprising given they only started recently. However, of the seven baseline projects that responded to the project leader questionnaire, all of them had plans in place for the project to become financially self-sufficient in the future.
- 6.9 Many of the projects were already creating opportunities for the local community, either through the planning and development of the project or, for those which are already up and running, through the services and amenities it provides. The most common opportunity that people had taken up was to “work together on an activity with other community members”. A full breakdown of the opportunities that people had taken advantage of as a result of the project are shown in Table 6-3.

Table 6-3 As a result of the project, have you...

	Worked together on an activity with other community members?	Developed new skills?	Made any new business contacts?	Undertaken any paid work?
Urban projects				
Out of the Blue	5%	8%	3%	0%
LUV Farm	1%	1%	1%	0%
Balgonie	3%	0%	0%	0%
McSence Enterprise Centre	0%	0%	0%	0%
Small towns and accessible rural				
Route 81 Project	2%	0%	2%	2%
Silverburn Community Hall	7%	2%	0%	2%
Lamanca - The Hub	12%	5%	8%	0%
Camglen CTI	0%	0%	0%	0%
Remote rural				
Dalmally Community Centre	0%	0%	0%	0%
Auchencairn Enterprise Centre	14%	4%	2%	0%
South Uist	0%	0%	0%	0%
North Harris renewable energy	0%	0%	0%	0%
Westray Community Wind Project	0%	0%	0%	0%
Ford Community project	7%	0%	0%	0%

Source: SQW/IBP Household Survey in project areas (The response rates shown are percentages of those who were aware of the project, rather than for the community as a whole).

7: Baseline: Outcome 2

Key Points

- **The proportion of people that had given up time to help as an organiser/volunteer in the past 12 months varied between 6% and 49% across the project areas**
- **Awareness of projects is generally fairly high, although it does vary significantly between individual projects**
- **Engagement with project discussions varied significantly between individual projects. Between 5% and 80% of those who were aware of the project had taken part in discussions relating to it.**
- **Up to 10% were involved with the project as a volunteer although, again, this varied considerably between projects**

Communities are stronger, with shared aspirations and the ability to achieve these together

7.1 The Big Lottery Fund's guidance to applicants states that to achieve this outcome, projects might:

- Enable people in communities to become more involved in deciding how local assets (and any services delivered from them) are developed, used and managed
- Make communities stronger by enabling them to develop shared ambitions for their area, and a shared understanding of how it wants to achieve those aspirations
- Help people acquire the skills, knowledge, contacts and confidence (i.e. the social capital), as well as the physical and financial resources to achieve those ambitions.

How do we know if this outcome is being achieved?

7.2 The Growing Community Assets Fund is about empowering communities to work together to deliver positive outcomes themselves. At an area level, communities that are having say in local decision making and have people willing to get involved in local activities are more likely to meet this outcome. A further element of this outcome is having the social capital (in other words the skills, knowledge, contacts and confidence) to achieve these aspirations. Other indicators of a strong community include high levels of trust between community members and low crime rates. We have therefore also included these as areas indicators.

7.3 As can be seen under outcome 1, the majority of projects are already providing opportunities for community members to work together on activities. We were also interested to investigate how widely within the community the project had been discussed and whether it

was able to engage a large proportion of the local community with its activities. Other indicators that are useful for determining whether or not this outcome is being achieved include those that relate to the development of social capital.

7.4 A summary of the relevant indicators chosen for this outcome are provided in Table 7-1.

Table 7-1 Indicators for outcome 2: Communities are stronger, with shared aspirations and the ability to achieve these together.

Area Indicator	Project indicators
Do you feel you can influence decisions made by your local organisations that affect your area? Percentage reporting that they do not feel they have any influence at all (household survey) <i>Benchmark: English General household survey</i>	Have you taken part in any discussions relating to the project? (household survey)
Do you feel well informed about local affairs? Percentage reporting "yes" (household survey)	Do you visit, use or play a role in the project? (household survey)
Are you a member of any community group(s)? (household survey)	As a result of the project, have you or anyone in your household worked together with other community members? (household survey)
Do you trust your neighbours? (household survey) <i>Benchmark: Audit Commission Quality of Life indicators</i>	As a result of the project, have you or anyone in your household made any new friends or social contacts? (household survey)
In the last 12 months, have you attended any events organised by the local community? (household survey)	
Do any of the following statements apply to you? "I have the skills to start a business" (household survey) <i>Benchmark: Global Entrepreneurship Monitor Scotland (2006)</i>	
Are you currently taking part in any of these forms of education, classes or training? (household survey) <i>Benchmark: Scottish Household Survey (2003/04)</i>	
Crime deprivation indicator (SIMD)	

Source : SQW Consulting

Area indicators

7.5 Most of the respondents trusted their neighbours (over 90% of respondents in the majority of areas). From the surveys, it emerged that remote rural communities appeared to already be quite cohesive, with greater proportions of people reporting that they had attended events organised by the community in the past year. People in remote rural areas were also more likely to feel well informed about local affairs.

7.6 The evidence suggests that it is not just communities which already have high levels of community involvement that are being awarded GCA funding. The proportion of people that had given up time to help as an organiser/volunteer in the past 12 months varied between 6%-49% across the project areas. Across all projects, the proportion of people that were a member of a community group ranged from 17% up to 64%.

- 7.7 We also asked respondents whether or not they felt they could influence decisions made by local organisations that affected their area. The proportion of people who felt that they did *not* have any influence at all varied significantly (between 7% and 65%).
- 7.8 In terms of developing social capital, between 4% and 23% of respondents were involved with some form of education, classes or training. Across all project areas, on-the-job training was the most common form of skills development. Distance learning was also a popular option, particularly amongst respondents in rural areas. The high proportion of distance learning in some of the remote rural communities may also reflect a lack education and training facilities available locally. A full breakdown of the indicators is provided in Table 7-2, Table 7-3, Table 7-4.

Table 7-2 Area indicators: Do any of the following statements apply to you?

	I feel well informed about local affairs	I am a member of a comm. group	Have you given up any time to help as an organiser/volunteer in the past 12 months*	I trust my neighbours**	In the last 12 months, I have attended events organised by the community	I have the skills to start a business***
Urban projects						
Out of the Blue	28%	18%	12% (24%)	55%	20%	26%
LUV Farm	61%	21%	19% (21%)	66%	55%	2%
Balgonie	44%	31%	13% (23%)	99%	73%	12%
McSence Enterprise Centre	81%	17%	11% (23%)	95%	45%	3%
Small towns and accessible rural						
Route 81 Project	71%	24%	11% (35%)	92%	30%	3%
Silverburn Hall	69%	26%	31% (23%)	92%	62%	12%
Lamancha	62%	37%	20% (27%)	96%	45%	29%
Camglen CTI	68%	29%	12% (21%)	87%	41%	0%
Remote rural						
Dalmally Community Centre	49%	20%	25% (35%)	72%	53%	7%
Auchencairn Enterprise Centre	94%	39%	30% (27%)	99%	86%	30%
South Uist	48%	17%	6% (27%)	82%	20%	17%
North Harris	62%	23%	7% (27%)	97%	47%	7%
Westray Wind Project	93%	46%	34% (42%)	98%	71%	3%
Ford Community project	90%	64%	49% (35%)	97%	76%	10%
Benchmark			23%*	99%**		48.5%***

Sources: SQW/IBP Household Survey in project areas, Numbers in brackets depict local benchmark for Local Authority level.
Benchmark sources: *Scottish Household Survey (2003/04), ** Audit Commission Quality of Life Indicators (English Average),
*** Global Entrepreneurship Monitor Scotland (2006)

Table 7-3 Area indicators: Do you feel that you can influence decisions made by local organisations that affect your area?

	I don't feel I have any influence at all in local decisions	I feel I can have very little influence	I feel I can have some influence	I feel I can have quite a strong influence	I feel I can have a very strong influence	Don't know
Urban projects						
Out of the Blue	59%	13%	15%	3%	1%	8%
LUV Farm	28%	17%	26%	9%	8%	12%
Balgonie	7%	12%	26%	3%	1%	51%
McSence Enterprise Centre	65%	13%	17%	1%	1%	3%
Small towns and accessible rural						
Route 81 Project	42%	13%	23%	13%	2%	8%
Silverburn Hall	38%	21%	26%	5%	3%	7%
Lamancha	14%	15%	36%	4%	2%	29%
Camglen CTI	65%	8%	12%	5%	1%	8%
Remote rural						
Dalmally Community Centre	36%	15%	17%	8%	8%	16%
Auchencairn Enterprise Centre	27%	20%	42%	6%	2%	2%
South Uist	37%	19%	17%	4%	1%	23%
North Harris	42%	22%	20%	1%	0%	14%
Westray Wind Project	42%	5%	37%	12%	1%	2%
Ford Community project	22%	14%	29%	22%	12%	2%
Benchmark*	27%*	20%	42%	6%	2%	2%

Source: SQW/IBP Household Survey in project areas, Benchmark sources * England General Household Survey (National average).

Table 7-4 Are you currently taking part in any of these forms of education, classes or training?

	None	On-the-job training	College course	University based course	Distance learning/ open university	School	Adult education or evening class	Help with reading/ writing /numbers	Other (please specify)
Urban projects									
Out of the Blue	87% (68%)	1% (15%)	3% (3%)	3% (9%)	2% (2%)	0% (0%)	3% (4%)	0% (0%)	1%
LUV Farm	80% (70%)	3% (17%)	6% (4%)	4% (6%)	0% (1%)	0% (1%)	7% (2%)	0% (0%)	0%
Balgonie	91% (71%)	2% (19%)	0% (4%)	1% (3%)	4% (2%)	0% (1%)	1% (2%)	0% (0%)	1%
McSence Enterprise Centre	93% (78%)	0% (13%)	2% (3%)	1% (2%)	1% (2%)	1% (1%)	2% (1%)	0% (0%)	1%
Small towns and accessible rural									
Route 81 Project	87% (74%)	3% (13%)	2% (4%)	1% (2%)	3% (3%)	0% (0%)	5% (5%)	0% (0%)	1%
Silverburn Community Hall	81% (78%)	4% (13%)	3% (3%)	4% (2%)	2% (2%)	1% (1%)	5% (1%)	0% (0%)	4%
Lamancha - The Hub	88% (78%)	3% (12%)	3% (3%)	0% (2%)	5% (2%)	0% (0%)	0% (2%)	0% (0%)	1%
Camglen CTI	89% (77%)	1% (14%)	1% (3%)	0% (3%)	0% (3%)	0% (0%)	6% (1%)	0% (0%)	3%
Remote rural									
Dalmally Community Centre	84% (74%)	5% (13%)	1% (4%)	1% (2%)	1% (3%)	1% (0%)	0% (5%)	0% (0%)	5%
Auchencairn Enterprise Centre	89% (77%)	4% (15%)	1% (2%)	2% (2%)	0% (2%)	1% (1%)	1% (3%)	0% (0%)	1%
South Uist	77% (79%)	5% (11%)	0% (3%)	0% (3%)	11% (2%)	0% (0%)	1% (3%)	3% (0%)	6%
North Harris renewable energy	96% (79%)	1% (19%)	0% (3%)	0% (3%)	2% (2%)	0% (0%)	1% (3%)	0% (0%)	0%
Westray Community Wind Project	92% (67%)	2% (22%)	2% (6%)	1% (2%)	0% (5%)	1% (0%)	1% (4%)	0% (0%)	0%
Ford Community project	78% (74%)	3% (13%)	2% (4%)	3% (2%)	7% (3%)	2% (0%)	3% (5%)	0% (0%)	2%
Benchmark (Scottish National average)	72%	16%	3%	4%	2%	1%	2%	0%	-

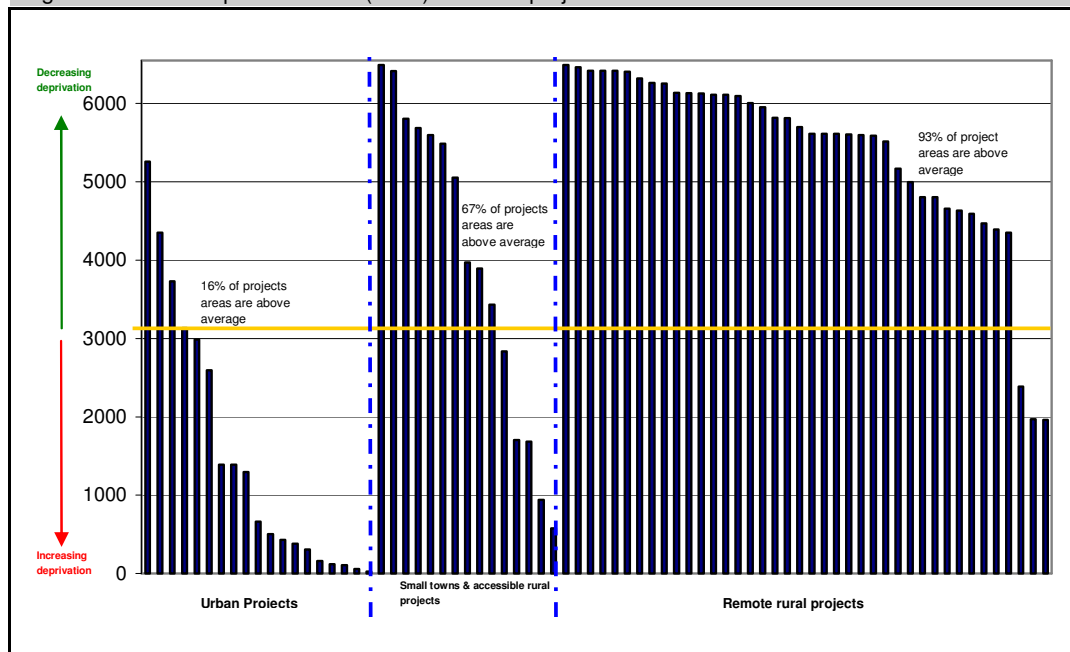
Source: SQW/IBP Household Survey in project areas. (Numbers shown in brackets depict the Local Authority level benchmark for that project area. Source: Scottish Household Survey, 2003/04)

7.9 Capturing a view of the crime profile in an area is also useful since crime relates to many key objectives across all projects such as community safety, happiness, cohesion, trust and empowerment.

7.10 The SIMD crime deprivation rankings are made up of five different indicators; the indicator counts are summed and divided by the total population for the data zone to create a domain score for each data zone. The five different indicators that make up the crime deprivation rankings are:

- domestic house breaking
- drug offences
- minor assaults
- crimes of violence
- vandalism

Figure 7-1 Crime deprivation rank (2006) for all 74 projects



Source: SQW analysis of Scottish Neighbourhood Statistics website: www.sns.gov.uk

7.11 Examining the crime deprivation ranking in each project area (Figure 7-1) reveals a noteworthy variance between different project locations.

- in 'urban' project areas on the whole there is high levels of crime deprivation, although the area rankings are quite dispersed as represented in the steep slow incline between the urban area rankings meaning that the GCA initiative is reaching a wide range of communities
- in 'small towns and accessible rural' project areas the crime deprivation rankings are quite dispersed as represented in the steep incline between the rankings, here again

GCA is reaching a wide range of communities and positively 67% of the project areas are over the Scottish median (decreasing deprivation)

- in 'remote rural' areas the crime deprivation rankings are very similar as illustrated in the mild incline between project area rankings. Over 90% of project area rankings fall above the median with many ranked very highly suggesting crime is not an issue.

7.12 A full breakdown of the crime deprivation indicators in each area is shown in Table 7-5.

Table 7-5 Crime deprivation indicators (Higher numbers depict lower deprivation)

Crime deprivation indicators	
Urban projects	
Out of the Blue	3731
LUV Farm	158
Balgonie	3132
McSence Enterprise Centre	307
Small towns and accessible rural	
Route 81 Project	5808
Silverburn Community Hall	3975
Lamanca - The Hub	6412
Camglen CTI	1704
Remote rural	
Dalmally Community Centre	5599
Auchencairn Enterprise Centre	4351
South Uist	5169
North Harris renewable energy	6113
Westray Community Wind Project	6419
Ford Community project	6137

Source: SQW analysis of Scottish Neighbourhood Statistics website

Project indicators

7.13 Perhaps unsurprisingly, given the lower density of buildings and the greater levels of community involvement, the awareness of GCA projects were generally highest in remote rural areas. Projects in remote rural areas had also engaged the largest proportions of people with project discussions.

7.14 For those that were aware of the project in each area, we asked whether or not they had taken part in any discussions relating to it, their current relationship with the project and whether or not the project had provided them with opportunities to strengthen their connections with other community members.

7.15 Although most of the projects are still in the development stage, or have just recently opened, almost all of them had created opportunities for residents in the wider community. As can be seen in Table 7-6, up to 31% of those that were aware of the project reported that they had

made new friends or social contacts as a result of it and up to 14% said the project had enabled them to work together with other community members.

Table 7-6: Project indicators

	Are you aware of the project?	If aware of project, have you taken part in any discussions relating to the project?	If aware of project, as a result of the project, have you worked together with other community members?	If aware of project, as a result of the project, have you made any new friends or social contacts?
Urban projects				
Out of the Blue	44%	5%	5%	24%
LUV Farm	88%	28%	1%	6%
Balgonie	39%	15%	3%	3%
McSence Enterprise Centre	17%	8%	0%	8%
Small towns and accessible rural				
Route 81 Project	47%	27%	2%	2%
Silverburn Community Hall	42%	16%	7%	9%
Lamanca - The Hub	59%	36%	12%	31%
Camglen CTI	5%	13%	0%	0%
Remote rural				
Dalmally Community Centre	65%	35%	0%	0%
Auchencairn Enterprise Centre	98%	48%	14%	19%
South Uist	46%	30%	0%	4%
North Harris renewable energy	28%	16%	0%	4%
Westray Community Wind Project	91%	29%	0%	1%
Ford Community project	95%	80%	7%	13%

Source: SQW/IBP Household Survey in project areas

7.16 We also asked respondents about their current involvement in the project. Table 7-7 shows that up to 10% were involved with the project as a volunteer, although this did vary considerably across projects. It should be borne in mind that many of these projects are not yet fully up and running and so it is to be expected that only a small proportion of the community (if any) are accessing these projects at present.

Table 7-7 Do you visit, use or play a role in the project? (for those that were aware of the project)

	Visit/ use occasionally	Visit/ use regularly	Directly involved as a volunteer	Directly involved as an employee	Directly involved in a business related to the project	Other
Urban projects						
Out of the Blue	27%	17%	0%	0%	0%	2%
LUV Farm	15%	3%	1%	0%	0%	0%
Balgonie	15%	8%	0%	0%	0%	0%
McSence Enterprise Centre	4%	8%	0%	0%	0%	0%
Small towns and accessible rural						
Route 81 Project	9%	0%	0%	0%	0%	0%
Silverburn Community Hall	9%	5%	9%	0%	2%	5%
Lamancha - The Hub	17%	22%	10%	0%	0%	2%
Camglen CTI	0%	0%	0%	0%	0%	0%
Remote rural						
Dalmally Community Centre	0%	0%	0%	0%	0%	0%
Auchencairn Enterprise Centre	22%	70%	4%	0%	1%	0%
South Uist	2%	2%	2%	2%	2%	2%
North Harris renewable energy	0%	0%	0%	0%	0%	0%
Westray Community Wind Project	0%	0%	0%	0%	0%	0%
Ford Community project	4%	4%	4%	0%	0%	0%

Source: SQW/IBP Household Survey in project areas N.B. Respondents could select more than one answer.

