

City of Edinburgh Council

Application for an Asset Transfer

Stage 2 – Sustainable Business Case

Introduction

Following assessment of a Stage 1 Expression of Interest by a Panel, your organisation may be invited to progress your proposals, setting out in further detail the wider community benefits, provision of services and financial aspects of your proposals that could enable the transfer of the land and/or building currently owned by the City of Edinburgh Council.

This form provides for the following:

- Section 1 - Guidance on the Council's Asset Transfer Policy and on submitting a request at Stage 2;
- Section 2 - Sources of free and specialist (with a fee) advice and support in progressing a detailed capability and financial plan;
- Section 3 – Completing the Stage 2 Form. This addresses the wider community benefits, proposed provision of services, the costs involved and how you intend to maintain ownership and revenue provision over many years. (The form can be completed and submitted electronically).

Section 1 - Guidance

You should read the [Scottish Government Guidance for Community Transfer Bodies](#) to ensure that you have included all the information required for this submission to comply as an Asset Transfer request. Specific timescales for submissions apply and you should make yourself familiar with these.

Applicants should also read the Council's Asset Transfer Policy prior to completing an initial request (Stage 1 – Expression of Interest Form) or the more detailed Stage 2 – Sustainable Business Case.

Question - Why do we need to set out our detailed proposals at Stage 2 for using the asset and how the project is to be funded?

Answer: Your application will be considered by the Council's Finance and Resources Committee. The Committee needs to know that the proposals contain a number of key factors, for example;

- Is there evidence of strong community support for your proposals for use of the asset and any related impacts taken into account?
- Is there a considered analysis of the market for the use of the asset as this lets Committee know that other services/provision has been examined within the local area and across the City?
- Have the financial aspects of acquiring and using the asset been thoroughly examined to ensure that any risk is minimised and that the prospect of returning to the Council for assistance or for requests for funding is minimal?

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Question – What is a Sustainable Business Case, what should be included and how should this be presented?

Answer: A detailed Business Case is required to cover a period of years, setting out how you intend to use and finance the asset.

The sustainability aspects relate to; (i) how you intend to continue long-term ownership, (ii) arrangements for strong governance and intended operations including financial arrangements for long-term growth, (iii) improving community benefit and (iv) minimising any harmful environmental impacts.

In relation to how your plans should be presented, this is a matter for you to decide, so long as your Stage 2 Business Case provides the level of detail required.

Question - What can be included within a sustainable business plan?

Answer: The following is provided for additional guidance only and is not comprehensive because plans for the use of an asset will be different in each case. You may wish to consider some of these elements within your plan which will help make use of the asset a success.

Part A

Market and operational environment:

- strategic fit between the business objectives of the community body and the proposed use of the asset;
- impact of taking on the asset based upon current and future capacity and capability;
- the skills of the community body that will enable sound management and productive use of the asset;
- the strength of partnership to take on and make the asset a success, in particular clear identification of the community benefits arising from the transfer of the asset;
- current capacity and what partnership arrangements exist to enhance the prospects for medium and long-term success of the use of the asset;
- is there a clear business growth plan and marketing plan in place in order to maximise the use and income generation prospects;
- why the asset is needed and its intended use - aligned to local policy, strategy and community needs;
- define the economic, social and environmental benefits of the use of the asset and the advantages in this regard of the proposal;
- demonstrate engagement with the wider community in order to ascertain usage and success of the proposal;
- management of risk, accounting for unforeseen circumstances and avoiding putting at risk the core organisation/partners;
- information on the strength of commitments by interested parties;
- the most advantageous delivery model and governance structure to manage the asset during/post transfer.

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Part B

Financial management - Budget and income, provides evidence of:

- revenue costs are known and plans take these into account;
- repairs and other improvements to the asset are taken into account to reflect the business proposition;
- projected income/expenditure plan for at least five years to identify a range of sustainable income streams;
- financial risks to both the asset and applicant organisation;
- projected utilisation and cash flow forecasts;
- market analysis and mitigation of financial risk for partners and the wider community;
- available funds to invest in the asset.

Section 2 – Sources of Advice and Support

In examining the use of an asset for the benefit for the community it may be helpful for you to request specialist help and support. The following organisations* are independent of the Council and can provide additional support if requested. Dependent upon the nature of the request, some of these will be free and some may apply a fee.

- [Development Trust Association Scotland](#)
- [Edinburgh Business Gateway](#)
- [Edinburgh Third Sector Interface](#)
- [Community Shares Scotland](#)

Also,

- Council and the Community Learning and Development Service

*Other support agencies are available and this should not be interpreted as an endorsement from the Council.

Sources of further information and reference* are also available, some of which are as follows:

[SME Business Planning Toolkit](#)
[Starting a Social Enterprise – Business Planning](#)
[Business planning – 8 critical success factors](#)

*Other sources of information and advice are available and should not be interpreted as an endorsement from the Council.

