

BIG
LOTTERY
FUND

The Story of Power to Change

Celebrating, connecting and inspiring
community-led enterprise

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Foreword

The story of Power to Change is a story rooted in the hearts of communities around England. In the wake of the economic recession, many local communities are challenged by cuts to neighbourhood services, closures of local amenities, and the decline of high streets and town centres. Yet in the face of these difficulties local people are taking matters in their own hands. In fact, recent years have provoked a groundswell of local responses that not only see people coming together to improve their local areas but do so in innovative and enterprising ways that are sustainable over the long term and allow local people to directly benefit from local ventures.

From pop-up shops revitalising high street properties, to enterprises delivering much-needed neighbourhood services, to community-managed woodlands and green spaces, to community-owned pubs and sports clubs, there are a wealth of opportunities for people-powered change. Community groups and civil society organisations are uniquely positioned to unlock the benefits and bring social and economic improvements to the lives of local people and to do so with enterprising, innovative and sustainable solutions. Power to Change will help much more of these community enterprises to succeed and support them on a journey towards being resourceful and sustainable beyond grant funding so that they may benefit even more people.

We want Big Lottery funding to be responsive not only to local need but local opportunities. Power to Change will capitalise on the enthusiasm, entrepreneurialism and resourcefulness of local people. It will celebrate the community enterprises already working to revitalise neighbourhoods, town centres and local economies. It will enable many more people to get involved and develop enterprising new ways of improving the areas where they live. Ultimately we want to contribute to a long term cultural change so that many more people recognise the potential of community enterprise to contribute to fulfilling lives, successful communities and enriching places.

Nat Sloane
England Chair

Dharmendra Kanani
England Director

December 2013



Introduction

The Big Lottery Fund is the largest distributor of National Lottery good cause funding and is responsible for giving out 40 per cent of the money raised for good causes by the National Lottery. It is committed to bringing real improvements to communities and the lives of people most in need and has supported health, education, environment and charitable causes across the UK. Since its inception in June 2004, the Fund has awarded close to £6 billion overall.

At the heart of our funding portfolio in England is the ethos of People Powered Change. We want to enable people to use their skills and talents to be able to live in enriching places, be part of successful communities and live fulfilling lives. Our ambition is to make People Powered Change an economic reality as well as a social one, encouraging enterprise and asset ownership within local communities in order to improve community resilience, regeneration and wider economic prospects.

To realise these ambitions, the Big Lottery Fund is investing £150 million in a new initiative called Power to Change.

Power to Change: The Vision

Power to Change will support the development of sustainable community-led enterprises across England. This funding will be administered by a charitable Trust.

Community enterprises provide sustainable solutions to some of the most pressing social and economic issues of our time and particularly benefit people most in need.

There are a number of inspirational examples of people who are already using creative approaches that involve local people and resources to improve their local neighbourhoods, villages and town centres. These have taken many different forms from small-scale enterprise to large-scale asset management and ownership.

We want to help more people respond to local need and opportunity, and change the places in which they live for the better.

62% of people in England say local people in their area pull together to improve their neighbourhood.

(The Cabinet Office, Community Life survey, 2013).

Why Power to Change?

The economic climate has meant that many communities are experiencing challenges at a local level, to the vitality of their neighbourhoods, prosperity of their high streets and resilience of their social assets. Empty shop premises and the closures of pubs, libraries, community centres and sports facilities affect rural and urban communities alike and in particular those who need them most.

In response, many communities are coming together to challenge plans to close or privately re-develop these locally valued spaces. Solutions have included pop-up shops, transferring resources into the ownership of local residents and using former commercial spaces to incubate social enterprises and cultural activities. Reductions in public spending and private sector decline mean there are an increasing number of available assets for community groups to own or manage but that enterprising approaches to using these assets are fundamental in unlocking their economic potential.

We know that many of the areas which could benefit most from new enterprising approaches to tackling problems will not be able to do so unless additional resources and support are made available.

What difference are we trying to make?

Our research has highlighted that, in order to best support successful community enterprises and enable many more local people to develop their own, an end-to-end mixture of funding and support is needed.

There are a number of expert organisations and networks which are already working towards these goals and we want to signpost the support and funding that already exists, learning from and complementing these approaches.

In doing so we want to help to bring about mainstream recognition and a long term cultural change towards community-led enterprise and asset ownership, so that more local people and communities have the resources and support to match their aspirations for how to improve the places where they live.