8: Baseline: Outcome 3

Key Points

- **In all areas, at least 11% of respondents found it difficult to access one or more services, highlighting the need for improved access to services**
- **Many of the projects that have started operating have already increased access to new services and amenities for people in their area (up to 16% of respondents in one area had been able to access a new service or amenity)**

Communities have services and amenities that meet people's needs better and are more accessible

8.1 The Big Lottery Fund's guidance to applicants states that to achieve this outcome, projects might:

- Help make community services and amenities more financially viable and stable, for example by developing their potential to generate income from different sources, or by reducing the costs associated with managing or running the asset
- Enable local people to provide financially sustainable opportunities, services or amenities that are important or needed in the community. Communities can use their assets to do this in different ways; some services might be operated from an asset, others might be persuaded by the community with income generated by the asset
- Provide opportunities, services or amenities that are specifically designed to meet the needs and circumstances of people, in a financially sustainable way. This might mean local people in general, or it might mean particular groups within communities. Such groups might include unemployed people, long parents, carers, older people, women or minority ethnic groups. Communities do not always have to deliver these services themselves, but can for example contract others to provide them
- Provide services and amenities that are more accessible. Communities might use or develop their asset to provide services, amenities or opportunities that are easier to get into, in a better location (for clients or for markets) or safer and more enjoyable.

How do we know if this outcome is being achieved?

8.2 At the heart of community asset ownership is the argument that it allows for improved services and amenities that are more suited to local needs. In order to gauge whether or not this is happening, we need to understand how people perceive services and amenities currently and which ones they find difficult to access.

8.3 Over time, this will help us to examine the degree to which gaps in service/amenity provision have been addressed and access has been improved as a result of the project.

8.4 We have also included housing deprivation data, which gives an indication of the level of housing in each area. The housing deprivation rank is made up of two different indicators. Both indicators are ranked, transformed to a normal distribution and then combined using weights generated by factor analysis to create the domain score:

- persons in households which are overcrowded
- persons in households without central heating.

8.5 Table 8-1 summarises the indicators that have been chosen to reflect progress towards outcome 3.

Table 8-1 Indicators for outcome 3 – Communities have services and amenities that meet people's needs better and are more accessible

Area Indicators	Project indicators
On a scale of 1 to 5, how would you rate the following in your local area, where 1 is very poor and 5 is very good? <i>(household survey)</i>	As a result of the project, have you or anyone in your household been able to access a new service or amenity? <i>(household survey)</i>
Are there any services on this list that you find hard to get to when you need to use them? Percentage selecting "None of these" along with the top two responses <i>(household survey)</i>	Are there plans for the project to become financially self-sufficient in the future? Percentage selecting "already financially self-sufficient" <i>(project leader survey)</i>
Housing deprivation indicator <i>(published data - SIMD)</i>	

Source: SQW Consulting

Area indicators

8.6 When asked to rate a variety of amenities in their local area, the proportion rating community activities as "good" or "very good" varied between 17% and 76%. The full breakdown of results can be seen in Table 8-2. Urban households tended to rate training opportunities in their areas more highly than in rural households, a clear reflection of the much greater number of providers available in urban areas. Other amenities, for example "facilities for young people", received a low rating across almost all the projects (with the exception of Westray).

8.7 Sports and leisure facilities also scored quite low and this was further supported by the fact that *leisure and entertainment* facilities were among the top three services that people were most likely to find difficult to access (along with *Healthcare* and *local shops*). See Table 8-3 for more details. In all areas, at least 11% of respondents found it difficult to access one or more services, highlighting the need for improved access to services.

Table 8-2 Proportion of respondents rating each area as “good” or “very good”

	Your local area generally	Comm. activities	Facilities for young people	Sport and leisure facilities	Training opps.
Urban projects					
Out of the Blue	36%	17%	1%	24%	36%
LUV Farm	46%	17%	5%	8%	17%
Balgonie	48%	76%	1%	12%	50%
McSence Enterprise Centre	45%	30%	9%	58%	20%
Small towns and accessible rural					
Route 81 Project	56%	29%	7%	11%	9%
Silverburn Community Hall	43%	28%	9%	25%	0%
Lamanca - The Hub	98%	60%	5%	2%	1%
Camglen CTI	53%	32%	14%	36%	14%
Remote rural					
Dalmally Community Centre	72%	19%	4%	4%	6%
Auchencairn Enterprise Centre	87%	75%	24%	16%	5%
South Uist	81%	28%	10%	16%	7%
North Harris renewable energy	97%	26%	0%	32%	0%
Westray Community Wind Project	81%	71%	59%	77%	6%
Ford Community project	74%	61%	10%	12%	7%

Source: SQW/IBP Household Survey in project areas

Table 8-3 Are there any services on this list that you find hard to get to when you need to use them?

	Childminders or care clubs	Employment opps.	Adult ed./learning	Bank or building society	Post office	Super-market	Schools	Local shops	Sports/fitness facilities	Leisure and entertainment	Health care facilities	Places where local people can meet	None of these
Urban projects													
Out of the Blue	0%	0%	0%	1%	1%	0%	0%	1%	0%	0%	4%	3%	89%
LUV Farm	1%	3%	0%	28%	1%	7%	0%	4%	11%	17%	0%	3%	45%
Balgonie	0%	0%	0%	10%	13%	10%	1%	14%	1%	2%	25%	0%	68%
McSence Enterprise Centre	0%	0%	0%	1%	3%	5%	0%	2%	1%	1%	12%	0%	79%
Small towns and accessible rural													
Route 81 Project	0%	7%	3%	14%	10%	5%	1%	3%	3%	5%	29%	3%	38%
Silverburn Hall	5%	13%	11%	13%	15%	16%	7%	33%	12%	17%	15%	17%	52%
Lamancha - The Hub	8%	14%	13%	39%	39%	38%	11%	35%	20%	14%	36%	19%	48%
Camglen CTI	0%	4%	1%	1%	4%	1%	0%	15%	4%	4%	4%	3%	68%
Remote rural													
Dalmally Community Centre	0%	7%	0%	3%	1%	13%	0%	3%	20%	33%	9%	9%	53%
Auchencairn Enterprise Centre	0%	6%	10%	8%	0%	10%	0%	2%	12%	10%	10%	1%	63%
South Uist	1%	5%	3%	7%	6%	5%	1%	5%	3%	5%	8%	1%	83%
North Harris renewable energy	1%	2%	7%	3%	3%	2%	1%	3%	2%	6%	4%	2%	86%
Westray Community Wind Project	0%	1%	1%	1%	0%	1%	0%	2%	0%	5%	38%	0%	50%
Ford Community project	0%	0%	0%	3%	5%	10%	0%	14%	0%	2%	8%	3%	73%

Source: SQW/IBP Household Survey in project areas

8.8 The SIMD housing deprivation indicator for each area is shown in Table 8-4.

Table 8-4 Other area indicators	
	Housing dep. Indicator (higher numbers depict lower deprivation)
Urban projects	
Out of the Blue	215
LUV Farm	77
Balgonie	4984
McSence Enterprise Centre	1672
Small towns and accessible rural	
Route 81 Project	4434
Silverburn Hall	4475
Lamanca - The Hub	5291
Camglen CTI	2614
Remote rural	
Dalmally Community Centre	2459
Auchencairn Enterprise Centre	2050
South Uist	1600
North Harris renewable energy	2328
Westray Community Wind Project	818
Ford Community project	1196

Source: SQW/IBP Household Survey in project areas

- 8.9 In addition to the housing deprivation indicator, it is useful to examine the housing profile of the areas where GCA projects are located, especially as many of the GCA projects have a property ownership focus. This housing information is available in project by project basis in Annex C.
- 8.10 Evidently from Table 8-5 dwellings activities in ‘urban’ and ‘small town & rural accessible’ project areas greatly reflect the Scottish norm. Nevertheless, projects in ‘remote rural’ areas very much diverge from the Scottish norm. Only over four fifths of dwellings are occupied on average across ‘remote rural’ projects, while the remainder are classed as second homes (11%) or vacant (6%).
- 8.11 This inclination significantly gets to the heart of much of what GCA is trying to do. Bringing communities together, where on average just under a fifth of homes are unoccupied, is vital in supporting future sustainability in these communities.

Table 8-5 Housing profile across all 74 projects

	Dwellings which are occupied (%) 2007	Dwellings which are vacant (%) 2007	Dwellings which are second homes (%) 2007
Urban projects – average	97	3	0
Small towns & accessible rural projects - average	96	3	1
Remote rural projects - average	83	6	11
Scotland - average	96	3	1

Source: SQW analysis of Scottish Neighbourhood Statistics website: www.sns.gov.uk

Project indicators

- 8.12 In order to determine whether or not *communities have services and amenities that meet people's needs better and are more accessible*, the first step is to establish whether or not they have increased access to local services and amenities. Table 8-6 shows that many of the projects that have started operating have already improved access to services and amenities for people in their area. Further information about how these projects have improved access to services and amenities, and whether or not they are better meeting people's needs will be explored through the user surveys.

Table 8-6 Project indicators

	As a result of the project, have you been able to access a new service or amenity?
Urban projects	
Out of the Blue	6%
LUV Farm	0%
Balgonie	0%
McSence Enterprise Centre	4%
Small towns and accessible rural	
Route 81 Project	2%
Silverburn Community Hall	0%
Lamanca - The Hub	15%
Camglen CTI	0%
Remote rural	
Dalmally Community Centre	0%
Auchencairn Enterprise Centre	16%
South Uist	0%
North Harris renewable energy	0%
Westray Community Wind Project	0%
Ford Community project	2%

Source: SQW/IBP Household Survey in project areas

9: Baseline: Outcome 4

Key Points

- **Analysis of the education, training and skills SIMD rank shows that projects in ‘urban’ areas have a much higher degree of deprivation in this ranking than other projects**
- **Over the past year, the proportion of all respondents who had developed any new skills through the project varied between 0% and 8%**

People have more skills, knowledge and confidence, and opportunities to use these for the benefit of their community

9.1 The Big Lottery Fund’s guidance to applicants states that to achieve this outcome, projects might:

- Use an asset to create opportunities that increase and build the range of skills, knowledge, contacts and confidence of individuals in the community
- Provide opportunities to use these skills through employment or volunteering. For example, local people may be employed to deliver aspects of the project. They may also volunteer as members of the management committee or steering group leading on a particular area of development
- In addition to more concrete benefits, also provide a source of demonstration and inspiration for local people and other communities. For example, an asset-based project could form part of a community-led learning network.

How will we know if this outcome is being achieved?

9.2 In order to understand whether or not people are increasing their skills, knowledge and confidence, it is important to understand what their current levels are and what opportunities they currently have for developing these. Furthermore, we will need to investigate how, if at all, they are using these attributes to benefit the local community at present.

9.3 Whilst skills development is usually not the primary focus of the projects, many of the organisations do hope to run training or evening courses from their newly owned community properties. Measuring softer benefits (such as skills, knowledge and confidence) is widely acknowledged to be a difficult task. At a data zone level, the *education, training and skills deprivation indicator* provides one potential proxy. Through our household survey, we have also been able to ask residents about their current involvement with skills development activities and whether or not they play a role in community activities.

9.4 Undertaking volunteer work is not the only way that individuals may be able to benefit their community. Carrying out paid work and/or running a business that creates employment

opportunities for others are also important contributions. We were therefore also interested to gauge perceptions about the existing economic opportunities available locally.

9.5 At a project level, we have asked about involvement with the project and whether or not they have been able to take advantage of developing new skills or knowledge. We have also asked them about whether the project has led them to work together on any activities with other community members so that we can see whether people are having an opportunity, through the project, to share their skills and knowledge.

9.6 Table 9-1 provides a breakdown of all the selected indicators for this outcome.

Table 9-1 Indicators for outcome 4: People have more skills, knowledge and confidence and opportunities to use these for the benefit of their community

Area indicators (source)	Project indicators (source)
Are you currently taking part in any of these forms of education, classes or training? (<i>household survey</i>) <i>Benchmark: Scottish Household Survey (2003/04)</i>	Over the last year, have you developed any new skills through activities within the community (<i>household survey</i>)
Do any of the following statements apply to you? "I have the skills to start a business" (<i>household survey</i>) <i>Benchmark: Global Entrepreneurship Monitor (2006)</i>	Do you visit, use or play a role in the project? Percentage of respondents that are directly involved as a volunteer/employee/business related to the project (<i>household survey</i>)
Have you given up any time to help as an organiser/volunteer in the past 12 months? (<i>household survey</i>) <i>Benchmark: Scottish Household survey (2003/04)</i>	As a result of the project, have you or anyone in your household worked together on an activity with other community members? (<i>household survey</i>)
Education, training and skills deprivation indicator (<i>published data -SIMD</i>)	As a result of the project, have you or anyone in your household developed any new skills? (<i>household survey</i>)
Employment deprivation indicator (<i>published data - SIMD</i>)	As a result of the project, have you or anyone in your household learnt anything new? (<i>household survey</i>)

Source: SQW Consulting

Area indicators

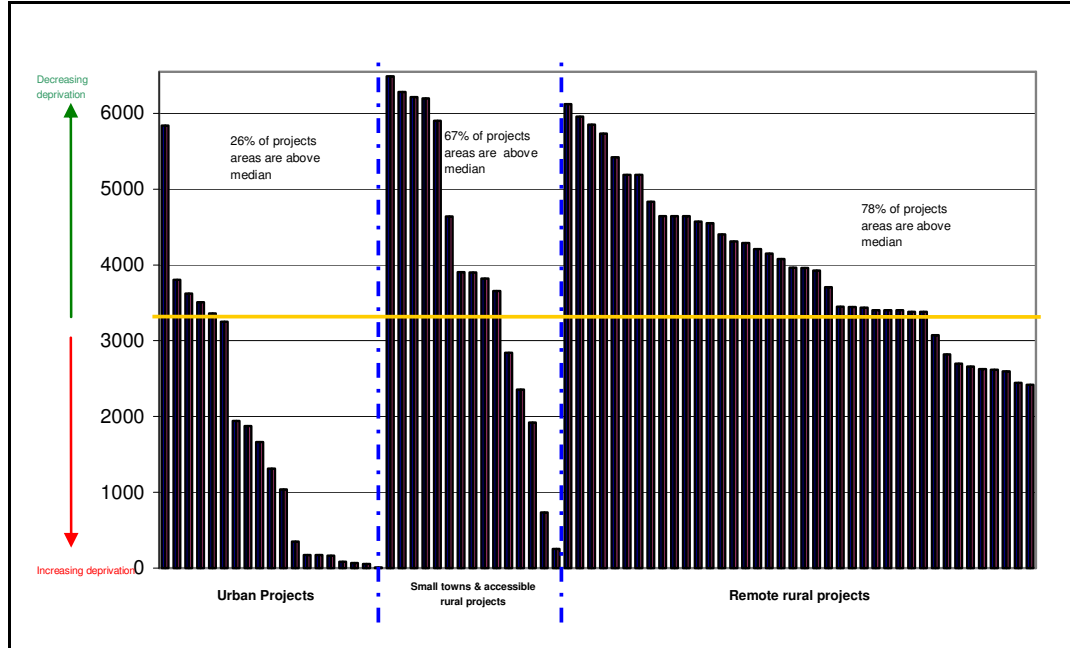
9.7 Although there is no explicit indicator of the level of education, training and skills in an area available at data zone level, the education, training and skills deprivation ranking can be used as a gauge for this type of activity.

9.8 The education, training and skills deprivation rank is comprised of five different indicators. The indicators are ranked, transformed to a normal distribution and then combined using weights generated by factor analysis to create the domain score to create the ranking. The indicators used to calculate the education, training and skills deprivation rankings are:

- school pupil absences
- pupil performance on SQA at stage 4
- working age people with no qualifications
- 17-21 year olds enrolling into full time higher education
- school leavers aged 16-18 not in education

- 9.9 Analysis of these rankings reveal that projects in ‘urban’ areas have a much higher degree of education, training and skills deprivation compared to other project areas as only one fifth of projects (21%) are in the top half (least deprived) of the rankings. In ‘small towns & accessible rural’ areas and ‘remote rural’ areas 67% and 90% of project areas respectively are in the top half (least deprived) of the rankings. The rankings for individual project areas are available in Annex C.
- 9.10 As discussed under outcome 2, the majority of people are not currently engaged in any form of education, classes or training. Of those that are, the most common type is on-the-job training.
- 9.11 It is also important to monitor employment in project areas, particularly since many projects expect to create employment as a result of their activities. The employment deprivation rankings developed by Scottish Neighbourhood Statistics can be used to observe employment levels. Whilst there are issues with the employment deprivation rankings, for example they do not take account of seasonality, low pay or part time jobs (all issues which predominantly affect rural areas), the rankings do still contribute to the bigger picture and so we have included them here for completeness.
- 9.12 Four different indicators form the employment domain, to calculate the employment deprivation rankings the indicator counts are summed and divided by the working age population for the data zone to create a domain score for each data zone.
- unemployment claimant count averaged over 12 months
 - working age incapacity benefits recipients
 - working age severe disablement allowance recipients
 - compulsory new deal participants – new deal for under 25s and the new deal for the 25+ are not included in the unemployment claimant count
- 9.13 Figure 9-1 reveals that the SIMD employment deprivation rankings are relatively mixed among the 74 projects. Nonetheless, there are clear trends among the project areas:
- ‘urban’ project areas have much higher levels of employment deprivation than other areas as demonstrated by the steep incline between project area rankings, and only just over a quarter of ‘urban’ project areas rank above the Scottish median
 - projects in ‘small towns & accessible rural’ areas have a rather varied distribution of employment rankings as established by the vertical incline between rankings although a high proportion of projects area rankings fall above the Scottish median indicating lower levels of deprivation
 - projects in ‘remote rural’ areas have a much milder incline between project area rankings than the other geographic classifications indicating more similarity in employment profile between projects with ‘remote rural’ areas, plus only over a fifth of projects in ‘remote rural’ fall below the Scottish median in rankings.

Figure 9-1 Employment deprivation rank for all 74 projects



Source: SQW analysis of Scottish Neighbourhood Statistics website: www.sns.gov.uk

9.14 As discussed under outcome 1, some areas currently benefit from much greater volunteer involvement than others. In seeking to achieve outcome 4 (*people have more skills, knowledge and confidence, and the opportunities to use these for the benefit of their community*) there will be an important role for the projects in engaging new, and existing, volunteers who can contribute fully to community activities. The proportion of people giving up time to help as an organiser/volunteer is shown in Table 9-2 along with the SIMD education and employment deprivation indicators..