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Section 3 – Completing the Stage 2 Sustainable Business Case Form

Assessment Scoring

Question: How will Stage 2 submissions be assessed?

Answer: A scoring matrix will be applied in the assessment of proposals and these will consider the proposed use and financial provisions made for the asset.

The following scoring will apply:

| Score | Criteria |
|-----------------|--|
| 0 = Poor | Little or no response in regards to the submission with ill defined unrealistic ambitions |
| 1 = Weak | The submission contains only minor detail and is not based on robust information |
| 2 = Moderate | The submission provides a level of detail which enables understanding with acceptable projected benefits |
| 3 = Strong | The submission provides sufficient evidence that the issue has been taken into account with sound, sustainable Best Value characteristics |
| 4 = Very Strong | The applicant has included all the issues in the submission and has provided additional information which enables detailed understanding with strong and sustainable Best Value characteristics with robust related project benefits |

Assessing Equality and Rights and Sustainability Impacts

The Council under the Equality Act 2010 and the Climate Change (Scotland) Act 2009 with the related Public Sector Duties is required to assess whether there are any detrimental impacts potentially arising within asset transfer proposals and to identify how these can or should be mitigated. Council officers will assist you in the development of these assessments which are used by the Council in the decision making process. Questions are included within the application form (see part C).

Completing the Stage 2 Form

The key questions in the form below are designed to tell Committee about the governance of your organisation, your detailed plans for the asset, support from the local community and other interested parties, financial plans, current relationship with the Council and other information. Information contained within the application will however be shared with those involved within the decision-making process and data protection and commercial confidentiality arrangements will apply on such occasions.

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The Stage 2 Form contains sections for (i) information on the key elements of the Business Case, (ii) information on how the asset relates to Council policy outcomes and/or key public strategies in Edinburgh and (iii) any additional information. Please ensure that if you have a separate Business Case that you attach it to your Stage 2 Form as this will avoid the need for any delays in the assessment of your submission.

Please note that:

- Council officers may require a number of follow-up meetings to discuss your proposals. This is with the aim of better understanding your intentions.
- The minimum timelines, whilst set out in the policy, may be extended for particularly complex submissions, for the briefing of community members and other interested parties including local elected members, or where there is a delay in submitting additional information beyond the control of those involved.

Finalising your submission and accompanying information

Please ensure that you answer all of the questions asked throughout the form. Failure to fully respond may delay your request being considered by the Council.

Please also ensure that:

- a) You attach the required documents as identified at the end of the form,
- b) Three people from your organisation sign off the application. This is to ensure that the Board of Directors/Management Group are aware of and support the submission.

Please return the form to:

Property and Facilities Management
G4 Waverley Court
4 East Market Street
Edinburgh
EH8 8BG

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**APPLICATION FOR THE TRANSFER OF AN ASSET
CURRENTLY OWNED BY THE CITY OF EDINBURGH COUNCIL**

Request to the Council

| | Is this application being made under Part 5 of the Community Empowerment (Scotland) Act 2015? | NO | YES |
|----|---|-----------|------------|
| 1. | Are you requesting the transfer of a building that is owned or leased by the City of Edinburgh Council YES | | |
| | Are you requesting the transfer of a piece of land that is owned or leased by the City of Edinburgh Council NO | | |
| 2 | Please identify the building and/or piece of land that is the subject of your request: NAME: Duncan Place Resource Centre & Environs ADDRESS: 4 Duncan Place POSTCODE: EH6 8HW MAP REFERENCE: (please attach a map indicating the location of the building/land – this is in order that all parties are clear on the nature of the request) Please see Additional Documents Item 2, page 42 | | |
| 2a | Please state whether this is an application to purchase or to lease the property or if the request is for other rights to use the property: Purchase at £nil value consideration A pre-works estimated value of the building has been carried out by Ryden who have stated a figure of £200,000. A Social Impact Assessment has valued the services that will take place in Duncan Place to be worth £7,212,320 over 10 years. Please see Additional Documents Item 3, pages 43-50 | | |
| 2b | VALUE Have you sought an independent financial assessment of the value for the building/land? If so please identify the source and the estimated value (Note: because your request concerns a public asset, references to the source(s) and | | |