What is a community enterprise?

For the purpose of this investment we have defined a community enterprise as meeting the following criteria:

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

14% of shops and commercial premises lie empty in our towns and high streets.

(Local Data Company, 2013)

Our inspiration: Case studies

All over England, there are community-led initiatives that are already achieving success in their local neighbourhoods, villages and town centres and inspiring others to create lasting change. Here are a few of the examples which have inspired us:

Torrs Hydro, New Mills, Derbyshire

The Community Hydroelectric Scheme

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



East London Community Land Trust, London

The Community Festival

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



Lyme Regis Development Trust, Dorset

Pop-up Broadband Project

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



Hill Holt Wood, Lincolnshire

The Community-Owned Woodland

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



The Old Crown Pub, Cumbria

The Community Pub

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



Alt Valley Community Trust, Croxeth

The Communiversity

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



FC United, Manchester

The Community-Owned Football Club

FC United of Manchester is a Community Benefit Society football club owned and governed by its members and supporters. It has three full time staff and over 300 volunteers. The club has raised approximately £6m towards a new community stadium, including £1.8m from Community Shares and another £400k from fundraising.



What happens next?

We announced our plans for this investment on 6 December 2013 together with community enterprises who are already leading the way in improving their local areas. This is the first step in a programme of activity that will celebrate, connect and inspire groups to develop great new ideas for community-led enterprises. We are delighted to be working with the Mirror Group as our official media partner to showcase examples of community enterprise across England.

We envisage that the Trust will open to applications for funding in the second half of 2014.

Questions and answers

What do you mean by 'sustainable' community-led enterprise?

By 'sustainable' we mean that the enterprise has a sustainable business plan and aims to become viable beyond grant or public funding. Successful community enterprises will need to be creative and leverage other forms of income generation, in-kind and pro-bono support and local resources.

What about all the existing sources of finance available to community enterprises?

There are a number of opportunities and resources already available for groups developing community-led enterprises. Recent years have seen the growth of crowdfunding, community shares and social investment as sources of finance.

However evidence and our stakeholders have told us that grant funding and end-to-end support for community-led enterprises can make a massive difference and help ensure that many more communities, particularly those most in need, are able to benefit from these initiatives on a local level.

If an organisation is working towards being self-sustaining then we expect it to use this funding to leverage in other funding and resources.

51% of people in England would donate more to their local community if it were easier to give locally and they could see the direct benefit of their donation

(UK Community Foundations, 2013)

What sort of projects will this investment support?

Please see page 5 for our definition of community enterprise and examples of the enterprises that have inspired us. We want to enable more of these enterprises to be able to generate a sustainable income and make the most of their local resources.

The evidence tells us that community enterprises may need a mixture of capital and revenue funding and as previously mentioned, that ongoing end-to-end support is also key in achieving success. We hope that Power to Change will help 'unlock' various additional resources and funding that community enterprises can leverage benefit from.

Will Power to Change fund community assets?

Community asset transfer is a term used to describe the shift in ownership or management of land and buildings from public bodies, e.g. Local authorities, to voluntary organisations, social enterprises or local community groups. If these organisations fit our description of a community enterprise then yes, they will be eligible for Power to Change funding.

Our research has highlighted that ownership and management of local assets can deliver a number of benefits for local people. These assets are a way of achieving economic sustainability, and enterprising approaches to using these assets are fundamental in unlocking their economic potential.

Will Power to Change fund private businesses?

No, privately owned businesses will not be eligible for funding. Eligible projects must be 'community-led', and the lead partner must be a charity, social enterprise, not-for-profit or member (co-operative) organisation. The governing documents of the organisation should provide that on dissolution or winding up, the organisation's property and income will not be distributed amongst its members but will be transferred to another charity or similar organisation.

I'd like support for my community enterprise now. Do I have to wait until late 2014 for funding?

The Power to Change fund will not be open for applications until the second half of 2014. However there are a number of other sources of funding and support that community enterprises can access now. Please see page 12 for information on financing your community enterprise and page 15 for the tools and resources that may help you build your enterprise.

Why are you setting up a charitable Trust to deliver the investment?

We have chosen to establish an independent Trust because we believe that this will be the most effective way to provide secure long term funding and support to community projects whilst remaining flexible and responsive to the emerging economic environment.