Table 9-2 Area indicators

	Have you given up any time to help as an organiser/ volunteer in the past 12 months*	Education, training and skills deprivation indicator	Employment deprivation indicator
Urban projects			
Out of the Blue	12% (24%)	1022	3362
LUV Farm	19% (21%)	383	166
Balgonie	13% (23%)	3802	3805
McSence Enterprise Centre	11% (23%)	254	1311
Small towns and accessible rural			
Route 81 Project	11% (35%)	4345	6491
Silverburn Community Hall	31% (23%)	5315	6197
Lamanca - The Hub	20% (27%)	5705	5903
Camglen CTI	12% (21%)	859	256
Remote rural			
Dalmally Community Centre	25% (35%)	3964	4645
Auchencairn Enterprise Centre	30% (27%)	4874	4206
South Uist	6% (27%)	2559	2660
North Harris renewable energy	7% (27%)	3406	3379
Westray Community Wind Project	34% (42%)	4070	4645
Ford Community project	49% (35%)	4476	5421
National average	23%*		

Source: SQW/IBP Household Survey in project areas. Numbers in brackets depict local benchmarks for Local Authority level.
Benchmark sources: *Scottish Household Survey (2003/04),

Project indicators

- 9.15 Over the past year, the proportion of all respondents who had developed any new skills through activities within the community varied between 1% and 12%. The proportion developing skills through the project ranged from 0% to 8%, suggesting that the projects play a key role in providing opportunities for skills development through community activities.
- 9.16 As discussed previously, under outcome 2, community members have both contributed to the project (either as an employee or volunteer) and benefited from the project (through using the services/amenities it provides). A breakdown of the proportions working or volunteering with the individual projects was shown in Table 9-3.

Table 9-3 Project indicators

	Over the last year, have you developed any new skills through activities within the community	As a result of the project, have you worked together on an activity with other community members?	As a result of the project, have you developed any new skills?	As a result of the project, have you learnt anything new?
Urban projects				
Out of the Blue	6%	5%	8%	12%
LUV Farm	2%	1%	1%	0%
Balgonie	4%	3%	0%	0%
McSence Enterprise Centre	6%	0%	0%	0%
Small towns / accessible rural				
Route 81 Project	7%	2%	0%	0%
Silverburn Community Hall	8%	7%	2%	5%
Lamanca - The Hub	5%	12%	5%	5%
Camglen CTI	7%	0%	0%	0%
Remote rural				
Dalmally Community Centre	1%	0%	0%	0%
Auchencairn Enterprise Centre	11%	14%	4%	9%
South Uist	8%	0%	0%	4%
North Harris renewable energy	7%	0%	0%	0%
Westray y Wind Project	12%	0%	0%	0%
Ford Community project	12%	7%	0%	2%

Source: SQW/IBP Household Survey in project areas

10: Baseline: Outcome 5

Key Points

- **Most respondents took active measures to reduce their energy consumption/household waste (between 70% and 99%). Many also try to avoid travelling by car where possible**
- **Between 0% and 8% of respondents had gained a greater understanding of environmental issues as a result of the project.**

Communities have a more positive impact on the local and global environment

- 10.1 The Big Lottery Fund's guidance to applicants states that to achieve this outcome, projects might:
- Enable communities to directly influence how natural resources are produced, utilised or sustained, for example through renewable energy projects
 - Enable communities to have a positive impact on the amount of waste produced, recycled or reused
 - Help reduce the impact of fossil-fuel powered transport, perhaps by increasing walking and cycling, or improve the efficiency of existing transport resources
 - Improve the amenity value (noise, air, quality, drainage, etc) of the local environment
 - Provide a healthier environment for users through the careful selection of building materials and heating and ventilation systems.

How will we know if this outcome is being achieved?

- 10.2 One of the key intended outcomes of the Growing Community Assets Fund is that people have better and more sustainable environments. In order to consider the impact that GCA projects are having on their local environment, it is therefore useful to gather evidence about the current situation.
- 10.3 Establishing a baseline for environmental impacts is hindered due to a lack of environmental indicators being collected at a data zone level. We understand that there are plans underway to increase the level of indicators for each data zone, and that these will include some environmental ones, but these will not be available until 2010 at the earliest.
- 10.4 Through our household surveys, we were able to gather some data on environmental factors but it does not provide a complete picture. Again, the intention is that the data shown helps to begin to set the projects in context, rather than to provide a fully comprehensive analysis of all environmental factors that may have a bearing on each project.

Table 10-1 Indicators for outcome 5: Communities have a more positive impact on the local and global environment

Area indicators (source)	Project indicators (source)
How would rate the parks and green spaces in your area? % rating them "good" or "very good" (<i>household survey</i>)	As a result of the project, have you or anyone in your household gained a greater understanding of environmental issues? (<i>household survey</i>)
How much of the following has your household recycled in the last month (<i>household survey</i>) <i>Benchmark: Scottish Household Survey (2003/04)</i>	
Do you take active measures to reduce your energy consumption/ household waste? Percentage answering "yes, I do as much as I can" or "yes, I take some measures to reduce energy consumption/household waste" (<i>Household survey</i>)	
Do you take active measures to avoid travelling by car? Percentage selecting "No, I tend to use the car most of the time" (<i>Household survey</i>)	

Source: SQW Consulting

Area indicators

- 10.5 Most respondents took active measures to reduce their energy consumption/household waste (between 70% and 99%) as shown in Table 10-2. Many also tried to avoid travelling by car wherever possible. The proportion using the car "most of the time" was greatest in rural areas, reflecting the poorer access to public transport there.
- 10.6 Levels of recycling also varied significantly (between 6% and 92%), with paper and cardboard being the most commonly recycled items (see Table 10-3).

Table 10-2 Area indicators

	How would rate the parks and green spaces in your area? <i>Response - good" or "very good"</i>	Do you take active measures to reduce your energy consumption/ household waste? <i>Response - "yes, I do as much as I can" or "yes, I take some measures"</i>	Do you take active measures to avoid travelling by car? <i>Response – "No, I tend to use the car most of the time"</i>
Urban projects			
Out of the Blue	25%	77%	11%
LUV Farm	11%	94%	17%
Balgonie	99%	84%	32%
McSence Enterprise Centre	76%	95%	35%
Small towns and accessible rural			
Route 81 Project	36%	93%	33%
Silverburn Community Hall	50%	99%	48%
Lamanca - The Hub	91%	94%	84%
Camglen CTI	31%	98%	13%
Remote rural			
Dalmally Community Centre	41%	81%	21%
Auchencairn Enterprise Centre	84%	99%	63%
South Uist	73%	70%	50%
North Harris renewable energy	97%	83%	63%
Westray Wind Project	88%	93%	52%
Ford Community project	84%	92%	85%

Source: SQW/IBP Household Survey in project areas

Table 10-3: How much of the following has your household recycled in the last month? (% of respondents answering "all")

	Glass bottles/jars	Plastic bottles	Metal cans	Newspaper/ magazine/ paper/ cardboard
Urban projects				
Out of the Blue	10%	11%	6%	51%
LUV Farm	23%	23%	21%	53%
Balgonie	56%	53%	53%	81%
McSence Enterprise Centre	95%	94%	95%	95%
Small towns and accessible rural				
Route 81 Project	69%	77%	76%	84%
Silverburn Community Hall	90%	90%	90%	88%
Lamanca - The Hub	85%	83%	83%	86%
Camglen CTI	44%	58%	54%	60%
Remote rural				
Dalmally Community Centre	24%	8%	8%	65%
Auchencairn Enterprise Centre	72%	41%	57%	76%
South Uist	59%	59%	58%	81%
North Harris renewable energy	59%	48%	48%	86%
Westray Community Wind Project	83%	22%	63%	78%
Ford Community project	92%	73%	69%	93%
National average				

Source: SQW/IBP Household Survey in project areas

Project indicators

- 10.7 Many of the projects themselves have endeavoured to be as low-impact on the environment as possible, for example through making use of renewable energy sources or using environmentally friendly building designs.
- 10.8 At a project level, we asked household members whether or not it had contributed to a greater understanding of environmental issues. Over time, this will allow us to see whether or not the projects are beginning to influence attitudes within the wider community.

Table 10-4 Project indicators

	As a result of the project, have you gained a greater understanding of environmental issues?
Urban projects	
Out of the Blue	6%
LUV Farm	1%
Balgonie	8%
McSence Enterprise Centre	0%
Small towns and accessible rural	
Route 81 Project	4%
Silverburn Community Hall	2%
Lamanca - The Hub	5%
Camglen CTI	0%
Remote rural	
Dalmally Community Centre	0%
Auchencairn Enterprise Centre	4%
South Uist	4%
North Harris renewable energy	8%
Westray Community Wind Project	0%
Ford Community project	7%
National average	

Source: SQW/IBP Household Survey in project areas

11: Summary of baseline indicators

General indicators

- 11.1 In addition to the outcomes indicators described above, there are also some more general indicators which provide an overall indication of sustainable development. These include population and multiple deprivation indicators.

Population

- 11.2 In some of the remote rural communities, and particularly on the islands, the GCA funded project is being set up to help improve services and amenities in order to encourage people to remain in/move to the area. Increasing population levels is therefore a key target for some of these projects.
- 11.3 A full breakdown of the population make up for each of the 74 projects areas is available in Annex C. The average population make up across ‘urban’ projects and ‘small towns & accessible rural’ projects is very much in line with the Scottish average (see Table 11-1), where just under two-thirds (63%) of the population are of working age, about a fifth (19%) of the population are of pensionable age and the remainder of the population across Scotland (18%) are children.
- 11.4 However, the population make up of projects located in ‘remote rural’ areas does not reflect this national norm. Remote rural projects generally have a larger proportion of the population who are of pensionable age and smaller proportions of children and working age residents. On average across ‘remote rural’ projects areas a quarter of the population are of pensionable age. Though it should be noted that although population make up across ‘remote rural’ areas doesn’t reflect the national norm, it does as a whole reflect the population make up in many rural areas across Scotland, which have a high proportion of elderly people. Of note across the 74 project areas profiled is that 13% of the project areas have populations where 30% and over of the population are of pensionable age.

Table 11-1 Population make up across all 74 projects

	Total population – Children (%) 2007	Total population – Working age (%) 2007	Total population – Pensionable age (%) 2007
Urban projects – average	17	65	18
Small towns & accessible rural projects – average	18	64	18
Remote rural projects – average	16	59	25
Scotland – average	18	63	19

Source: SQW analysis of Scottish Neighbourhood Statistics

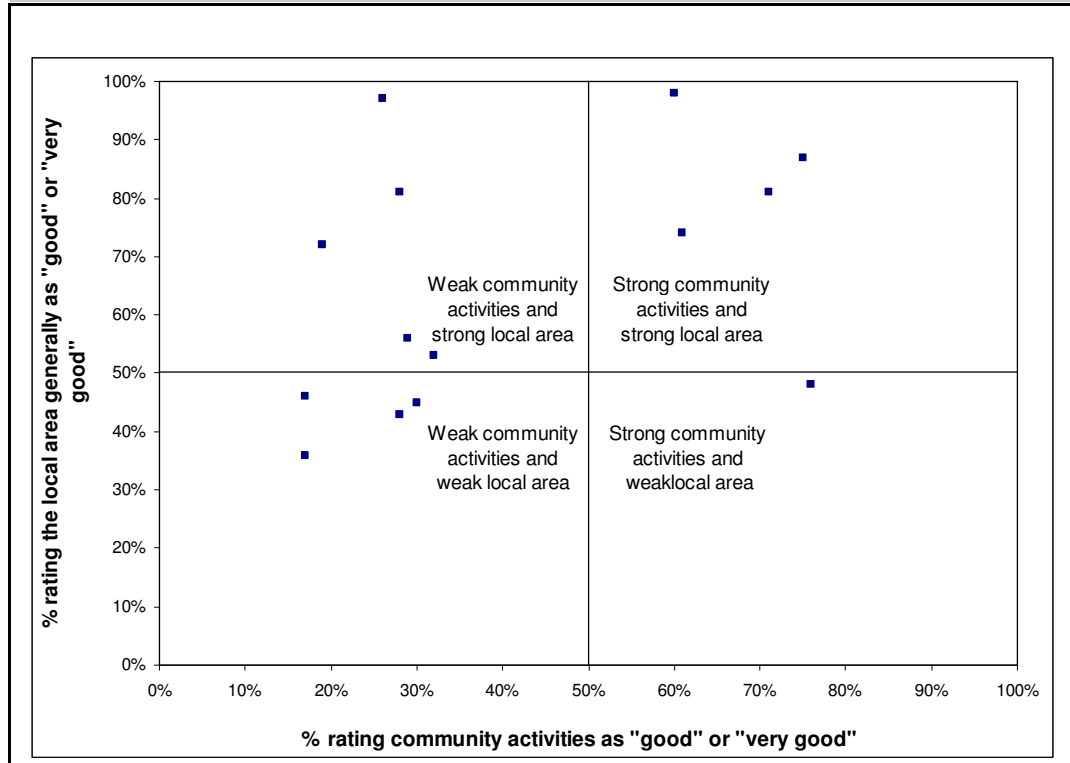
Multiple deprivation

- 11.5 Improving the general quality of life for people locally, is what most of the projects are ultimately seeking to achieve. Key trends in deprivation among the project areas include:
- the spread of deprivation in ‘remote rural’ areas, is narrower than in ‘urban’ or ‘small towns and accessible rural’ areas, indicating especially in the case of ‘remote rural’ projects that the communities involved in GCA are quite similar, unlike the ‘urban’ projects which are widely dispersed
 - urban areas have higher levels of deprivation and ‘remote rural’ projects have the lowest levels of deprivation
 - the majority of ‘small towns & accessible rural’ and ‘remote rural’ projects are ranked above the Scottish median of 3253 (decreasing deprivation) , while the majority of ‘urban’ projects fall below the median (increasing deprivation).
 - A summary of the indicators for all projects is available in Annex C.

General conclusions

- 11.6 Based on the above, we are able to begin drawing some broad conclusions:
- Within each geographical classification, clear differences emerge between individual project areas. This highlights the fact that each project is taking place in a unique set of circumstances and will face different issues and challenges. There is no “one size fits all” solution. Different communities will require different activities in an attempt to address the issues that are most relevant to them.
 - The GCA fund aims to strengthen community activities, with a view that these activities will lead to improvements in the local area. In effect, it is attempting to move all the project areas towards the top right hand quadrant of Figure 11-1. Each square in the diagram depicts a single baseline project. As can be seen from the diagram, the extent of existing community activities varied significantly between project areas.

Figure 11-1 Community activities and the overall rating of the local area



Source: SQW/IBP Household Survey in project areas

- Interestingly, three of the communities in the top right hand corner (Westray, Lamancha and Auchencairn) are ones which already have GCA projects up and running. Whether they are in the top corner as a result of the activities arising from GCA funded projects, or they were amongst the first to be completed *because* they already have strong and active communities, is unknown – but raises interesting questions. It will be useful to explore over time whether the projects in the other quadrants progress towards the top right hand corner, and to what degree the project activities are thought to have influenced this.
- Although it is still very early days for the GCA funded projects, there are already impacts beginning to emerge from the household survey, particularly in relation to creating opportunities for community members to work together on activities and to develop new friends and social contacts. As time goes on, it will be interesting to see whether such increases in ‘social cohesion’ develop further and whether or not they lead to other social, economic or environmental benefits for the communities.

12: Emerging themes and issues

Summary points

- The main motivations for communities to purchase assets tended to be: (i) to ensure the community had a say in how it was run (ii) to allow sustainable development, since ownership/management would allow new income streams to be generated (iii) it was seen to be the only option available in order to preserve/develop the asset/service
- In all cases, the idea came from within the community and was taken forward either by a community group (either a pre-existing one or one subsequently set up specifically for the purpose). Only a small number of projects have used the Community Right To Buy legislation to acquire their asset
- Almost all the projects experienced long delays before they heard whether or not they had been successful with their funding bid. Legal hurdles have also led to delays and frustrations in a number of projects, particularly those relating to wind turbines.
- Systems used to show local support include surveys, public votes, public meetings and membership schemes
- Projects generally fall into one of the following categories: whole estate buy-outs, renewable energy, service provision, community hubs, land access and technical assistance projects
- Benefits and impacts arising to-date include development of skills, community spirit, community self-esteem and self-reliance, social capital, job creation, social enterprise growth, improved access to land and services and improving energy efficiency
- The main advantages of community ownership were seen to be increasing the range of funding options, allows decisions to be made by the community, encourages local support, meets local needs. The main disadvantages were seen to be the increased and continuing responsibility for management, finance and maintenance, the time and effort involved, capacity issues and the risk of dividing the community
- Sustainability measures adopted by date include generating income to limit the amount of future grant funding required and conducting energy reviews to ensure heating costs remain low
- Many of the projects had visited other projects to explore alternative models and were very enthusiastic about sharing experience.

Introduction

- 12.1 In this section we discuss some of the main themes emerging from the GCA experience to date. These are based on our survey of project leaders and our consultations with case study projects (listed at Annex B).

12.2 In the pages that follow we address each of these themes in turn:

- communities' motivation to purchase assets
- project development
- community engagement and involvement
- project focus (purpose, aims and activities of projects)
- benefits and impacts (social, economic, environmental)
- the pros and cons of asset ownership
- sustainability
- sharing experience.

Community motivation to purchase assets

12.3 Before exploring the detail of the projects supported by GCA, we start by looking at *why* communities chose to purchase the assets in question. Various recent literature reviews, such as those highlighted in section 2 of this report, highlight the potential benefits to communities of owning their own asset – but we were keen to explore what motivated the GCA projects to choose this route, rather than alternative options such as leasing land or buildings from previous asset owners.

12.4 In our electronic survey of project leaders we asked respondents to identify the main motivations for the community choosing to take ownership/management of their asset. Responses tended to fall into the following categories:

- to ensure the community had a say in how it was run
- to allow sustainable development, since ownership/management would allow new income streams to be generated
- it was seen to be the only option available in order to preserve/develop the asset/service

12.5 During our case study visits we explored further the motivation behind communities' decision to purchase their asset. We found that some communities (such as Neilston) may not in fact have opted for purchasing, had other avenues been open to them – though of course they welcomed the GCA support they received having decided to make use of the Community Right to Buy. Some projects (such as Milton & Balgonie) were given permission to lease rather than buy their asset, although the local authority had been willing to sell for a nominal fee.

12.6 In our survey and case study visits we also asked projects to tell us what would have happened if the assets had not been purchased/leased by the community. Projects felt that at least one of the following would have occurred:

- the asset would have remained derelict or unused (e.g. LUV Farm, Balgonie, Lamancha)
- the asset would have been sold to a private developer (e.g. Neilston)
- the asset would not have been built/developed (South Uist, North Harris, Silverburn, CFINE, Dalmally)
- local services would have been lost (e.g. Neilston, Pearce Institute).

Project development

Project initiation and development

- 12.7 In our survey of project leaders we asked respondents to tell us how the idea for the project came about and describe how it developed. The survey found that, as we might expect, the original idea for the project in all cases came from within the community (rather than, for example, being suggested by the local authority). In some cases the project had been initiated by one or two interested individuals; in others it had been instigated by a local community organisation.
- 12.8 Sixteen project managers (of the 27 who responded) reported that a pre-existing community group subsequently took the project forward, with ten groups being set up specifically for the project. Thirteen of the projects had a paid project development officer, seven of which were full time appointments. The other 14 projects were entirely reliant upon volunteers.
- 12.9 The majority of our case study projects are either well established organisations that are expanding a tried-and-tested model (CFINE, McSence, Rutherglen Development Trust); or are building on Scottish Land Fund projects (for example Dalmally, Ford, North Harris and Auchencairn had previously received SLF grants); or are otherwise experienced in applying for community regeneration grants (e.g. Neilston, Westray, Linthouse, Out of the Blue, Pearce Institute). Therefore, in terms of capacity building, most of the key individuals involved had already been through the process of applying for funds and managing a large scale project. These projects also seemed more ‘switched on’ to what funders were looking for, compared to the discussions we had with projects during the evaluation of the Scottish Land Fund, for instance.

Community Right to Buy (CRtB)

- 12.10 There are variations in the way that the Community Right to Buy provisions of the Land Reform (Scotland) Act 2003 are utilised: some projects have made a strategic decision to use this approach, whilst other projects have been forced into it by default.
- 12.11 For example, the Neilston Development Trust – at that time known as Neilston: Space to Live – found itself having to purchase the asset because there was no alternative: the Trust invoked CRtB provisions in order to avoid the asset, a local bank, being sold to private developers. In the words of the Trust:

“The closure of the Clydesdale bank branch, announced in November 2005, presented a challenge and an opportunity for the community. Space to Live joined local organisations and individuals in the storm of protest that greeted the announcement. Public meetings, letters to the press and face to face meetings with senior bank officials did not obtain a reversal of the bank’s decision, and the branch closed in late February 2006. Faced with this eventuality, Space to Live representatives met the bank in the hope that a direct sale to the community might be negotiated. This was not possible and so Space to Live began to explore the potential of using Section 2 of the Land Reform (Scotland) Act 2003 – community right to buy – to secure the property. The process to buy the building was long and arduous and included a 3 day ballot of the local community and the formation of the new Company – Neilston Development Trust. In November 2006 the property came into community ownership, through a £225,000 grant from the Big Lottery Fund: Growing Community Assets. It was the first commercial property to be bought by the community in an urban area under the Community Right to Buy¹¹”.

12.12 The Trust found the CRtB experience a gruelling one:

- the timescale was very tight: the bank closure was announced very suddenly and the building quickly put on the market, so the Trust had to move immediately in order to avoid a private sale to developers
- the existing community body had to be re-constituted in order to meet the requirements of the Land Reform Act
- the process of organising the necessary public ballot was particularly onerous (e.g. ensuring that the requisite proportion of the population turned out on the day of the vote).

12.13 By contrast, the community of South Uist had the luxury of several years’ development time: they were not forced to use CRtB, but had the opportunity to persuade the landowning syndicate that it was in their interests to take this route. (Had the community not bought the whole estate, there was a risk that under the Land Reform Act it could have been broken up and bought on a piecemeal basis by individual crofters or townships.) It took three years for the purchase to be agreed, compared to other projects such as Neilston that had only 30 days to prepare their case. With hindsight, Storas Uibhist (the community organisation that purchased the South Uist Estate) feels that this was time well spent, as it gave them time to understand the complex detail of what would be involved in managing the estate.

12.14 Several community groups have had to change their constitution in order to become eligible under CRtB. In the case of Dalmally, for example, the community company has had to take on its third legal incarnation in order to take advantage of the Land Reform Act. It sees this as a necessary inconvenience, since in addition to developing a new village hall it is also now in a position to bid for the local Mart site if the existing auction company withdraws from Dalmally.

¹¹ <http://www.neilstontrust.co.uk/rtb.php>

Role of local authorities

- 12.15 The Scottish administration that came into power in 2007 has placed significant emphasis on devolving power to communities and local authorities. It has also adopted an outcomes-based approach, whereby each local authority undertakes to deliver local outcomes – based on the agreed set of national outcomes – that take account of local priorities. In this context it might reasonably be assumed that programmes such as GCA, which encourage communities to play a stronger role using an outcomes based approach, fit well with the surrounding policy environment.
- 12.16 As the evaluation progresses we will be exploring the role of local authorities in the GCA programme; it will be an element in our consultations over the coming years. In the meantime, the early indications from our case study visits are that local authorities provide projects with varying degrees of support.
- 12.17 GCA supports many small initiatives that might, in previous years, have been funded and delivered by local authorities – particularly village hall projects. In such cases local authorities appear generally ‘friendly’ towards GCA projects, but they are not given particular attention.

There hasn't been a huge amount of interest from the council. A few years ago they were willing to give communities up to £50K to help them with village hall projects, but these days there are too many other demands on their budgets and they can't afford to help. In this area, if you want a village hall you have to do it yourself; the council will help you as much as it can, but not with money.

- 12.18 By contrast, the large-scale land buy-outs in the Western Isles are regarded much more seriously by local government. In South Uist in particular, the community group Storás Uibhist has found the local authority to be very supportive: for example, Comhairle nan Eilean Siar (the Council for the Western Isles) has put development workers at the disposal of Storás Uibhist. The Council professes itself a supporter of community buy-outs, which are in line with its aim of regenerating local economies and reviving the declining population of the Highlands and Islands. Buy-outs are regarded as an opportunity for island communities to generate income that can be re-invested locally.

GCA processes

- 12.19 In our survey of project leaders we found that almost all the projects experienced long delays before they heard whether or not they had been successful with their bid. If the process had taken any longer, some projects would have lost out on successful European funding applications, since these are dependent upon getting a match funder in time; in fact the Rural Development Trust did lose funding from the Coalfield Regeneration Fund for this reason.
- 12.20 Some of our case study projects, particularly those relating to wind turbines, have faced various legal hurdles leading to delays and frustrations. An important consideration in such projects is the recommendation (e.g. from Community Energy Scotland) that they set up a trading arm, separate from the community organisation leading the project, to deal with the sale of electricity and the receipt of income. Setting up a trading arm appears to have been accomplished with very few problems in Westray and North Harris. The main problem lies in

securing an agreement between the funders over ‘first security’: that is, which funder gets their money back first in the event that the project fails.

- 12.21 In Westray, this legal wrangling has been a major issue for the project, which reports that although the Big Lottery Fund itself has been helpful and supportive throughout the process, the Fund’s solicitors appear to be acting against previous agreements. We understand that a wind turbine project in Tiree has encountered similar frustrations.

Leverage

- 12.22 As we noted earlier, the size of GCA awards does not tell the full story about the overall scale of each project. In some cases GCA forms the substantial part of funding; in others it is just one element in a wider funding cocktail.
- 12.23 In our project leader survey we asked respondents to provide details of all the other funding sources they had secured. However, many did not provide details, and we did not succeed in gaining a full picture of the part that GCA plays in funding projects. In practice we can refer to the original project application forms to put this picture together, but the failure of the survey to capture this information raises a methodological issue. We refer to this later.

Additionality

- 12.24 From the information available from our survey of project leaders, the level of additionality in GCA (i.e. activity that would not otherwise have happened) is fairly high. In absolute terms, one third of respondents reported that the project “would not have taken place at all” in the absence of GCA funding.

Community engagement and involvement

- 12.25 Securing the engagement and involvement of a local community is vital to a project’s success. Indeed, GCA projects are not approved unless evidence of community support can be provided. Once a project has been approved, community organisations face the ongoing challenge of keeping people interested and replacing committee members who move on. We discuss some of these issues below.

Gaining community support

- 12.26 Some projects have encountered major problems securing public support in a community where a few vocal individuals do not wish the project to go ahead. One of the issues as far as the dissenters are concerned is that the project aims to generate income:

In deprived urban areas, many people are used to things being provided free of charge. We need to shift their mindset so that they can see that it’s perfectly alright to make money from a community asset, rather than the Council paying for everything. Some people are stuck in the past, and it’s hard to get them to see that things have moved on.

- 12.27 One method of gaining, and evidencing, support from the community is to ask residents to become members of the community group leading the project. Several projects have done this. In Dalmally, for example, the only membership requirement for the community company

is that members be aged over 18. There is no membership fee. This approach has led to one hundred members signing up: a demonstration of widespread support. Other projects have adopted a similar approach.

- 12.28 For some projects, providing evidence of community support can be a challenge, even if that support is widely acknowledged to exist.

When people are supportive, they're generally very quiet. In other words, if you have a poorly attended meeting, it tends to mean that people are happy with what you're doing. We know that this is true, and it's typical of the island. We've certainly made every possible effort to consult with the community at all stages, but if people don't show up it's hard to prove statistically that the support is there.

- 12.29 By contrast, some projects have faced very vocal opposition from a minority of local residents. One urban project, although it was almost derailed by minority opposition, may eventually turn out to be a model of good practice in 'engaging the opposition'. Other examples of local challenges exist, including a number of projects which have been faced with individual or groups of dissenters.

- 12.30 The scale and nature of community support can vary between projects that come from the roots of a small, clearly defined community and those that are brought into a locality by semi-professional organisations that already have a track record elsewhere. It is interesting to note from the household survey, for example, that community awareness of, and involvement in, the McSence and Rural Development Trust projects (Midlothian Enterprise Centre and Camglen Community Transport) is much lower than for projects that have been directly generated by local communities. These two projects will clearly deliver a range of benefits to many people, but we sense that community 'ownership' is not as strong as elsewhere.

Continued engagement and involvement of community members

- 12.31 Many of the projects we have visited to date are heavily dependent on a few key individuals (in some cases, just one individual). Some projects have recognised this as a problem and tried to put measures in place, for example by hiring a development worker for the project once it is up and running so that there is less pressure on volunteers.

- 12.32 There can also be issues surrounding the mechanisms for electing and co-opting directors and committee members. In small rural and island communities where everyone knows each other, people can be reluctant to cast their vote in a public meeting ("you don't want to offend the plumber, in case your bathroom starts flooding next week"). Postal ballots have therefore been selected as a more appropriate voting mechanism by several projects, so that votes are cast anonymously.

- 12.33 It is clear from our case study visits that, in rural areas, 'incomers' to a community tend to be drawn onto local committees. These are often retired professionals, who have the time, skills and enthusiasm to get involved in their adopted community. We have heard in rural communities across the country that apathy and lack of confidence often exist in pockets of the existing community. Low community self-esteem (an attitude of "why are you bothering, we'll never achieve anything") can act as a drag on projects, and sometimes the involvement of new blood in a community can overcome this inertia.

- 12.34 But do local people, whose roots in the community go back many years, take kindly to the involvement of outsiders? Generally speaking, the community groups we have met in rural areas comprise a healthy mixture of ‘established’ and ‘incomer’ residents who have common aims, regardless of how long they have lived in the area. Recent arrivals, however, are conscious of their status and are keen to avoid stepping on toes. In particular, in some projects that specifically involve the generation of income on a large scale, committee members who recognise their status as ‘incomers’ have said that they will not take part in community decisions about how income is spent.
- 12.35 The age spectrum, and the relationships between old and young people, are another element of community involvement. In many projects, it is often older (retired) people who drive projects forward, because they have the time and the skills to do so. In one area we heard about the role of children and how important they are to a community:

Even children have always had a role in employment in this community: they work on the creels, in guest houses, and so on. The point is that when children are needed, they are not a nuisance – it all adds to the strength of the community.

- 12.36 Likewise, in another area the community organisation has made a point of surveying school pupils about their priorities for spending the income from the project; it has noted that children’s priorities are different from those of adults, and it will strive to take them into account.

Project focus

- 12.37 In this section we look in more detail about the aims that underpin the GCA projects. It is important to look beyond projects’ titles to find out what each one actually seeks to deliver in the longer term: for example, the wind turbine projects are not actually about renewable energy, but about generating income that will go back into the community to support other activities.
- 12.38 Below we discuss the focus of each project, under the following categories: projects aiming for economic and community regeneration; those that focus on service provision; community hub projects (e.g. village halls); access to land; other projects; and finally technical assistance.

Economic and community regeneration

- 12.39 Many GCA projects have been set up in order to generate income that will lead to community and economic regeneration on a significant scale. They encompass:
- whole estate buy-outs (e.g. South Uist)
 - renewable energy projects (e.g. Westray, North Harris).
- 12.40 Economic self-sufficiency is the goal of these projects. Over recent decades, community development organisations have constantly had to seek funding to keep posts and activities going: voluntary help is available and appreciated, but the generation of income on the scale of that provided by wind turbines and estate management provides communities with much-needed security to carry out long-term planning and development. In addition, community

members themselves decide how the income will be used, rather than being directed by the requirements of each funding stream.

- 12.41 Although estate buy-outs and wind turbine projects are seemingly quite disparate, in fact they have a common vision: to generate income that can be re-invested in the community, with a view to creating jobs, stemming population decline and building self-sufficient communities.

Estate buy-outs

- 12.42 It is interesting to note some of the subtle differences between the projects that involve whole-estate buy-outs. In the first year of the evaluation our case study projects included South Uist¹², the only land buyout to occur under the GCA to-date. However, we have also visited North Harris (previously bought with a Scottish Land Fund grant), where we were looking specifically at the GCA-funded wind turbine project.

- 12.43 The purpose of the South Uist estate buy-out was to reclaim the land for the local community and enable them to use it to generate income. With the purchase complete, a number of separate but inter-related projects and activities are now envisaged. Given the scale of the South Uist project (the largest, both in scale and value, of all the GCA projects), it is worth describing in more detail what the community organisation Storas Uibhist hopes to achieve:

- the first priority is to manage the estate effectively and transparently, through improving administration processes such as recording and collecting rents from crofters and ensuring that relationships with commercial tenants (fish farms, quarries, etc) are put onto a sound footing
- Askernish golf course, an old Tom Morris course, was developed into a world-class 18-hole links thanks to fundraising after the estate buy-out, and saw a high-profile launch in 2008
- plans for a wind farm are being developed, which may see three 2MW turbines being brought to the island
- business start-up will be key to South Uist's economic development. As employment on the island is male-dominated, the creation of self-employment opportunities for women is being seen as a priority
- the re-development of the island's main access point, Lochboisdale Harbour, is also seen as vital for economic development
- two high-profile inward investment projects are currently being negotiated, which would bring much-needed employment to the island.

- 12.44 The comparisons between the North Harris and South Uist estate buy-outs are worthy of comment. They are broadly similar in the following respects:

- both were more or less 'friendly' buy-outs

¹² Note: the South Uist estate covers almost the whole of the islands of South Uist, Eriskay and Benbecula, as well as a number of other small islands. We have referred to the estate in this report simply as South Uist, for the sake of simplicity.

- the estates are roughly the same in population, are in the same local authority area and have similar characteristics
- both community organisations are focused on managing the estate effectively in a way that will generate revenue and increase employment opportunities (income is earned from leasing fish farms and other businesses, from crofters' rents, from sporting activities such as deer-shooting, and in the future from renewable energy projects)

12.45 However, there are subtle but important differences:

- in North Harris the Trust specifically decided *not* to purchase Amhuinnsuidhe Castle and its surrounding sporting estate, on the basis that it could potentially be loss-making; in South Uist, by contrast, the community organisation Storas Uibhist chose to include Grogarry Lodge (also a sporting and leisure venue) in the land buy-out, believing that it will generate a profit for the community
- the North Harris Trust (led by local people) is proceeding at a more cautious pace than Storas Uibhist (led by a chief executive who has been recruited from outside Scotland): North Harris is building incrementally upon small successes rather than driving forward large-scale development opportunities
- the respective pace and scale of progress desired by the two communities in turn leads to subtle differences in relationships with partners and funders: Storas Uibhist places greater demands upon its partners to be taken seriously in its aspirations, whereas the North Harris Trust is more content to work with the grain.

12.46 Over the coming years of the evaluation it will be interesting to explore the pace of change and the scale of success achieved under these two contrasting approaches.

Renewable energy projects

12.47 Two of our case study projects, Westray and North Harris, involve the purchase of a large wind turbine. The turbines will generate electricity to be sold to the national grid.

12.48 Two vital things must be secured before a wind turbine project can operate: planning permission, and a connection to the national grid. Another important consideration is maintenance of the turbine once the project is up and running. In Westray, HIE's Community Land Unit had previously helped the Trust to purchase the land on which the turbine will be located. Planning permission was secured at an early stage, and thanks to the foresight of a previous project officer in the Trust, the final 900kw of capacity remaining in the national grid was also captured by Westray. Now GCA funding is part-funding the cost of purchasing the turbine itself, with the balance of funds being sought from the ethical bank Triodos.

12.49 Prior to this the Trust had established a relationship with Community Energy Scotland (formerly HICEC), who provided valuable advice on supply and maintenance issues. The turbine must be able to cope with the local weather conditions, where the wind can be extremely powerful. Also, the remoteness of the Orkney islands means that turbine suppliers can be unwilling to commit to maintenance contracts. For these reasons the Trust was at first

unable to find any companies who were interested in supplying a turbine. Then the German company Enercon hosted a two-day event in Orkney, realising that if they could gain contracts for 15 turbines across Orkney's constituent islands it would become worthwhile for them to assemble a maintenance team.

- 12.50 At the time of our visit to Westray, the Trust was close to signing final contract papers with Enercon for the supply of the turbine (this has now been completed) and was almost ready to finalise an agreement with the bank. At the time of writing this report, some five months later, the bank loan has not yet been approved (the Trust is working its way through due diligence requirements) but should be finalised in the coming weeks. It is hoped that the turbine will be installed by autumn 2009. If all goes well it will generate 900kw of electricity for 40-50% of the year, compared to around 20-30% on the UK mainland.
- 12.51 The North Harris wind turbine project is proceeding along similar lines. At the time of our visit, planning permission and a connection to the national grid had both been secured, and preparatory work and costings had all been completed. Project staff were sourcing potential suppliers of a turbine (to be the same capacity as the Westray turbine). It was estimated that the turbine would be installed during 2009, with the potential for income to start coming in by the end of the year.
- 12.52 It is a point worth noting about wind turbine projects that they do not generally create employment opportunities. However, there are opportunities to train local people to carry out basic maintenance. For example, on Westray the supplier will not guarantee what proportion of the time the turbine will actually be in operation (i.e. they will not commit to a maintenance contract that requires the turbine to work all of the time). The nearest engineer is based in Aberdeen, a considerable distance away. The Trust therefore plans to train one or two islanders to carry out basic maintenance on the turbine: for this work they would be paid a basic retainer plus call-out costs.
- 12.53 By the time of our next report we will have visited the Castlemilk and Carmunnock Community Wind Farm project, which is similar to Westray in its desired outcomes but located in a deprived urban area, in Glasgow. We expect to find interesting contrasts between these two projects.