The Trust will be able to work with and complement the existing providers in the marketplace without duplicating what they have to offer.

The Big Lottery Fund will specify provisions to ensure that the objects of the Trust deliver outcomes in line with the intentions behind the endowment, while retaining its independence.

Over 400 local buildings and spaces have been listed as 'assets of community value' in England.

(Department of Communities and Local Government, 2013)

Where to find further information and support

Networks and support

Social Enterprise UK

www.socialenterprise.org.uk

SE UK is the national body for social enterprise. They represent their members to support and help grow the social enterprise movement. They run campaigns, carry out robust and respected research to help paint a picture of the UK's social enterprise movement, build networks between social enterprises and raise the profile of people and social enterprises in the sector.

UnLtd

www.unltd.org.uk

UnLtd is a support network for social entrepreneurs in the UK. UnLtd resource community entrepreneurs to start-up, support those with more established ventures to scale up and are committed to developing an eco-system of support to make it easier for those who need help to find it.

The Plunkett Foundation

www.plunkett.co.uk

The Plunkett Foundation helps predominantly rural communities to set up and run community-owned shops, co-operative pubs and community food enterprises. They support rural communities to establish a wide range of other co-operatives and community-owned enterprises and advocate and raise awareness amongst policy makers. The Foundation support organisations and rural communities themselves in the ability of rural communities to take control through co-operation and community-ownership of the issues affecting them and championing and connecting rural co-operatives internationally.

Locality

www.locality.org.uk

Locality is the leading national network for community owned and led organisations. They have over 470 community development trusts, settlements, social action centres, community land trusts and community enterprise practitioners as members, and over 3,000 associates and supporters. They can provide inspiration, advice, challenge, technical know-how and peer learning, whether you are at the very start of the journey, or have already travelled a good way and want to go still further.

Co-operatives UK

www.uk.coops

Co-operatives UK is the national association for co-operative and mutual enterprises and has championed and supported the growth of co-ops in sectors such as renewable energy and assisted fledgling and growing community enterprises with the use of community shares.

i What is a co-operative enterprise?

Community co-operatives are opening at a rate of one new business every working day. Co-operative enterprises are businesses that are owned by the people that are directly involved. At a community level, the membership model offers the chance for local people to get involved and to shape what happens. While you can form a co-operative or mutual business under any legal form, the society model, such as the community benefit society, allows members to invest in the business ('community shares'), taking the risk and sharing the benefits of success. Membership both allows people to contribute their skills, talent and time and gives them rights in terms of ensuring that community enterprises have a formal accountability to the community through the members.

The Community Transport Association

www.ctauk.org

The CTA is a rapidly growing national charity giving voice and providing leadership, learning and enterprise support to a wide range of organisations delivering innovative and flexible transport solutions to achieve social change in their communities.

Meanwhile Space

www.meanwhitespace.com

Meanwhile Space work all over the UK helping people access empty spaces to benefit the community. Since 2009 Meanwhile Space have helped 1000s of projects by offering them advice, resources and access to space. Meanwhile Space also works with landlords, landowners, developers and local authorities to advise and deliver projects that relieve them temporarily of liabilities, such as insurance, rates and assets like security which are associated with holding redundant shops, offices and cleared land whilst an appropriate commercial solution is being sought.

Our Digital Community

www.ourdigitalcommunity.org

Our Digital Community are a peer-to-peer learning platform for community groups and ICT professionals who want to collaborate to develop digital assets and enterprises, ranging from community-led telecommunications networks through to digital services and e-commerce platforms. The website offers a dedicated resource library, information about the Our Digital Enterprise learning programme, as well as activity summaries and regular blog posts from Our Digital Pioneers.

Supporters Direct

www.supporters-direct.org

Supporters Direct represents over 180 supporters trusts' and similar organisations across Europe, with over 400,000 members. They promote the value of supporter and community involvement in the ownership and running of clubs, enabling supporters' trusts to secure influence and become a constructive voice in how their club is run. There are now over 30 clubs owned by their supporters including AFC Wimbledon, Exeter, AFC Telford and Wrexham.

National Community Land Trust Network

www.communitylandtrusts.org.uk

The National CLT Network supports and promotes the work of Community Land Trusts in England. Their mission is to inspire and promote a thriving CLT movement across England, in our villages, towns and cities. They also run a "See it and believe it" peer to peer learning exchange programme open to existing and prospective members of the National CLT Network. Grants, usually around £500, pay for community groups to visit an established CLT.