Service provision

- 12.54 At the heart of community asset ownership is the argument that it allows for improved services and amenities that are more suited to local needs. In Section 4 of this report we have talked about how the baseline study can help us to gauge over time whether this is happening. Below we describe in more detail the kind of services that GCA projects are delivering.
- 12.55 GCA projects focusing on service provision include:
- transport projects (e.g. Camglen)
 - business space (e.g. Midlothian Social Enterprise Centre)
 - shops, post office, café, education, health, information/advice or other local amenities (e.g. Auchencairn, Linthouse, Neilston, Pearce Institute, Lamancha)

- other activities (e.g. CFINE, Out of the Blue).
- 12.56 Many GCA projects have purchased buildings or premises from which to deliver services. Others, such as as the Rural Development Trust's Camglen initiative, involve the purchase of vehicles to provide community transport. In the case of Camglen, however, the focus is on social inclusion:

This is predominantly a quality of life project, rather than a transport project. The whole ethos of community transport is to provide a community service that helps to reduce social exclusion. For example, it allows elderly people (many of whom are effectively housebound because they do not drive) to access health and social activities. Access to transport also allows the local sheltered housing organisations to organise excursions. This can help to overcome loneliness and boredom, which contributes to a better quality of life for residents.

- 12.57 The Pearce Institute project differs from other GCA service provision projects in that it supports a post-holder rather than the purchase of an asset. The Institute was gifted to the people of Govan in 1906. It contains seven large halls and is home to a mix of formal and informal activities and events. A lack of finance coupled with health and safety concerns almost led to its closure in 2001, but protests from the local community persuaded local agencies to keep it open. The post of chief executive officer was funded by Communities Scotland until 2007, and when funding ceased it was decided that GCA might replace it. As the CEO was already in post prior to GCA funding being awarded, the project represents a continuation of his existing role: developing a low-growth business strategy in order to achieve stability and sustainability.

Community hub projects

- 12.58 This group comprises village halls and other projects that provide some form of hub for the community. Our case studies include Silverburn, Dalmally, Ford, Lamancha, Neilston, Arrochar and Route 81.
- 12.59 These projects developed either as a result of existing facilities becoming unavailable, or new facilities being needed as a result of changes in community needs:
- in Arrochar, the project was initiated when the Council sold an existing outdoor centre to the Army to be used for cadet training, thereby depriving the village of a hub where community members could meet; a subsequent community survey highlighted the need for a meeting place
 - in Ford, the existing village hall was 45 years old and no longer fit for purpose; a feasibility study showed that it would be cheaper to build a new hall rather than repair and upgrade the existing one
 - in Garelochhead, the Route 81 youth and community centre arose from a survey by the community trust in 2002 that highlighted the lack of a meeting place for young people. The Route 81 project currently operates out of shared and borrowed accommodation, and the current arrangement limits the service that can be provided to one evening per week. A further survey of potential users has shown demand for a

new centre with enhanced opening hours, and suitable premises (the local outdoor centre) have been purchased

- in Silverburn, it was seen as important to build a social hub in the village because a high proportion of local residents are drawn to nearby Edinburgh or Penicuik for work and social activities and therefore do not get to know their neighbours
- in Lamancha, the old school was closed in 1983 and has remained empty ever since. Community surveys in 2001 and 2003 identified a high level of support for turning the building into a community centre (known as the Hub), so that community members would have somewhere to meet.

12.60 These community hubs (village halls, outdoor centres, community centres, etc) will be put to various uses. Each community has a slightly different focus. For example, in Garelochhead one of the main aims of the Route 81 centre is to provide opportunities for young people: it aims to increase young people's confidence, knowledge and skills through the youth project, including opportunities to serve on the management committee. The focus in Auchencairn is on a community shop and post office, vital services which would have been lost to the community in the absence of GCA. The Lamancha community facility comprises two general purpose meeting rooms, a third room with kitchen/café area, office space for local businesses and a community garden.

12.61 Many of these projects also engage in service provision (e.g. internet facilities, evening classes, etc), both for the economic and the social benefits that this will generate. There is obvious overlap between them and the 'service provision' projects described earlier.

Access to land

12.62 The Balgonie Bleachfield project in Fife is the only project in our current cohort of case studies concerned with promoting access to land. It has succeeded in turning a former landfill site into a quality greenspace and wildlife habitat.

12.63 The site (which was officially opened by the Minister for Environment at the end of 2008) was originally used for bleaching, and then for landfill. Its predominantly alkaline soil makes it unusual in the county; it has provided a sympathetic habitat for many flora and fauna that are on the decline in other areas, including skylarks and rare butterflies. The project has seen the construction of paths and signage which make the site accessible to all. As a result of the development, the number of households who are within a ten minute walking distance of a quality greenspace has increased. Local primary and secondary schools can now benefit from the opportunity to participate in outdoor classroom activities, helping them towards eco-school status. It is very similar to some of the case study projects that we explored in our earlier evaluation of BIG's Transforming Your Space programme.

12.64 This is one of very few GCA projects that has *not* involved the purchase of an asset. Rather, the community group in question has been able to lease the site from the local authority – despite the Council's willingness to sell it for a nominal sum. The group specifically chose not to purchase the land, as the site's former use as landfill meant that the group risked becoming liable for the cost of remedial works to remove pollutants.

- 12.65 It is not clear how the eventual outcomes and impacts of the project will be evidenced. Although in theory it may be possible to count the number and type of people using the site (e.g. dog walkers, school classes, etc), we were not convinced that the project had put clear mechanisms in place to do this.
- 12.66 Over the course of the evaluation it will be useful to select additional case studies that involve access to land in order to gain a better impression of what the potential outcomes and benefits of such projects can be.

Other projects

- 12.67 There are some GCA projects that do not fit neatly into a particular category. One of these is the Community Food Initiative North East (CFINE), an established social enterprise that provides healthy food at reduced prices to disadvantaged communities and also operates a commercial arm.
- 12.68 Over the course of the evaluation a different typology of projects may emerge, whereby projects such as CFINE can be compared with similar initiatives.

Technical assistance

- 12.69 Projects such as Linthouse Urban Village (LUV) Farm Project in Glasgow, one of our case studies, have sought technical assistance funding from GCA to develop their project. The aim of this project (when it proceeds in full) is to purchase the derelict Fairfield Farmhouse building in Elder Park and develop it into a range of education, leisure, retail and childcare facilities provided by local enterprises. Technical assistance funding has helped to continue to pay the co-ordinator's salary for a year, in order to organise community consultation, negotiate with planners, prepare funding applications and prepare a detailed cost plan.
- 12.70 The LUV Farm project has encountered some resistance from the community: although a very thorough consultation process has been undertaken, a small minority of vocal opponents have caused potential tenants of the building to withdraw their interest, thereby stalling the project temporarily. The project has therefore submitted a 'change of need for technical assistance grant' to HIE.

Benefits and impacts

- 12.71 Earlier in this report we discussed some of the early outputs arising from GCA and considered how outcomes might be measured in the future. Below we highlight some examples of the benefits and impacts that GCA projects are already seeing, and some of the issues arising.

Social benefits

Skills

- 12.72 The development of communities' skills and knowledge is one of the specific outcomes of the GCA programme, and we used our consultations with projects to find out how they envisaged this happening.

- 12.73 Some projects are already well advanced, and are able to report in tangible ways on the skills that GCA has brought. In one project, for example,

People have developed new skills. For example, the shop owner had never run her own business before, and the committee members have learned how to manage large scale projects. The skills developed are also being put to good use in other areas. For example, board members have been asked to assist with other projects in the village and in surrounding towns.

- 12.74 Other areas report that they hope to achieve similar outcomes.

Community spirit

- 12.75 While skills outputs are fairly easy to quantify, GCA brings many other social benefits that are more difficult to measure. Community spirit is one of the things that we heard about during our case study visits. Our visit to one project highlighted how this manifests itself:

The [village hall] project is all about community spirit. Kids and adults have all made new friends as a result of the project. People know each other a lot better now, and it is easier to welcome new people into the community now that the village has a focal meeting point. Silverburn really is a community now, not just the collection of homes that it was before. There is a sense of pride in the village now, amplified by the visit from the TV show Beechgrove Garden.

Community self-esteem and self-reliance

- 12.76 The second GCA outcome is that communities should be stronger: so what do we mean by a ‘strong’ community? Although the Fund’s detailed specification of outcomes (see Annex A) envisages wealth creation as a key factor in community strength, one of the issues emerging from our case study visits is that community confidence and self-esteem play a major role.

- 12.77 From our case study visits it is clear that this can be a particular issue for rural areas. For example, South Uist has been said to be one of the most deprived communities in Scotland in terms of confidence and self-esteem. This is due to decades, even centuries, of being looked down upon because of language (Gaelic speaking is thought to be ‘frowned upon’), religion (this is a Catholic community) and poverty. The problem is exacerbated, particularly in isolated island communities, by the fact that:

The council never comes to us – we have to go to them if we want to speak to them. No one takes us seriously enough to travel out here for a meeting.

- 12.78 However, we have noted cultural differences between the northern and western islands in terms of their reaction to this. Communities on Orkney appear to be more pro-active *because* of their remoteness: “we’re used to doing things for ourselves”. This positive attitude is emerging in the Western Isles as a result of the land buy-outs:

Until now, there’s always been a language of blame. If things weren’t right, it was someone else’s fault. Community land ownership changes this, because now there’s no one else to blame if you get it wrong.

- 12.79 Even in smaller, village hall-type projects the same benefits can be seen. In Ford, for example, the project is leading to an increase in self-belief amongst members of the

community that they have the ability to take on a major project and succeed. The group are keen that other communities see the new centre and think, ‘why couldn’t we do that?’ The same can be found elsewhere, for example:

There is a sense of community pride about the shop and post office. People want it to succeed because it is owned by them. Attitudes can become self-fulfilling: if people have no confidence in the area, it leads to decline; but once people start to develop confidence then an area will build upon its strengths.

- 12.80 Although we have not encountered any projects set up specifically to achieve community integration, it is a theme that often arose in our consultations. Some projects mentioned the need to involve local migrant workers in community affairs, while others talked about bringing local people and ‘incomers’ more closely together.

Social capital

- 12.81 No strict definition of social capital exists, but it is generally held to encompass aspects of social cohesion and connectedness, civic engagement, and networks of relationships (and the disposition to create those networks).
- 12.82 In one community hub project, social capital is said to be continually developing throughout the lifetime of the project. The initiative is raising the capacity of project members, enabling them to initiate decision making processes rather than being the recipients of other people’s decisions.

The building itself can generate ideas: it acts as a catalyst. Once people see the space and attend events, they start speaking amongst themselves: “what about X? we could hold that here”. ‘Chatting’ is one of the major benefits of the project; it gets people talking to each other, reducing exclusion and generating new ideas.

Economic benefits

- 12.83 Economic self-sufficiency is the goal of many communities, particularly those in self-contained island communities. Earlier in this section we discussed large-scale income generation projects. For other projects, the economic benefits are smaller and more specific.

Jobs

- 12.84 Several projects are creating local employment and business opportunities. Although comparatively few new jobs are being created by GCA, the programme is helping communities to retain local employment and discourage commuting-out. At the Lamancha Hub, for example, hot-desking arrangements are in place to accommodate professionals living locally. A tenant (the Wildlife Partnership) has been secured for the upstairs offices, not only generating rental income for the Hub but also allowing the employees to work closer to home.
- 12.85 In our consultations we heard about the importance of job creation in the islands (South Uist, Westray, North Harris), as part of the overall drive to maintain and increase the population over the longer term. But job creation is generally not a *direct* aim of most projects; rather, in

island communities in particular, GCA is part of the overall drive to regenerate the local economy and create an environment for future employment opportunities.

The council employs far too few people on the outer islands; employment is very centralised on the mainland. The jobs recently created [by the council] in the care home have made a fantastic impact, and have brought people back. We need more of this. For example, the back-room administration for the ferry company could be based on one of the islands. The council should be more imaginative!

- 12.86 In our survey of project leaders we attempted to quantify the number of jobs likely to be created as a result of GCA projects, but the information we received is not complete. We return to this point later in the report, as it represents a methodological issue for us to address.

Social enterprises

- 12.87 Some of the projects are concerned that communities are being pushed down the social enterprise route in order to “reach the holy grail of sustainability”. This then leads to issues around competition. We found that two companies were both tendering for public sector contracts. The issue arises as to whether there are potential issues here around displacement. The organisations in question would argue that this is not the case.

There is no unfair subsidy issue, since private companies receive public sector support as well (for example, one of our competitors has received government funding for premises and operations). The difference is that our competitors do not offer the social benefits that we do; this is a public good, so we should be rewarded for it.

- 12.88 There are also important issues surrounding the type of organisation leading the project. Some of the social enterprises are quasi-professional organisations using GCA to develop an already-trialled formula. This is quite different from grass-roots organisations who are developing initiatives deeply rooted in a specific community. We refer to this again later.

Environmental benefits

- 12.89 Some GCA projects have been set up primarily with the environment in mind. One of these has been included in our first cohort of case studies. This is the Balgonie Bleachfield project, whose outcomes are specifically related to the environment:

- creating good access to quality greenspace for everyone, including those with disabilities
- developing the capacity for local people to value, manage and improve the quality of our local environment
- making sustainable improvements to a derelict and unmanaged site
- increasing adults’ and children’s understanding and appreciation of the environment and diversity
- maintaining and increasing the present biodiversity of species – both flora and fauna.

- 12.90 We anticipate that future case studies will include projects dealing with other environmental issues, such as recycling.
- 12.91 In the meantime, many of the projects we have visited will generate spin-off environmental benefits. For example:

The building itself was designed to reduce use of resources and a ground source heat pump currently supplies energy to the building. We are now looking at the possibility of creating an energy centre, which would offer energy advice and assistance with improving energy efficiency in the home (this would create one further part-time job).

The project helps to reduce car use, since it saves people driving to Castle Douglas to access services. The building is heated by a ground source heat pump.

The new hall will use ground source heat pumps and will also have solar panels, which should result in lower energy costs. The aim is for the centre to be carbon neutral. Recycling facilities have been established in the community but it is hoped that the land can be used to create easily accessible and broader recycling facilities to encourage greater use.

Community transport helps to reduce the number of cars on the road (although this effect is minor, given that many users will not own cars). Our vehicles run on bio-diesel, with the double benefit of reducing waste and saving money.

- 12.92 A good example of 'big-thinking' in environmental spin-offs is the Westray Development Trust (WDT).

The WDT has set up a sub-group to look at waste, energy and the environment. Westray wants to become a zero-waste community, and several ideas are being pursued to take this agenda forwards. One idea is to have a composter which will take all household waste, partly to produce feedstock/compost for the golf course (to stabilise the dunes) and for a community garden, which in turn would generate sales on and off the island. However, this idea has come into conflict with an anaerobic digester that is currently being trialled by a private enterprise. Another idea that has been put to the local authority is the recycling of cans and glass, which has been met with some enthusiasm by the council. WDT will construct a shed and storage area, so that products can be crushed and stored. Crushed items would be sent to the Orkney mainland twice per year, and some items (e.g. car headlights) could be recycled. A possible site for this venture is currently being surveyed, and the project has the potential to generate one part-time job. The local authority has agreed in principle that all revenue will go back into the Westray community, thus directly complementing the aims of the main GCA project (the wind turbine) and contributing to the community's overall vision that the island should become self-sufficient. Meantime, other environmental projects such as bio-fuels and fuel poverty measures are being developed under the aegis of the WDT.

- 12.93 The environmental projects arising as a result of the North Harris project are similar. They include: a feasibility study into two hydro dams to be connected to the national grid; a recycling project with the local authority, on a site owned by the Trust, which may see the creation of a new, part-time job; a biomass project, jointly with the Scottish Agricultural College and CES, whereby a combination of willow, poplar, alder and sycamore is planted and later be harvested to provide a source of fuel; and an energy advice service to encourage the community to adopt energy conservation measures.

Measuring impact

- 12.94 Measuring the impact of purchasing a local asset is more straightforward for some projects than for others.
- 12.95 Many of the smaller projects (village halls, etc) should in principle be able to quantify the economic outputs of their purchase in terms of revenue generation. Social outputs can be measured by the number of people attending events, the number of groups using the facility, and so on. These figures should be able to be monitored from the time the project is officially opened. Longer term outcomes impacts will be harder to measure and quantify, as they relate to things such as community confidence and aspirations: however, BIG's outcomes-based approach to funding means that projects will at least have had to think in advance about how they measure this. It is hoped that our household survey, when repeated in four years' time, will contribute to a longer term assessment of impact.
- 12.96 It will be difficult to monitor the impact of projects where GCA is being used to fund a post rather than an asset. In one instance, although there is a clear need to fund the continuation of the chief executive's role in overseeing the multi-million pound restoration and development works (funded by other sources), the additionality of GCA is unclear; in the absence of GCA it is arguably certain that another funder would have stepped into the breach.
- 12.97 The large projects involving land buy-outs will take a considerable time to generate outcomes and impacts. The community organisation in South Uist anticipates that it will be at least five years before real impacts can be evidenced.
- 12.98 In some projects the scale of the challenge ahead is such that early evidence is still only anecdotal – but nonetheless meaningful:

People are now starting to talk about "our" deer. And recently, when some builders from the north tried to take some sand off the beach, they were told by local people to get their hands off "our" sand. Also, the general level of interest has changed: people are starting to ask us what's new, what's happening. Seven years ago this was one of the most depressed communities I'd ever seen, with the lowest confidence. Now the tide is turning.

- 12.99 In principle, the renewable energy projects (such as the wind turbines on Westray and North Harris) have set easily quantifiable targets for themselves based on a target amount of electricity produced and income consequently generated, and should therefore find it easy to measure subsequent impacts. These projects face the challenge of knowing that failure, should it occur, will be very obvious. Of our case studies to date, Westray will be an important test case for GCA: if its estimates are wrong and little income comes back to the community, other wind turbine projects may be adversely affected. Conversely, if its estimates are proven to be conservative and the turbine generates even more revenue than anticipated, it will be exciting to observe how this income affects the island's community. If Westray achieves the self-sufficiency to which it aspires, this will be a huge achievement for the GCA programme.

Community capacity

- 12.100 An issue for many projects is the extent of expertise and capacity within the community anchor organisation.
- 12.101 In South Uist the community company is eager to use as much external (consultancy) expertise in the short term as possible, so that in the longer term it will not be required. The vision is that South Uist will export, rather than import, consultancy expertise. Storas Uibhist is utilising the skills and experience of its directors (one of whom, for example, was formerly a director at HIE and is presently a director of Caledonian MacBrayne) to build its capacity so that expertise can be transferred downwards through the ranks. The chief executive is keen to ensure that some of the tasks he is performing this year can be undertaken next year by his development manager, and so on. He will regard his approach as successful if: someone can step up from within the organisation to take his place as chief executive in due course; and if local school children aspire to work for Storas Uibhist in the future.
- 12.102 A constant issue for many projects is finding sufficient volunteers to take an active role as directors or board members. Several projects have described to us a process of ‘active targeting’, whereby community members who are known to have particular skills are cajoled into putting themselves forward for election. Large projects are aware that training will often be required to give these volunteers the skills and confidence they need:

There are a lot of competent people out there, but as a Board we know we have to provide training for a pool of potential directors. People can be backwards about coming forwards, and we need to build their confidence.

- 12.103 Elsewhere there is also an awareness that current and potential directors require some training – but also, a recognition that the position is far from bleak:

We know that we need to lay on some training for our directors. However, several of our directors are also on the board of other charitable companies, and they have a lot of expertise already. In the last five years charities have become much more professional; also, accountants and lawyers now understand charities much better than they used to. We’d like to strengthen our board with an accountant, but meantime we’re not doing too badly for expertise. We expect that in the future people will come to us for advice, rather than us buying it in.

The advantages and disadvantages of asset ownership

- 12.104 In our electronic survey of project leaders we asked respondents to describe the various advantages and disadvantages of community ownership of assets. Some clear themes emerged from the survey, as outlined in the table below.

Table 12-1 What do you see as the pros and cons of community ownership?

Pros	Cons
Increases the range of funding options, improving sustainable development	Increased and continuing responsibility for management, finance and maintenance
The community can determine the direction the project takes/ it is led by local needs	General time and effort involved, particularly in relation to dealing with the paperwork (mainly relating to fundraising)

Pros	Cons
Local support/buy-in for the venture	It requires long-term interest and commitment from the community
Any income generated is reinvested for the benefit of the community	It can take a long-time to convince everybody of the validity, capacity and staying power of your project.
Gives the community a real focus. It can help create a sense of identity and belonging.	Self-governance can be difficult when making decisions that affect either yourself or someone close to you directly.
Enables the asset to be saved/ developed in a way that generates additional benefits for the local area	It can lead to divisions within the community – no matter what decision is made there always appear to be some people who are dissatisfied with the outcome.
Increases the capacity of project members.	Capacity issues - A lack of recognition that community groups are often run by volunteers, not full-time paid employees. Community groups do not always have the expertise that may be required.
Increases self-belief within the community	It can be difficult to avoid the bulk of the work resting on too few shoulders and the risk of these individuals losing enthusiasm.

Source: SQW survey of project leaders, based on 27 responses

12.105 Our survey showed – and our consultations confirmed – that those who had purchased assets did not feel that leasing was a sustainable option, as it would not allow them to borrow against the asset or draw up future plans. There were also concerns that the landlord or owner would “pull the rug out from under them” at a later date.

12.106 Micro-finance was considered to be an appropriate alternative by some. In particular, McSense (Midlothian Enterprise Centre) thought that it might motivate projects to start generating income faster - although the terms would need to be reasonable and it would not be an appropriate solution for all groups, since not all projects will generate income. Projects such as Out of the Blue, which has been granted a mortgage on a building, are incentivised to generate income in order to pay back their loan.

12.107 One village hall project highlights some of the benefits of asset ownership thus:

If the hall were owned privately there would be no profit for the community, so that's not a viable option. Also, if it were owned privately the owners could close it or change its use whenever they liked, whereas community ownership gives you security and permanence. Also, you feel that it belongs to you and your children; you wouldn't feel that if it were owned by someone else. Another option would be for the Council to build a new hall and lease it to us, but then we wouldn't have the same sense of involvement and we wouldn't have any independence. Also, the fact that we own it means we'll look after it and maintain it properly; when you have a stake in something, you care personally about wear and tear in a way that you wouldn't if the Council owned it. This place won't get run down. The community will make this project succeed; people will put more effort into it because they own it.

12.108 These comments were replicated across various similar projects.

The advantage of our owning this asset is that we stop being beggars and we become entrepreneurs.

Credibility

- 12.109 One of the strong themes emerging from our case study visits is that by purchasing their asset, communities have gained significantly more credibility in the eyes of their local authority and development agencies. A good example of this is the Neilston Development Trust, which has found itself increasingly regarded by the local authority as an equal player as a result of its asset acquisition.
- 12.110 In another project, by contrast, the community organisation is frustrated that its own aspirations are running far ahead of stakeholders' vision.

The system doesn't seem to be able to cope with the scale of our ambitions. People regard us as having ideas above our station; they perceive us as upstarts. We are trying to grasp huge opportunities, but we face capacity issues. We need high-level support; we would like to see a presumption on their part that our ideas are viable, rather than have stakeholders constantly questioning us. We need their pro-active help in preparing business plans, rather than have them question the plans that we come up with.

- 12.111 The advantages and disadvantages of asset ownership are, of course, central to this entire evaluation. Our survey of project leaders elicited a certain amount of insight into this, much of which was enhanced through our case study visits.

Sustainability

- 12.112 Sustainability is one of the biggest issues for projects and it is frequently raised as a concern about the whole community-ownership approach. The indications from the Scottish Land Fund evaluation suggested that, although still at an early stage, communities were continuing to take forward their plans and that only time would tell how the supported projects developed and how sustainable their structures and planning would be. We knew that the real test would come over the subsequent five years when interest could decline along with funding opportunities, and that ensuring adequate succession planning would be key.
- 12.113 In order to continue to assess the sustainability of the asset-based approach, we proposed that a small number of SLF projects be included in our GCA case study sample. North Harris, Dalmally and Arrochar are amongst those of our case studies that previously benefited from SLF.
- 12.114 The key feature of these three projects is the length of time it has taken for them to make progress. In the case of Dalmally, where land was purchased for a new community centre and sports field in 2002, the project had progressed only as far as preparing the ground at the time of our visit in late 2008. It has taken a very long time – six years - for the community company to secure its funding (from a total of 13 different funders) and finalise its building plans. Sustaining the interest of the community throughout this time has been challenging: “many people will not believe in the project until they see the new building with their own eyes”. But the core group continues to invest heavily in terms of their personal time; we saw this at first hand during our case study visit, when a surprising number of people made time to talk to us.

- 12.115 We found in our case study visits that sustainability means different things for estate large-scale community and economic regeneration projects, and small-scale ‘village hall’ type projects.
- 12.116 For the largest project, in South Uist, sustainability has been defined by Storas Uibhist itself as encompassing the following:
- the community does not rely upon short-term grants
 - people no longer have to leave the island to find employment
 - people want to come to South Uist to work
 - all activity can be conducted in Gaelic (at the moment it is symptomatic that the professional staff at Storas Uibhist are non-Gaelic speakers)
 - staff within Storas Uibhist are able to be promoted from within the organisation and recruited locally rather than from outside
 - South Uist becomes a brand in the way that Ireland has achieved (transforming itself from an area that was once looked down upon into a desirable place to visit and do business)
 - the community is in control of its own destiny.
- 12.117 In North Harris, where the land buy-out was facilitated through SLF, the community is building incrementally upon small but important achievements. It is possible that other parts of Harris will be sold to communities who choose to join forces with the North Harris Trust (as has already happened with the Seaforth estate), thus generating critical mass and thereby leading to wider changes. Few tangible impacts can be seen in North Harris since the land buy-out, but there is clearly momentum for change.
- 12.118 On a smaller scale, community hub or village hall projects have different goals: usually, to cover their costs and generate a small profit than can be put back into the project. In the case of Dalmally, measures for achieving this are described by the project itself:

A wide variety of potential income-generating uses have been considered particularly with respect to income from outside the area. The centre will be most in demand from locals in the winter months and there is, therefore, likely to be excess capacity in the summer season where facilities can be offered to tourists. A variety of business opportunities have been discussed including the simple letting of space for sports activities, birthday parties and weddings, and the opening of a Historical/Cultural exhibition and tea room. The headmaster of Dalmally Primary School has indicated his enthusiasm for this project and is keen for new facilities to be available to provide physical education. In addition the Principal of Argyll College is keen to explore the potential for using the new centre for the provision of further education. There have been recent positive contacts with the Argyll and Bute Community Education Unit with a view to their use of the Centre for continuing education. Dalmally is well situated as a neutral venue for a variety of sporting events each of which has the potential to raise money for the centre. Together with dances, concerts and other local fundraising events, it is crucial that these extra revenues are maximised in order to keep the centre’s hire charges at a level that will ensure maximal use by the local community¹³.

¹³ <http://www.dalmally.org/sustain.html>

12.119 Sustainability measures described by various village hall-type projects have several features in common, notably:

- conducting energy reviews to ensure that heating costs remain low
- becoming more professional in the way that the hall is marketed and let, e.g. active promotion as a venue for clubs, societies, exhibitions, etc
- being imaginative about how to generate income, e.g. serving refreshments during the summer season, hosting touring exhibitions, craft fairs, etc.

Sharing experience

12.120 A number of the projects (e.g. Pearce Institute, Ford, Auchencairn) had visited other projects to explore alternative models and were very enthusiastic about sharing experience.

We have done a lot of networking with other community groups, and we have got ideas this way. For example, Easdale had a problem with lack of storage for future capacity increases, and other groups have had heating problems, so we have learned valuable lessons from them.

12.121 However, other projects were advised to talk to other village hall projects but did not find this process particularly useful because each project faces different issues.

12.122 Storas Uibhist, with its wide-ranging aspirations, envisages more gain to be found from approaching private sector players such as bank directors (for their wealth management expertise) than other GCA projects. This would help to build the organisation's capacity in a way that helps it meet its high-level goals. Storas Uibhist feels it would benefit from advice on which development projects to submit to HIE for support, and perceives that such advice is more likely to be found amongst bank directors than within other community groups. Storas Uibhist has hosted a visit from the Falkland Islands Corporation, whose representatives came to the island to look for ideas. It is also talking to universities in the United States about the possibility of American students attending Sustainable Development courses to undertake placements in South Uist.

12.123 The fact that projects have developed their own, quite different, approaches to sharing experience has potential implications for our own plans to disseminate the evaluation findings. It is possible that all projects will be interested to read the evaluation reports, but they may have quite different needs and requirements in terms of more active dissemination methods. For example, some projects may benefit from a dissemination event that brings together all projects from the same typology (e.g. village hall projects) – but others may not.

Summary

General impressions

12.124 In our literature review section we highlighted the potential benefits of community asset management and ownership, as presented in the Scottish Government's 2008 study. What we

have heard from our visits to projects across the country resonates very strongly with that review. Likewise, our consultations have chimed with the potential benefits of asset ownership as described by the Development Trust Association (DTA), which are:

- enabling community organisations to earn an income for reinvestment in the community (e.g. Westray, North Harris, South Uist, etc)
- supporting the delivery of a range of local activities, e.g. small business support, leisure, housing, retail and other locally appropriate services (e.g. McSence, Lamancha, etc)
- assisting improvements in local partnership working where community organisations have more tangible resource to bring to the negotiating table (e.g. Neilston, North Harris, etc)
- assisting locally in network and skills development, fostering community enterprise and building social capital (e.g. Silverburn, Auchencairn, etc).

12.125 As we noted in our literature review, to date there has been a lack of evidence on the *actual* benefits of community asset ownership. Thanks to BIG's adoption of an outcomes-based approach, projects have already had to think carefully about what the outcomes of their initiative will be, and most projects have very clearly defined indicators of success. In many cases – notably, but not exclusively, those where income generation is concerned - it should become clear within the lifetime of this evaluation which projects have been successful, and which have not.

12.126 We anticipate that this evaluation will help to fill the gaps in the existing evidence base: by the end of the evaluation period we should be able to describe the actual, as well as the potential, benefits of community ownership of assets.

Filling the gaps in the evidence base

12.127 A considerable amount of research has been conducted in phase one of the evaluation, generating a huge amount of data and information. Nonetheless, there are areas where we have not succeeded in obtaining some of the information that we need. The gaps relate largely to outputs (e.g. number of jobs created, people gaining skills, etc).

12.128 There are two issues here:

- first, we need to work with the Fund and with HIE to establish exactly what monitoring data has been, and will be, collected (we have not yet had sight of any monitoring data)
- second, we need to fine-tune our methodology in order to make best use of our research tools. This means:
 - putting more resource into ensuring that the project leader survey is completed in full by all projects (e.g. offering to go through the questions by telephone; following up with respondents whose questionnaires are returned incomplete)

- developing an approach to the forthcoming user survey that encompasses some of the issues raised in this report. We discuss this in our ‘next steps’ section.

12.129 Other aspects of fine-tuning our methodology will include the specific involvement of local authority officers in our case study visits. This is something that happened on an ad-hoc basis in our phase one consultations (e.g. in South Uist), but it is important that we gain more insight into local authorities’ views on community ownership of assets.

13: GCA delivery mechanisms

Background

- 13.1 The Big Lottery Fund does not deliver the GCA programme itself: rather, it has contracted Highlands and Islands Enterprise (HIE) to do so on its behalf. This is not the first time that a Big Lottery Fund programme has been delivered in Scotland via an intermediary organisation. HIE had already successfully delivered the Scottish Land Fund programme, and was therefore well placed to take on the delivery of GCA once it had been decided to adopt this approach again. (HIE went through a competitive tendering process before being awarded the contract.)
- 13.2 A significant feature of Growing Community Assets is the range of additional development support provided to applicants. HIE put together a consortium of partners in order to deliver this. The key partners have been Community Enterprise in Strathclyde (CEiS), Forth Sector, Social Investment Scotland (SIS), Community Energy Scotland (formerly HICEC) and Scottish Enterprise. (The involvement of SIS and Forth Sector ended at the end of March 2009.)
- 13.3 The consortium also draws on several strategic organisations for management input including Communities Scotland, the Development Trust Association and Greenspace Scotland. HIE has had a dual role in the evaluation: it manages the consortium, and it also provides case officers as part of its support role.

Role of GCA delivery partners

- 13.4 HIE has allocated case officers to projects based largely upon geographical location:
- all rural projects are allocated to HIE case officers (the majority of projects)
 - wind turbine projects are allocated to Community Energy Scotland
 - all urban projects are allocated to the partners:
 - Forth Sector and SIS cover the East of Scotland
 - CEIS covers the West of Scotland.
- 13.5 In our electronic survey of project leaders we asked respondents to rate the GCA support they received. The case officers were generally rated very highly, with a number of projects specifically commenting on the strength of the support they received from advisers. For example: “Case officers from Land Unit (HIE) have been very supportive and helpful in working up land purchase application and helping to iron out the inevitable hiccups experienced during the complex final stages of purchase.”
- 13.6 The application process and transparency of decision-making received weaker feedback, with only half the respondents rating it as good or very good. A full breakdown of responses received is shown in the table below.

Table 13-1 How would you rate the GCA support you have received (including support from your case officer)?

	Very good	Good	Average	Poor	Don't know/ Did not answer
Access to advisers	11	11	3	1	1
Quality of advice	13	10	3	1	-
Responsiveness of advisers	13	11	3	-	-
Application process	5	8	10	3	1
Transparency of decision making	3	10	7	2	5

Source: SQW survey of project leaders (27 responses)

13.7 In our consultations with case study projects we found that many community organisations were confused about the respective roles of BIG, HIE and the delivery partner (case officer) who had been allocated to them.

13.8 For some, the experience had been unhelpful:

Our case officer was allocated up to 26 days per project, at a day rate of about £500. This seems like a waste of money. It was imposed on us; we didn't really need a case officer, as we had a lot of previous experience of applying for funding. Discussions with our first case officer suggested that he hadn't even read the application form. A second officer was later allocated to us; he was very nice, but seemed to be a bit out of his depth.

13.9 Conversely, some projects found the process helpful:

Initially it was confusing [understanding the respective roles of BIG, HIE and CEiS] – but actually, it works. It's good that they're at arm's length from the funder. We are not as 'scared' of CEiS as we might be of the funder; we sense that they're not there to judge, but to assist. CEiS have been really helpful; they're on the ball and they're consistent. Their representative has attended public meetings with us and supported us; they have also attended the working group we set up after the project stalled, which has been really helpful.

13.10 Several GCA projects had had prior experience from the Scottish Land Fund, and expected their GCA experience to be similar. Although projects generally approve of the outcomes-based approach instigated under GCA, in practice the new approach entailed a radical shift in outlook and planning that many found challenging.

Aftercare

13.11 Case officers have also provided an element of aftercare for projects after their applications have been approved. Generally this seems to have worked fairly well, with some exceptions – such as in South Uist, where Storax Uibhist would welcome higher level support from HIE: “it's not just an administrative exercise, it demands drive and vision on HIE's part as well as ours. GCA projects differ from each other in many ways. The South Uist buy-out is on a significantly larger scale than any other project - and special projects require special skills.”

Consortium approach: strengths and weaknesses

Strengths

- 13.12 The GCA programme supports a very wide range of projects, some of which – notably the renewable energy projects – require very specific expertise. The Fund would clearly have been unable to provide tailored support from its own resources, and was faced with the choice of hiring consultants or adopting the consortium approach. In general terms, the Fund believes it is important for projects to be aware that BIG is not an expert in all fields.
- 13.13 An obvious strength, then, of the consortium approach is that it enables projects to receive advice and support from intermediaries who know what they are talking about. The success of this approach is best seen in the case of Community Energy Scotland (CES), whose officers provide support to the wind turbine projects we spoke to in North Harris and Westray. Our consultees could not speak highly enough of CES, which is clearly very highly regarded for its knowledge, availability and flexibility of outlook.
- 13.14 Another strength of the approach is in ‘bringing the Fund out of Glasgow and into more remote parts of the country’. The employment of HIE and its partners provided Scotland wide coverage for the support role to applicants.

Weaknesses

- 13.15 One important weakness of the approach adopted by the Fund, which has been acknowledged by projects, delivery partners and BIG alike, is that case officers have been put in the position of being ‘both judge and executioner’ – that is, their role involves helping projects to develop applications, but then the officers are also required to assess those applications. This creates at least a potential conflict of interest, although in practice it does not appear to have been a problem. Many case officers have been professional enough to wear ‘two separate hats’.
- 13.16 This situation has now been addressed, and from April 2009 case officers will no longer have responsibility for assessing the applications that they help to develop.
- 13.17 A general feeling amongst projects is that the consortium approach does not work well because there are too many links in the chain. As such, it takes a long time for information to filter down (and up), and almost all the projects experienced long delays before they heard whether or not they had been successful with their bid.

We reported to Ceis, who in turn reported to HIE, who then reported to its own management before submitting our application to the Lottery. At each stage, a decision was given and it became apparent to us that not all information was reaching the Lottery. When the Lottery Board came back after considering our application form, they asked questions which had already been covered in the application form and/or asked by HIE. By the time the Lottery came back with questions, the deadline for submitting information for their next decision meeting had already passed. That meant that our response would not be considered for six months – which would have put the project back by a whole year, since we would not have been able to access under-spend funding at the end of the financial year and the pilot money would have run out. After we pushed the issue, the

Lottery relented and said it would accept our response and consider it at their next meeting. [Rural Development Trust]

- 13.18 We have also heard concerns from some of the more experienced projects that some GCA case officers do not have a good enough understanding of the way the Fund operates. McSence, for example, felt they were teaching their case officer more about the Fund than the case officer was teaching them. However others (such as the Pearce Institute) found the advice very helpful and felt it strengthened the application.
- 13.19 Finally, just as we found in the Scottish Land Fund evaluation, by outsourcing programme delivery to an external organisation the Fund inevitably loses much of its profile. We found that projects missed the personal contact with the Fund that they had had in previous programmes. We know from other evaluations that BIG's own grant officers tend to be well liked and respected, and projects have always welcomed visits from them in the past. This personal element has been missing from GCA. In the current situation, projects only speak directly to the Lottery when things go wrong; this is not a desirable position from the Fund's point of view.