Community Development Foundation

www.cdf.org.uk

CDF is the leading national organisation in community development and engagement. They work with partners to develop and deliver community engagement programmes which mobilise communities, apply expertise in getting resources and support to where it is most needed through grant programmes and networks. They act as an honest broker between different sectors and interests in communities and use the insights of this work to understand communities and encourage further action.

School for Social Entrepreneurs

www.the-sse.org

SSE supports individuals to realise their potential and to establish, scale and sustain social enterprises and social businesses. Their courses cover all aspects of social enterprise and social entrepreneurship and they welcome social entrepreneurs from social enterprises, charities, public sector and private sector organisations.

CAN

www.can-online.org.uk

CAN Social Investment deploys a range of business support into social enterprises and includes the pioneering Breakthrough programme. They work with the corporate and finance sectors to leverage capital funds and strategic growth support into leading social enterprises. They also run the CAN Mezzanine which provides high-quality shared office accommodation for social enterprises and charities in prime locations.

CAN Breakthrough Fund

www.can-online.org.uk/can-invest/can-breakthrough

CAN Breakthrough provides grant funding and management support specifically to enable established social ventures with a minimum turnover of £500k, three years' trading and a scalable business model to scale up and maximise their social impact.

vInspired

www.vinspired.com

vInspired inspires young people to use their energy, passion and creativity to create change in their own communities, in their own ways. It helps young people to start their own community projects with its small grants fund vInspired Cashpoint and its crowd-funding platform Igniter, giving them their first steps into community enterprise. Through programmes such as vInspired Talent and Team v, they give young people a central role in tackling problems affecting their local communities.

Awards for All

www.biglotteryfund.org.uk/global-content/programmes/england/awards-for-all-england

The Big Lottery Fund's Awards for All awards Lottery grants of between £300 and £10,000. We want to fund projects which address the issues, needs and aspirations of local communities and people. We will fund a wide range of community projects aimed at developing skills, improving health, revitalising the local environment and enabling people to become more active citizens.

Reaching Communities

www.biglotteryfund.org.uk/global-content/programmes/england/reaching-communities-england

The Big Lottery Fund's Reaching Communities funding is for projects that help people and communities most in need. Grants are available from £10,000 upwards and funding can last for up to 5 years. There is a specific strand to support projects that improve or replace existing buildings where a wide range of community activities take place.

UK Community Foundations

www.ukcommunityfoundations.org

Community foundations are local organisations which support causes active in their area. There are 50 community foundations in England. You can search for your local community foundation on the UKCF website, the umbrella organisation for all community foundations.

Big Local

www.localtrust.org.uk

Big Local is a £200m trust run by Local Trust and partners and funded by the Big Lottery Fund. The funding allocated to 150 areas is to be used by residents to identify and address their priorities over the next 15 years. You can find out if your area is a Big Local area by visiting the Local Trust website.

Localgiving

www.localgiving.com

Localgiving.com is the UK's leading online fundraising platform for local charities and community groups. Localgiving.com's goal is to help local charities and voluntary groups to raise funds and to enable people who care about their communities to find and support community enterprises.

Buzzbnk

www.buzzbnk.org

Buzzbnk is a crowdfunding platform specifically established to enable social ventures, including both charities and social enterprises to raise grants and loans from supporters and others interested in helping make the project happen. Loans can be interest free, pay interest at a fixed rate or with a revenue share. All supporters may be offered some sort of benefit in return for their support and these benefits are designed to engage the supporters more in the project or more generally in the work of the organisation. Buzzbnk will help projects get on line and provide fundraising advice for mobilising support.

● What is crowdfunding?

i Crowdfunding is a way of financing projects and organisations via donations, loans or investment from a number of sources. Contributions are made directly, often through an online platform, rather than through banks, intermediary organisations or stock exchanges, allowing people to scrutinise projects directly

vInspired Cashpoint

Small grants of up to £500 to help young people between the ages of 14-25 turn their ideas for social action projects into a reality. vInspired Cashpoint reaches out to young people who want to make a positive difference on an issue that affects their community - but are unsure or unsupported in being able to do it. Young people can register interest and apply directly for Cashpoint funding on vinspired.com. If their idea is chosen, vInspired will give them the support to get things off the ground.