Lessons for future delivery

- 13.20 Our consultations with BIG highlight that the Fund has already acknowledged some of the weaknesses inherent in the delivery mechanism and has taken measures to address them. In particular, the dual role of case officers has now been changed, so that they will lose their remit to assess projects having helped to develop them.
- 13.21 While case officers from some delivery partner organisations are highly rated, others were not. This has effectively been addressed by the fact that contracts for some organisations have now come to an end.
- 13.22 Although it did not arise as a significant issue in our consultations, the Fund recognises that it did not provide as much expertise for capital support projects as it might have done. Wind turbine projects had CES to provide their technical support, but village hall and community centre projects (for example) did not have access to professional quantity surveyors. This has now been rectified, as BIG has established a dedicated capital support team and an in-house quantity surveyor.
- 13.23 Although there are no insurmountable difficulties still to be addressed, it is clear that the consortium approach will not automatically be adopted in future funding programmes.

14: Conclusions

Introduction

- 14.1 This first phase of the evaluation has been concerned primarily with establishing a baseline, so that the impact of GCA can be monitored over time. At this stage we do not expect to be drawing solid conclusions about the substance of activities delivered. However, our qualitative research – including the case study approach – has started to highlight a number of important themes that we will develop over the course of the evaluation. We discuss some of these below.

Thematic issues

Diversity of projects

- 14.2 The sheer diversity of Growing Community Assets – the fact that it funds such a wide range of projects, in communities that are so different from each other – makes it a challenging programme to evaluate. We are confident, however, that our first cohort of case studies represents a good cross-section of the programme and has enabled us to form a useful picture of what is being delivered so far.
- 14.3 As the evaluation progresses and we select further case studies, it will become easier to draw comparisons and conclusions across different types of project. We will increasingly be able to see how the desired outcomes are being delivered respectively by land buy-outs, community hub projects, those focusing on access to land, and so on.

Urban / rural issues

- 14.4 One of the key features of GCA is the fact that it encompasses all communities, from those in remote islands to those in disadvantaged urban communities. One of the key points that has arisen is that it is more difficult in urban areas to define the community that a project is targeting. GCA was designed for geographical communities rather than communities of interest, but this appears to have been something of a challenge for projects in urban areas.
- 14.5 We may have anticipated at the start of the evaluation that the inclusion of urban areas in GCA might lead to a wealth of projects coming forward, as local neighbourhoods decided to purchase their own community centre, for example. To date, there is comparatively little evidence of this happening. We do not wish to draw firm conclusions about this at such an early stage, but it is certainly something that we will be keen to explore in future years.
- 14.6 It will also be interesting over the coming years to compare how particular types of activity fare across rural and urban areas. For example, having seen in detail how the Westray (remote island) project has developed, we look forward to investigating how the same concept is delivered in the heart of Glasgow, in Castlemilk.

Project development and delivery

- 14.7 It is clear from our surveys and consultations that GCA projects are taking a long time to come to fruition. Some projects that initially received funding under the Scottish Land Fund are only now starting to gear up under GCA (e.g. Dalmally). This serves to underline how important it is for evaluations such as this to be carried out over a period of many years: outcomes and impacts do not appear in the short term.
- 14.8 A further, and completely unrelated, point is that the GCA approvals process is perceived by projects to be significantly more elongated than in other funding streams: the elapsed time between application submission and decision making is felt to be too long, and gives rise to the risk of other funding sources being lost in the intervening period (e.g. RDT). This contributes to delays in getting projects up and running.

The nature of the lead organisation

- 14.9 As we noted above, some projects – notably in urban areas – are being delivered by experienced third sector organisations rather than grassroots communities. We believe that this links to the issue of urban communities having less clearly defined boundaries than rural ones.
- 14.10 From our case studies to date, the emerging trend appears to be that urban projects are more likely to be led by experienced (semi-professional) social enterprises that are not necessarily rooted in their respective communities, but are using GCA to roll out a model that has previously been trialled elsewhere. This is arguably less in the spirit of GCA than other projects in clearly defined rural communities.
- 14.11 Is it possible that, in urban areas, the Fund and its delivery partners have been more likely to support proposals from ‘professional’ organisations (who already have a track record of successful delivery) in order to achieve quick wins, rather than spending more time with community based organisations whose proposals are not as well developed? Or is it simply that the demand from grass-roots communities in urban areas does not exist? Again, this is something that we will be exploring as the evaluation progresses.

Can the same outcomes be achieved without owning assets?

- 14.12 One of the issues that will need to be thoroughly explored over the coming years of the evaluation is whether ownership of an asset is crucial to achieving the desired outcomes, or whether there are alternative approaches that lead to the same results.
- 14.13 We have seen from our case studies that some projects specifically chose not to purchase their asset (e.g. Balgonie Bleachfield), and some only went down this route because they had to act at short notice and no alternative was available (e.g. Neilston). We will continue to investigate with further case studies whether purchasing their asset was the best thing they could have done, or whether they could have achieved the same outcomes in different ways.
- 14.14 Our earlier evaluation of BIG’s Transforming Your Space (TYS) programme, where community-led regeneration included projects such as the development of village halls and the transformation of derelict land into nature reserves and parks, showed that community

involvement in such projects led to outcomes similar to those of GCA, such as increased community confidence. Crucially, the majority of TYS projects did not involve the *purchase* of an asset: community ownership was generally achieved in a metaphorical, rather than financial, sense.

- 14.15 There are striking similarities between some of the activities supported by GCA and those funded under TYS: both programmes, for example, include village hall projects and access to land. We feel there may be merit in approaching a small number of asset-based projects funded previously (under TYS or other programmes), now that several years have elapsed, to explore whether the impact of their project has been long-lasting and to compare their outcomes against those of GCA.

Effectiveness of the asset-based approach in rural and urban communities

- 14.16 The inclusion of urban communities in GCA differentiates it clearly from the Scottish Land Fund. While many of the rural projects find it relatively easy to define their communities (notably where islands are concerned), we found that this is not always the case in urban areas, where larger populations are concentrated in smaller localities. In principle, the inclusion of urban areas in GCA provides the potential for bigger impacts – projects are operating in a “larger market” and more people can access the assets or participate in activities. Theoretically, the social return on investment could be larger. From a commercial perspective, the bigger markets may provide a stronger base for community enterprises than would be possible in rural areas – as is the case for CFINE, for example.
- 14.17 There are also differences in processes. Stronger geographic communities often already have mechanisms for developing project ideas and experience of managing them (e.g. Westray Development Trust). In rural areas, social networks may already be well established out of necessity. In some urban areas this may not be the case and, as a result, identifying opportunities might be more limited. We wondered at the start of the evaluation whether these would be issues in promoting GCA and its take-up, and there are early indications that this may indeed be the case. As we saw at the start of this report, only a comparatively small proportion of projects are being delivered in the densely populated urban areas of Scotland. Furthermore, several urban case studies (e.g CFINE, Camglen, McSence) are led by established third sector organisations that already have a track record and are not strongly rooted in a specific locality.
- 14.18 GCA seeks to target locally-based communities in a single local authority area rather than communities of interest, and it may be that urban projects – where funding streams have traditionally been targeted at communities of interest – may have struggled with the locally-based targeting expected of them.
- 14.19 As the GCA programme matures it will become clearer whether projects in an urban environment face distinctly different challenges. This is one of the key issues that we will be exploring as the evaluation progresses.

Programme delivery issues

- 14.20 As we discussed in Section 13, the approach to delivery of the GCA programme has not been without its problems.
- 14.21 However, we do not propose to discuss this in any detail at this point, as it is clear that the Fund is fully aware of the inherent weaknesses of the consortium approach and has already initiated measures to tackle these.
- 14.22 We will come back to programme delivery in subsequent stages of the evaluation.

Methodological issues

- 14.23 As we discussed in Section 12, there are aspects of our methodology that will be fine-tuned in the light of our work to date. In particular these involve:
- working with HIE and the Fund to obtain appropriate output data (from monitoring returns)
 - improving the robustness of our project leader survey, which will be re-issued in the next few months.
- 14.24 In addition we will make a point of including interviews with local authorities in our case study consultations.
- 14.25 Finally, in phase two of the evaluation we will start to conduct surveys of users of GCA-funded assets. We discuss this in the final section of this report.

Annex A: GCA outcomes

- A.1 Here we set out the five GCA programme outcomes, as set out in the Big Lottery Fund's guidance to applicants¹⁴.
- A.2 **Outcome 1: Communities are more able to grasp opportunities, and are more self-reliant.** Projects might:
- enable communities to become stronger by generating both social and financial benefits from their asset
 - help communities generate independent income streams through their assets, and enable them to develop plans to re-invest this in the community
 - support and enable communities to develop business strengths, for example by entering into production or trading, or charging for services, products or workspace.
- A.3 **Outcome 2: Communities are stronger, with shared aspirations and the ability to achieve these together.** Projects might:
- enable people in communities to become more involved in deciding how local assets (and any services delivered from them) are developed, used and managed
 - make communities stronger by enabling them to develop shared ambitions for their area, and a shared understanding of how it wants to achieve those aspirations
 - help people acquire the skills, knowledge, contacts and confidence (i.e. the social capital), as well as the physical and financial resources to achieve those ambitions.
- A.4 **Outcome 3: Communities have services and amenities that meet people's needs better and are more accessible.** Projects might:
- help make community services and amenities more financially viable and stable, for example by developing their potential to generate income from different sources, or by reducing the costs associated with managing or running the asset
 - enable local people to provide financially sustainable opportunities, services or amenities that are important or needed in the community. Communities can use their assets to do this in different ways; some services might be operated from an asset, others might be purchased by the community with income generated by the asset
 - provide opportunities, services or amenities that are specifically designed to meet the needs and circumstances of people, in a financially sustainable way. This might mean local people in general, or it might mean particular groups within communities. Such groups might include unemployed people, lone parents, carers, older people, women or minority ethnic groups. Communities do not always have to deliver these services themselves, but can for example contract others to provide them

¹⁴ Growing Community Assets: Further Guidance (updated February 2007) – Big Lottery Fund

- provide services and amenities that are more accessible. Communities might use or develop their asset to provide services, amenities or opportunities that are easier to get into, in a better location (for clients or for markets) or safer and more enjoyable.

A.5 **Outcome 4: People have more skills, knowledge and confidence, and opportunities to use these for the benefit of their community.** Projects might:

- use an asset to create opportunities that increase and build the range of skills, knowledge, contacts and confidence of individuals in the community
- provide opportunities to use these skills through employment or volunteering. For example, local people may be employed to deliver aspects of the project. They may also volunteer as members of the management committee or a steering group leading on a particular area of development
- in addition to more concrete benefits, also provide a source of demonstration and inspiration for local people and other communities. For example, an asset-based project could form part of a community-led learning network.

A.6 **Outcome 5: Communities have a more positive impact on the local and global environment.** Projects might:

- enable communities to directly influence how natural resources are produced, utilised or sustained, for example through renewable energy projects
- enable communities to have a positive impact on the amount of waste produced, recycled or reused
- help reduce the impact of fossil-fuel powered transport, perhaps by increasing walking and cycling, or improve the efficiency of existing transport resources
- improve the amenity value (noise, air, quality, drainage, etc) of the local environment
- provide a healthier environment for users through the careful selection of building materials and heating and ventilation systems.

Annex B: Phase one case studies

B.1 This is a list of all the GCA projects visited by the evaluation team during phase one. Two visits remain outstanding: the Castlemilk and Carmunnock Community Windpark Trust, and Scotstoun Community Centre (Dumbarton Road Corridor Environmental Trust). These projects will be visited shortly.

Table 1 List of projects visited in phase one of the evaluation

Applicant	Project Name	Project Description	GCA funding
Arrochar & Tarbet Community Development Trust	The 'Three Villages Community Campus' project	Create a purpose built, fully accessible community facility to provide a meeting, recreational & learning space.	£622,089
Auchencairn Initiative	Auchencairn Enterprise Centre	Purchase a building which will be let to tenants, who will provide a range of amenities including a proposed shop, post office & tourist information centre.	£225,000
Community Food Initiatives North East	CFINE Fareshare and Sustainability Strategy	Establish & develop a FareShare initiative for Aberdeen, development of CFINE as a social enterprise, & support volunteering & work experience opportunities for excluded and disadvantaged people.	£517,000
Dalmally Community Company	Dalmally Community Centre	Construct a purpose build Community Centre & Sports field to replace the existing village hall & provide more recreational & social opportunities & enhance the facilities on offer to community groups.	£461,688
Ford Community Project Ltd	Acquisition of Village Centre Land	Purchase land from Forestry Commission Scotland & create purpose-built community centre & multi-purpose sports-pitch. The centre will consist of general meeting space but also retail facilities including a shop/post-office, cafe/bar and educational facilities.	£139,128
Lamancha and District Community Association	Creating the Hub	Refurbish disused school & grounds creating 2 general purpose meeting rooms, 3rd meeting room with kitchen/café area & office space for local businesses & accessible community garden.	£307,561
Linthouse Housing Association	LUV Farm Project	TA required to develop plans to planning permission stage including full-cost plan, build on previous consultations with the local community and part-fund the current Co-ordinator's salary during this phase.	£195,256
McSence Workspace Limited	Midlothian Social Enterprise Centre	Increase entrepreneurship, business confidence and training opportunities by building a Community Business Centre to house a range of small businesses including social enterprises.	£800,000
Milton and Coaltown of Balgonie Community Council	Balgonie Bleachfield Project	Create a quality greenspace that is accessible to everyone. It will achieve this by turning a derelict area of land into a wildlife area.	£45,500
Neilston Development Trust	Banking on Neilston	Purchase & refurbishment of former bank to provide a base for local credit union as well assisting the economic regeneration of the village by providing centrally situated small	£225,318

Applicant	Project Name	Project Description	GCA funding
		office units.	
North Harris Trust	Continuation of Revenue Funding 2007-09	Provide funding for an administrator & development officer to manage the estate more effectively to increase revenue.	£30,981
North Harris Trust	North Harris community renewable energy project	Build 3 wind turbines which will be connected into the local Lewis and Harris grid & provide renewable energy.	£900,000
Out of the Blue Arts & Education Centre	Drill Hall Restoration & Refurbishment	Restore & refurbish Drill Hall to include studio/workspace for individuals, commercial workshop/educational spaces, café & crèche & create employment & training opportunities within café.	£244,000
Pearce Institute	The Pearce Institute	Support the continuation of a key post & provide the opportunity for further development to ensure long-term viability and sustainability.	£100,000
Route 81 Youth Project	Garelochhead Youth and Community Centre	Purchase a building & develop a range of activities not currently available or accessible to the communities of Garelochhead and Portincaple.	£773,160
Rural Development Trust	Camglen Community Transport Initiative (CCTI)	Purchase 3 mini buses and fund a Transport and Access Development Officer.	£275,589
Storas Uibhist	Community Purchase, Management & Development of South Uist Estates Ltd	Purchase South Uist Estates Ltd for the benefit of the community & manage & develop this in a sustainable manner in perpetuity & carry out a number of environment improvements & income generation activities.	£2,251,566
Silverburn Community Ltd	Silverburn Community Hall	Develop a village hall facility, created from an old Water Tank building which the community has procured.	£19,470
Westray Development Trust	Westray Community Wind Project	Generate renewable energy for the benefit of the local community by acquiring & installing a 90kW wind turbine on land the Trust currently owns.	£885,410

Source: Big Lottery Fund

Annex C: Data sources

- C.1 Data zones level statistics have been used to help create a profile of the project areas. There are 6,505 data zones, which have been created by combining 2001 Census output areas by the Scottish government. The data zone geography covers the whole of Scotland and nests within local authority boundaries. Data zones have populations of between 500 and 1,000 household residents, and some effort has been made to respect physical boundaries. In addition, they have compact shape and contain households with similar social characteristics.
- C.2 The project profiles using data zones have been created using just one data zone for each project, the data zone that was chosen for each project is the zone that contained the physical location of the project. Therefore, these data zones act as a proxy and it should be that the target audience for some projects encompass more than one data zone and others a smaller area than the data zone. Thus, all data zone statistics should be interpreted with a degree of caution when relating them to a project area.
- C.3 Projects have been classified using the Scottish Government Urban Rural Classification as illustrated in Table A-1.

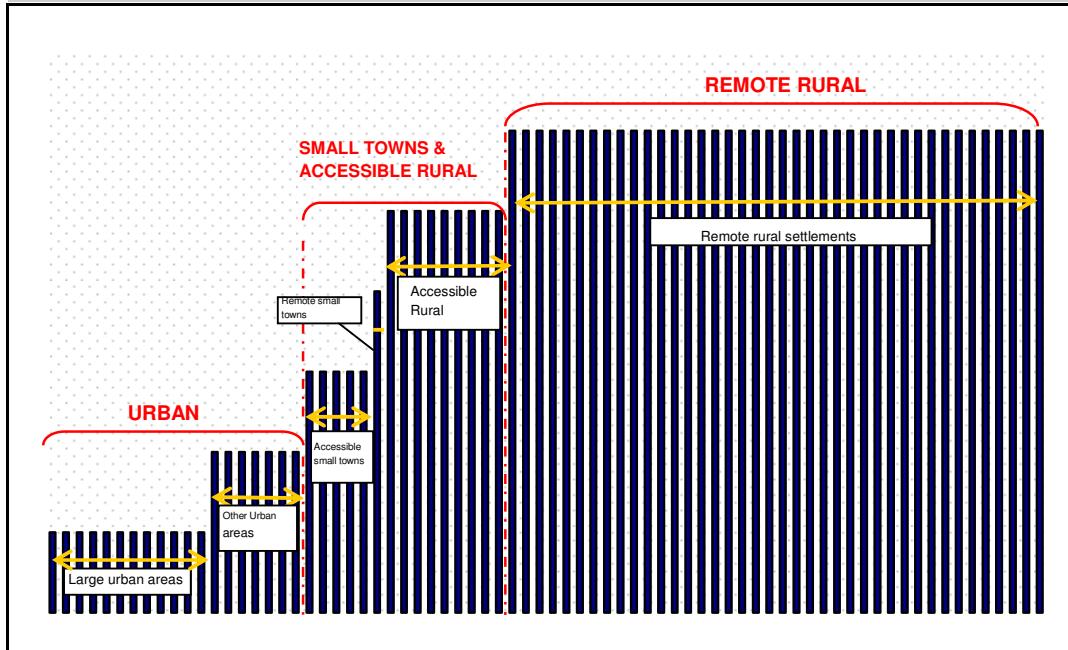
Table C-1 Scottish Government Urban Rural Classification

1: Large Urban Areas	Settlements of over 125,000 people
2: Other Urban Areas	Settlements of 10,000 to 125,000 people
3: Accessible Small Towns	Settlements of between 3,000 and 10,000 people and within 30 minutes drive of a settlement of 10,000 or more.
4: Remote Small Towns	Settlements of between 3,000 and 10,000 people and with a drive time of over 30 minutes to a settlement of 10,000 or more.
5: Accessible Rural	Settlements of less than 3,000 and within 30 minutes drive of a settlement of 10,000 or more.
6: Remote Rural	Settlements of less than 3,000 and with a drive time of over 30 minutes to a settlement of 10,000 or more.

Source: Scottish Government Neighbourhood Statistics

- C.4 Twelve of the projects are situated in large urban areas and seven projects are in other urban areas. A small proportion of projects are in small towns with five projects in accessible small towns and one within a remote small town. Nine projects are to be found within accessible rural settlements and a further 40 are located in remote rural settlements.
- C.5 For analysis purposes the 74 projects have been categorised as ‘Urban’ (large urban areas and other urban areas), ‘Small Towns & Accessible Rural’ (accessible small towns, remote small towns and accessible rural) and ‘Remote Rural’ (remote rural).
- C.6 This results in about a quarter (26%) of the projects been classified as ‘Urban’, a fifth as ‘Small Towns & Accessible Rural’ and over half (54%) as ‘Remote Rural’.

Figure C-1 Project classification



Source: SQW analysis

Project Name – Data Zone	% working age population claiming key benefits : 2005Q04	No. SIMD crimes per 10,000 : 2004	S6: Average tariff score - all pupils : 2006	House sales, mean price : 2007	% dwellings which are occupied : 2007	% dwellings which are vacant : 2007	% dwellings which are second homes : 2007	Scottish Index of Multiple Deprivation Rank : 2006	Current Income Rank : 2006	Employment Rank : 2006	Health Rank : 2006	Education, Skills and Training Rank : 2006	Geographic Access to Services Rank : 2006	Public Transport Rank : 2006	Drive Times rank : 2006	Crime Rank : 2006	Housing Deprivation Rank : 2006	Total Pop. - Children (%) : 2007	Total Pop. - Working Age (%) : 2007	Total Pop. - Pensionable Age (%) : 2007
CFINE Fareshare and Sustainability Strategy S01000098		2,840	459	138,952	93	4	3	974	1819	1039	176	2087	5797	5481	5797	58	584	7.8	85.78	6.37
Drill Hall Restoration & Refurbishment S01002234	12.6	314	596	132,268	98	1	1	2553	2397	3362	2615	1022	5628	5187	5641	3731	215	5.6	77.89	16.49
Spartans Community Football Academy S01002252	8.5	410	475	340,780	96	2	2	4627	4532	3509	4414	5816	3044	3209	2928	2989	6196	14.5	53.52	31.93
Castlemilk and Camunnock Community Windpark Trust S01003044	50.5	2,166	316	84,250	89	11	0	53	64	83	19	222	4947	5334	4670	106	545	20	63.32	16.68
The Pearce Institute S01003418	40.5	761	286	78,460	98	2	0	178	170	173	120	463	5447	5566	5259	1391	157	14.2	61.91	23.82
The Friends of Govan C Community Space Project S01003418	40.5	761	286	78,460	98	2	0	178	170	173	120	463	5447	5566	5259	1391	157	14.2	61.91	23.82
LUV Farm Project S01003441	43	1,928	418	56,120	95	5	0	98	97	166	54	383	6060	6184	5924	158	77	18.1	74.47	7.41
Scotstoun Community Centre S01003591	6	160	727	374,273	99	0	0	6283	5873	5841	6101	6181	3162	3404	3030	5257	5139	20.2	66.52	13.28
Govan Business Campus S01003364	52.3	2,075	406	49,705	94	5	1	36	44	55	44	187	5887	6118	5715	120	182	20.5	69.33	10.07
Townhead Village Hall Project S01003415	17.6	480	769	99,868	98	2	0	1184	1300	1878	1587	218	4782	4202	4812	2594	116	11.7	77.34	10.92
The Tannahill Vision S01005272	79.4	1,412	328	77,000	95	5		5	4	6	7	48	4422	5863	3893	381	798	26.2	59.68	14.03
Environmental & Recycling Centre S01006186	32.9	3,682	472	104,509	99	1	0	663	884	348	994	2458	4368	4364	4228	27	1171	14.5	60.06	25.39
Kirkintilloch Town Hall S01001510	15.5	1,258	458	174,959	95	4	1	2882	2200	3251	2449	3745	6065	6191	5927	505	3532	15.8	52.78	31.37
Balgonie Bleachfield Project S01002846	13.6	398	531	129,592	n/a	n/a	n/a	3913	4085	3805	3250	3802	2051	2393	1953	3132	4984	18.7	61.98	19.25
Ladywood Extended Community Activities Project S01004132	15	243	578	126,268	99	1	0	3260	3423	3623	2652	1615	3539	4743	3134	4353	4130	16.5	67.04	16.39
Midlothian Social Enterprise Centre S01004182	29.7	1,538	486	100,565	99	1	0	689	763	1311	901	254	2957	3119	2848	307	1672	25.9	55.41	18.69
RECAP (N Lanarkshire) S01004847	26	800	0	86,982	99	1	0	1758	1526	1666	2596	1822	3604	4161	3360	1294	2579	21.5	61.84	16.65
Wallacetoun/Newton Positive Impact	43.6	1,344	369	78,953	97	3	1	184	225	65	145	1078	5189	3842	5535	432	2197	13.2	63.16	23.62

Project Name – Data Zone	% working age population claiming key benefits : 2005Q04	No. SIMD crimes per 10,000 : 2004	S6: Average tariff score - all pupils : 2006	House sales, mean price : 2007	% dwellings which are occupied : 2007	% dwellings which are vacant : 2007	% dwellings which are second homes : 2007	Scottish Index of Multiple Deprivation Rank : 2006	Current Income Rank : 2006	Employment Rank : 2006	Health Rank : 2006	Education, Skills and Training Rank : 2006	Geographic Access to Services Rank : 2006	Public Transport Rank : 2006	Drive Times rank : 2006	Crime Rank : 2006	Housing Deprivation Rank : 2006	Total Pop. - Children (%) : 2007	Total Pop. - Working Age (%) : 2007	Total Pop. - Pensionable Age (%) : 2007
Centre S01005590																				
WELFEHD Social Enterprise Centre S01006425	19.3	1,100	341	186,403	99	1	0	1551	1745	1945	1281	1465	2320	3316	2055	662	3064	27.8	60.33	11.87
Development of Newmilns Snow and Sports Complex S01001364	21.6	440	444	91,529	96	3	1	1929	1997	1921	2146	3058	917	553	1178	2838	2255	17.8	61.53	20.66
Banking on Neilston S01001678	10.2	173	570	148,146	n/a	n/a	n/a	5056	5310	4642	5226	5551	1255	2164	1116	5055	4807	19.6	70.01	10.34
Fife Community Wind S01002804	21.9	1,179	664	116,124	n/a	n/a	n/a	2060	1683	2354	2853	1911	4461	5039	4142	574	2380	18.0	60	21.97
Dalbeattie Discovery Centre S01000939	14.9	352	0	137,679	97	2	1	3225	2467	2839	2429	3990	6166	6085	6134	3432	3953	12.4	56.74	30.86
Loanhead Working, Playing and Learning together Project S01004202	13.2	682	680	151,692	99	1	0	4187	4504	3905	3651	3132	4427	4914	4137	1686	3305	15.3	60.43	24.24
Community Regeneration Centre - Technical Assistance S01003977	33.5	927	378	67,344	100	0	0	452	523	731	85	606	3100	1720	3691	941	3319	26.2	64.2	9.6
Garelochhead Youth and Community Centre S01000799	1.8	98	601	222,156	95	1	4	5674	6436	6491	6495	4345	734	3260	466	5808	4434	3.4	91.81	4.79
Silverburn Community Hall S01004122	5.3	283	484	226,692	95	1	3	5195	5924	6197	5957	5315	442	698	409	3975	4475	16.3	64.83	18.78
Glenfarg Village Hall Regeneration S01004988	3	0	904	185,446	99	1	0	6007	6415	6212	6403	5972	840	958	880	6493	5781	23.8	59.08	17.12
Creating the Hub S01005468	6.1		575	284,121	95	2	2	4454	4722	5903	4555	5705	163	234	154	6412	5291	16.3	63.54	20.16
Camglen Community Transport Initiative (CCTI) S01005675	38.5	683	410	112,406	98	2	0	457	483	256	886	859	2053	4656	1562	1704	2614	21.3	58.32	20.28
Blantyre Community Resource Centre S01005802	11.2	128	502	207,822	97	2	1	3923	5189	3820	3845	4211	411	601	375	5489	5678	17.1	69.78	13.1
Cairnbulg Harbour Development S01000543	11.2	294	388	122,331	98	2	0	3671	3802	3902	4151	3701	748	642	856	3894	5912	20.8	60.86	18.25
Development work S01003762	6.7	125	655	292,625	90	5	6	4412	5749	6284	6015	5013	22	14	33	5598	2281	19.0	60.72	20.24
NCDT Community Hub S01005459	13.3	108	475	384,612	93	6	1	3845	4781	3654	4491	5822	218	335	189	5686	4046	22.3	61.16	16.52
Gigha Commercial Housing Project S01000721	14.1	233	614	113,902	80	10	10	2976	3582	3705	3531	4115	156	293	133	4472	1578	17.8	55.82	26.37

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Project Name – Data Zone	% working age population claiming key benefits : 2005Q04	No. SIMD crimes per 10,000 : 2004	S6: Average tariff score - all pupils : 2006	House sales, mean price : 2007	% dwellings which are occupied : 2007	% dwellings which are vacant : 2007	% dwellings which are second homes : 2007	Scottish Index of Multiple Deprivation Rank : 2006	Current Income Rank : 2006	Employment Rank : 2006	Health Rank : 2006	Education, Skills and Training Rank : 2006	Geographic Access to Services Rank : 2006	Public Transport Rank : 2006	Drive Times rank : 2006	Crime Rank : 2006	Housing Deprivation Rank : 2006	Total Pop. - Children (%) : 2007	Total Pop. - Working Age (%) : 2007	Total Pop. - Pensionable Age (%) : 2007
Acquisition of Village Centre Land - Ford S01000803	6.3	63	561	191,888	83	2	14	3853	4790	5421	5559	4476	39	74	38	6137	1196	15.6	60.56	23.83
The 'Three Villages Community Campus' project S01000804	10.9	183	771	246,032	88	6	6	3713	4492	4291	3674	3974	394	682	338	4995	2820	13.2	69.22	17.56
Community purchase of Easdale Island Folk Museum S01000806	11.2		592	165,170	75	3	22	4114	4676	4836	5062	5431	159	268	140	6255	2799	16.3	56	27.62
Dalmally Community Centre S01000819	10.5	121	488	178,194	80	3	17	3614	4971	4645	4513	3964	62	178	49	5599	2459	15.7	57.7	26.56
Harbour facilities and building development S01000832	8.4	203	532	176,114	91	3	6	4845	4584	5190	4754	4605	1572	2712	1326	4807	3157	16.5	64.28	19.14
One Stop Shop for Mull & Iona S01000832	8.4	203	532	176,114	91	3	6	4845	4584	5190	4754	4605	1572	2712	1326	4807	3157	16.5	64.28	19.14
Auchencairn Enterprise Centre S01000905	12.4	254	714	209,708	87	3	11	3916	4751	4206	5473	4874	230	251	227	4351	2050	14.6	56.8	28.55
Community Purchase, Management & Development of South Uist Estates Ltd S01002342	18.9	165	476	100,164	83	10	7	2564	3415	2660	3223	2559	364	95	527	5169	1600	18.5	55.56	25.93
Continuation of Revenue Funding 2007-09 S01002349	16.9	69	501	124,295	81	9	10	2474	2301	3379	3829	3406	136	144	144	6113	2328	11.6	57.74	30.65
North Harris community renewable energy project S01002349	16.9	69	501	124,295	81	9	10	2474	2301	3379	3829	3406	136	144	144	6113	2328	11.6	57.74	30.65
Realising the potential of the Ravenspoint Centre - Technical Assistance S01002350	19		555	80,250	80	11	9	1925	1860	2417	3402	4132	36	36	45	5592	3487	19.3	57.22	23.4
Uig Community Shop Expansion S01002351	22.3		717	94,167	76	11	13	1594	1327	2444	2168	4141	12	67	8	6407	4380	14.6	56.16	29.23
North Ballachulish Playpark, Wildlife Garden & Archaeological Trail S01003723	7		301	232,029	87	9	5	4380	4988	5736	4516	3831	341	192	406	5607	3688	10.0	67.48	22.43
Knoydart Forest Access and Regeneration Project S01003746	12	218	532	212,750	80	7	13	3153	4155	4148	3583	4720	72	63	88	4632	1078	18.8	56.58	24.57
Skye Ferry Filling Station - A community focus S01003752	11.5		736	217,366	83	3	14	3106	4237	3965	3230	5268	25	43	27	6461	1895	15.3	63.3	21.4

Evaluation of Growing Community Assets
First year baseline report

Project Name – Data Zone	% working age population claiming key benefits : 2005Q04	No. SIMD crimes per 10,000 : 2004	S6: Average tariff score - all pupils : 2006	House sales, mean price : 2007	% dwellings which are occupied : 2007	% dwellings which are vacant : 2007	% dwellings which are second homes : 2007	Scottish Index of Multiple Deprivation Rank : 2006	Current Income Rank : 2006	Employment Rank : 2006	Health Rank : 2006	Education, Skills and Training Rank : 2006	Geographic Access to Services Rank : 2006	Public Transport Rank : 2006	Drive Times rank : 2006	Crime Rank : 2006	Housing Deprivation Rank : 2006	Total Pop. - Children (%) : 2007	Total Pop. - Working Age (%) : 2007	Total Pop. - Pensionable Age (%) : 2007
Skye Ferry Buyout S01003757	12.3	69	505	239,679	79	4	17	3048	3883	4402	4352	3485	15	34	17	6131	2473	20.1	56.41	23.46
Redevelopment of Raasay House S01003779	9.5		668	130,445	79	3	18	3040	3918	3925	3304	5440	9	25	7	6322	3600	17.44	59.24	23.32
Evanton Village Centre Regeneration Project - Phase 1 S01003918	12.7		513	134,477	98	2	0	3836	3775	3960	4651	4296	638	557	713	5517	4257	19.8	62.92	17.19
Assynt Foundation Development Manager S01003967	11.6	120	333	187,224	83	9	8	2906	3812	3403	3300	3790	145	157	153	5615	1541	15.0	64.5	20.49
Glencanisp Re-development S01003967	11.6	120	333	187,224	83	9	8	2906	3812	3403	3300	3790	145	157	153	5615	1541	15.0	64.5	20.49
Ltle Assynt Est Access Impment & Training S01003967	11.6	120	333	187,224	83	9	8	2906	3812	3403	3300	3790	145	157	153	5615	1541	15.0	64.5	20.49
Planning & scheduling a community renewable energy scheme S01003990	21.6		291	89,500	70	14	16	2575	2300	2599	5345	4478	223	123	265	6094	1574	18.8	56.28	24.9
Westray Community Wind Project S01004970	10.4		532	75,867	85	8	7	3600	4529	4645	4368	4070	139	392	98	6419	818	14.6	59.83	25.55
Cultybraggan Army Camp - Informing the decision on community ownership S01005002	6.5	0	0	243,035	91	3	5	5803	4850	5851	5990	5538	2247	3978	1868	6493	5564	15	46.43	38.57
Ballantrae Recycling Workshop and Retail Outfit S01005522	18.9	515	374	160,395	93	4	3	2533	2855	2615	3462	2301	813	1848	665	2386	4865	13.9	56.12	29.88
Deveron Care & Carers Centre, Banff S01000525	15.1	97	593	168,220	91	6	3	3435	4247	3453	4826	4300	200	160	224	5817	2636	16.3	58.93	24.7
Antler's Project S01000755	14.7	115	574	132,845	73	3	24	2811	3934	3437	3679	3719	46	119	36	5702	1770	16.	62.17	21.22
Tayvallich Community Shop, Coffee Shop & Post Office S01000763	4.3	104	614	230,864	78	2	20	4386	5619	6123	4912	5412	59	146	46	5816	1923	14.6	59.9	25.44
Development of Langamull & West Ardu Woodlands S01000830	11.5	82	414	182,347	84	2	14	3416	4252	4310	4783	4725	60	115	53	5952	1140	15.6	54.5	29.84
Tiree 2020 - Harvesting the Wind S01000831	13.5	75	658	189,842	65	6	29	2700	3320	3444	3256	4594	49	180	29	6008	1421	17.8	58.21	23.91
Moffat Town Hall Redevelopment	10.4	226	600	174,085	94	4	2	5289	4697	4571	5562	4498	4086	2026	5000	4592	5347	14.0	59.79	26.16

Project Name – Data Zone	% working age population claiming key benefits : 2005Q04	No. SIMD crimes per 10,000 : 2004	S6: Average tariff score - all pupils : 2006	House sales, mean price : 2007	% dwellings which are occupied : 2007	% dwellings which are vacant : 2007	% dwellings which are second homes : 2007	Scottish Index of Multiple Deprivation Rank : 2006	Current Income Rank : 2006	Employment Rank : 2006	Health Rank : 2006	Education, Skills and Training Rank : 2006	Geographic Access to Services Rank : 2006	Public Transport Rank : 2006	Drive Times rank : 2006	Crime Rank : 2006	Housing Deprivation Rank : 2006	Total Pop. - Children (%) : 2007	Total Pop. - Working Age (%) : 2007	Total Pop. - Pensionable Age (%) : 2007
S01001080																				
A' the Airts Centre S01001083	19	610	790	145,791	96	2	1	3220	2519	2820	3691	4004	4087	2925	4433	1963	4262	18.4	55.74	25.85
Northbay Inner Harbour Project S01002339	20.9	210	483	47,145	77	11	12	1787	2175	2699	941	2676	431	1019	339	4660	1448	23.3	56.64	20
Development Project S01002374	19.3		536	82,067	83	8	9	2308	1725	2626	3977	2858	677	619	743	6421	3274	17.0	51.49	31.44
Glenurquhart Centre - Extension S01003776	10.8	601	640	170,809	86	11	4	3752	4699	4551	4534	5071	219	172	238	1969	3180	22.2	59.58	18.21
Torridon Hall Extension Project S01003869	11.6		438	201,481	69	11	20	3346	4141	4078	5677	4906	16	26	20	6265	2023	14.29	58.18	27.53
Development Proposals Phase 2 S01003914	15.3	243	525	160,702	88	3	9	2155	3218	3074	1334	3555	114	100	132	4394	1665	15.3	60.44	24.22
Eday Community Wind & Sustainability Project S01004970	10.4		532	75,867	85	8	7	3600	4529	4645	4368	4070	139	392	98	6419	818	14.6	59.83	25.55
The Big Shed S01005140	5.8		276	245,071	67	4	29	3907	5296	5960	6186	3263	3	2	3	6133	3184	13.9	62.56	23.48