Spacehive

www.spacehive.com

Spacehive is the world's first crowdfunding platform for civic projects. They make it easy for lots of people, companies and councils to fund things that make places better, such as new playgrounds or spruced up parks.

For people with great project ideas, Spacehive allows them to build support direct from their community. For everyone else it's an effortless way to transform where they live by finding a project they love and pledging a contribution. If enough people pledge, it gets built!

The Community Shares Unit

www.communityshares.org.uk

www.microgenius.org.uk

The Community Shares Unit is a dedicated support service for those interested in and involved with community share offers. Delivered by Co-operatives UK and Locality and backed by the Department for Communities and Local Government, it offers introductory advice for community enterprises considering or developing share offers, supporters who are interested in purchasing shares and advisers who provide support and assistance to enterprises considering and developing share offers. Microgenius is a new online tool to help societies co-ordinate share offers on the web.

Community First

www.cdf.org.uk/content/funding-programmes/community-first

Community First is an £80million government-funded initiative that will run for four years until March 2015. The programme will help communities come together to identify their strengths and local priorities in order to plan for their future and become more resilient. Community First consists of two elements; firstly a £30million Neighbourhood Matched Fund for some of the most deprived areas in the country and secondly, a national £50million community endowment Match Challenge. Groups can see if they are eligible and find out more about how to apply by visiting the website.

Community Development Finance Association

www.cdfa.org.uk

The Community Development Finance Association (CDFA) is the voice for providers of fair and affordable finance. They represent and support a national network of community development finance institutions or CDFIs. The network of CDFIs are working together to bring social and economic change to communities across the UK.

● What is a CDFI?

i Community development finance institutions (CDFIs) lend money to community enterprises, businesses and people who struggle to get finance from high street banks. CDFIs help community enterprises to start and grow. They provide support as well as finance, giving extra help and advice where it's needed. They also help people to pay bills, meet unexpected expenses or improve their home. They help people who may otherwise use high cost credit, such as payday lenders. There are currently around 60 CDFIs supporting customers in all regions of the UK. To find your nearest CDFI visit www.findingfinance.org.uk

The Community Land Trust Fund

www.cltfund.org.uk/about

The Community Land Trust Fund supports projects which meet the legal definition of a Community Land Trust and are at least 50 per cent housing in England and Wales. The fund is split into four tranches to support CLTs at each stage of development, from feasibility through to construction.

● What is a Community Land Trust?

i A Community Land Trust (CLT) is a community-led organisation that provides land, homes and other assets to meet the long-term needs of its community. Its membership is open to anyone who lives or works in the local area, whether or not they themselves live in the properties the Trust provides. There are 160 Community Land Trusts in England and Wales and these Trusts deliver everything from homes to meeting spaces, workspaces, shops, pubs, farms and gardens. As the CLT holds these assets in trust for the benefit of the local community, the assets can be made permanently affordable, and provide a long-term income stream for the community.

The Big Venture Challenge

www.unltd.org.uk/bvc/entrepreneur/

The Big Venture Challenge supports ambitious entrepreneurs with access to business support, powerful connections and match funding to help them raise investment and deliver social impact at scale. Big Venture Challenge will open in January 2014, with a focus on social ventures working in the Midlands and those working to help educate young people. You can register your interest in applying in 2014.

Social Incubator North

www.socialincubatornorth.org.uk

Social Incubator North is a Government initiative that offers investment, bespoke business support and access to expertise to grow entrepreneurial ideas from a grassroots level. It's a unique opportunity to submit your business idea, whether you're an established organisation with a new concept or a charismatic individual with a brilliant idea. Successful applicants will not only receive up to £25k investment but tailored one-to-one business support, and even access to business premises.

The Social Investment Business

www.sibgroup.org.uk/communityrights/guidance

SIB's Community Assets and Services grants help organisations thinking of running a local service or taking over the management of a local building or land of community value. This includes Pre-feasibility grants of up to £10,000 to help you through the early stages and Feasibility grants of up to £100,000 to help prepare for the take over of the asset or service.

Investment and Contract Readiness Fund

www.beinvestmentready.org.uk

The £10m Investment and Contract Readiness Fund enables social ventures to access new forms of investment and compete for public service contracts. Grants between £50,000 and £150,000 will be available on a rolling basis to ambitious social ventures who will go on to raise at least £500,000 investment or who want to bid for contracts over £1 million.

Community Led Project Support funding

www.homesandcommunities.co.uk/community-led-project-support

The Community Led Project Support funding programme is a revenue funding programme which helps communities to achieve their development ambitions for their local area. The fund will provide revenue funding to help community groups to build their capacity to either submit a Community Right to Build order, which is an alternative way for communities to deliver the development they want – be it homes, shops, businesses or facilities – where the benefits of the development will be retained by the community for the community, or to apply for planning permission.

Build your own home – the London way

www.london.gov.uk/priorities/housing-land/increasing-housing-supply/build-your-own-home-the-london-way

For groups in London, the Greater London Authority has launched a fund 'Build your own home – the London way' which includes £3m of revenue grant funding to support Community Right to Build. This funding is available to any community group or parish council that is considering applying for a Community Right to Build Order.

For groups who want to set up or develop a community enterprise

Start Up Donut is a resource centre for starting a new business, including free resources, advice and tools.

www.startupdonut.co.uk

Start your social enterprise is a free guide available to download from Social Enterprise UK which takes you through the start-up essentials and includes the advice of those who have been there and done it.

www.socialenterprise.org.uk/advice-support/resources/start-your-social-enterprise

Locality's Fit for Purpose healthcheck toolkit is designed to help community enterprises, and organisations wanting to become community enterprises, become effective and resilient organisations.

locality.org.uk/resources/fit-purpose-healthcheck-community-organisations/

The Key Fund provides simple to use documents and templates that new and existing social enterprises may find useful in planning and operating their businesses. They include a cash flow template, a business plan template, a loan illustrator and a personal survival budget.

www.thekeyfund.co.uk/resources

Village SOS is an exciting initiative by Big Lottery Fund to launch a rural revival and inspire people to start community businesses that will breathe new life into their areas and create jobs. The website contains useful information on how to develop your ideas into a business, how to win community support, how to put your plans into practice and how to grow your enterprise.

www.villagesos.org.uk/get-involved

Action for Market Towns' Town Team Toolkit will be useful to existing town partnerships, town and parish councils and other community organisations that are working to revive and sustain their towns and who want to review their organisational development needs, strengthen their foundation or undertake some strategic planning.

towns.org.uk/market-towns-academy/sustainability-toolkit/

REconomy have a number of how-to guides listed on their website, including how to set up a energy services enterprise and how to start a community scale transport enterprise.

www.reconomy.org/category/resource-type/how-to/

3Space is a charity which works in partnership with landlords and leaseholders to offer organisations that benefit the community temporary free of charge access to otherwise empty properties. Its resources page includes information about meanwhile use, regeneration and useful links.

3space.org/resources/publications-research

The Energy Saving Trust can provide help, advice and support for social enterprises working with sustainable energy sources.

www.energysavingtrust.org.uk/Publications2/Communities/How-to-set-up-a-social-enterprise

For groups who want to build, own or manage a local asset as part of their community enterprise:

My Community Rights is a site is for community groups who want to take over land and buildings, set up social enterprises to run local services, drive forward a new development in their community, shape the future of their neighbourhood, or work with others to co-design local services. It includes easy to use information on the powers in the Localism Act (Community Right to Bid, the Community Right to Challenge, Community Right to Build) as well as Neighbourhood Planning and the government's new My Place initiative (Neighbourhood Community Budgets).

www.mycommunityrights.org.uk

Locality's website has a number of resources and documents which provide extensive guidance to community asset transfer, including a general handbook, a guide to community ownership of theatres, arts venues and civic buildings; a guide to community ownership of parks, gardens and woodlands; a guide to community ownership of heritage buildings; and a guide to community ownership of swimming pools.

www.locality.org.uk/resources

The National Community Land Trust Network has various resources and toolkits on its website, including a step-by-step handbook to forming and running a Community Land Trust, from the first idea to long-term management; the CLT Legal Toolkit, providing guidance on governance and legal structures; a financial appraisal tool and a project feasibility tool.

www.communitylandtrusts.org.uk/resources/toolkits

Locality's Building Calculator will help you assess the future costs of a community building (new or existing) including its repair, maintenance and other operating requirements.

locality.org.uk/projects/building-calculator/