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| | value(s) may be referenced in reports to council committee(s) in reference to your submission: | |
| | Source: | Estimated value (£) |
| | CEC and Duncan Place have shared the cost of a market valuation of the finished building being carried out by Ryden | £750,000 with asset locked for community use (£1.1m full market value) |
| | Duncan place commissioned Ryden to provide a pre-works estimate of value | £200,000 |
| | | |
| 3 | Please detail below the nature of the request to the Council (please complete one section only): | |
| 3a | Total transfer by sale or lease of the building/land identified in Section 2 above: : Yes: Sale (Lottery revenue funding already secured insists on outright ownership, a lease is not accepted by the funders.) | |
| 3b | Gradual transfer by sale or lease of the building/land identified in Section 2 above: NO | |
| 3c | A transfer of just a part of a larger building or part of a larger area of land: NO | |
| 3d | If the request is for other property rights (ie not a sale or a lease) to make use of a property please specify the nature and extent of the rights sought: N/A | |
| | | |
| 4 | Please indicate below the purchase price, rental or other payment being offered for the asset (please complete one section only) | |
| 4a | Where a purchase is being requested please state the price that you are prepared to pay for the building/land that you have identified in Section 2 above: £nil value transfer of the heritable interest. Please note: The transfer at £nil value is proposed as being appropriate for the following reasons: The listed building was a liability to CEC: it was facing dereliction and costs were being incurred by CEC to make it secure, wind and watertight. The proposed demolition would also have brought a cost to CEC. The level of capital investment that has been secured from out with CEC through the community and CEC working in partnership. The value of social benefits to be delivered in the property by Duncan Place SCIO outweighs the | |

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| | <p>market value of the building.</p> <p>At the point of building closure, Duncan Place was a liability to CEC which was incurring costs for security and to keep the building weather-tight. CEC originally hoped to demolish the building: this too would have incurred a cost. Historic Environment Scotland and CECs planning department advised that the historic building was unable to be demolished. CEC and the Duncan Place SCIO, in partnership, have since secured capital investment funds of approx. £1.8m to refurbish the building. Under a commercial disposal arrangement these funds would not have been available to CEC. The CAT agreement has also been essential for the Duncan Place SCIO in securing 5 years initial revenue funding, totaling £425,270 from The National Lottery Community Fund. The refurb is now nearing completion and the Duncan Place SCIO has memorandums of understanding signed by various Leith based organisations wishing to pay rent to operate from the building. This will ensure its long term sustainability. The pre work market value of the building has been estimated by Ryden at £200,000. The social impact that can be delivered from the building has been valued at £7,212,320 over the next 10 years.</p> |
| 4b | <p>Where a lease is being requested please specify:</p> <ul style="list-style-type: none"> (i) The annual rent that you are prepared to pay: (ii) The duration of the lease requested: (iii) Any other special lease terms required: |
| 4c | <p>Where another form of occupancy (not a sale or lease) is being requested please state the price that you are prepared to offer for such rights to use the property:</p> |
| 5 | <p>Please summarise below the reasons for making the Asset Transfer request, any special terms and conditions applicable to the request, how you intend to use the Council building/land and any related timescales:</p> <p>Reasons</p> <p>Community ownership allows investment in services and activities that, in these austere times, local authorities are unable to fund, however much they want to. Communities can identify & prioritise the issues that matter to them, take ownership of the issues and work together to make improvements.</p> <p>Re-opening Duncan Place under community ownership will allow the SCIO to make a social impact in Leith and improve on the issues that matter to the community. Leith is a densely populated area, with more housing underway and further planned. There is a severe lack of community space where people can come together to learn, socialise and gain access to desperately needed support services to improve health and wellbeing. Duncan Place and CEC identified this when the building was closed in late 2014 and have, together, been working in partnership with the aim of a CAT taking place.</p> <p>Regeneration is happening but Leith still has persistent pockets of deprivation which a re-opening of the community facility can help to address. Key features of the SIMD statistics for Leith include:</p> <ul style="list-style-type: none"> • The Great Junction Street datazones in the most deprived 5% of SIMD zones in Scotland • North Leith and Newhaven in the most deprived 10% |

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- 6 other datazones in the most deprived 20% in Scotland

These datazones have a population of around 6000 people. The datazones exhibit the following issues:

- Lower than average income levels
- Higher crime levels
- Poorer health
- Poorer mental health
- Lower educational attainment
- Lower employment levels.

Leith Neighbourhood Partnership published its Poverty and Inequality Profile in 2014. It found:

- An estimated 6,360 households in Leith live on incomes below the poverty threshold, c.21% of the Leith population
- Some 7,340 households, c.24%, in Leith experience material deprivation.
- Just under 2000 Leith children live in poverty (Leith Primary have a “1 in 5” focus group seeking to address this.)
- A significantly higher rate of people in Leith claim benefits and Jobs Seekers Allowance than in Edinburgh
- A rate of 6.9% of people with limiting long-term health problems or disability.

The challenges and the SCIOs intended response are outlined below. Reopening Duncan Place via a CAT will allow for activities and services to be delivered in the community which can help to address these issues.

| Challenge | The Duncan Place Response |
|--|--|
| Income Levels | Pro-active development of anti-poverty activities. Examples include: Partnership with CABx re income maximisation. Referrals to Edinburgh NE Foodbank re crisis intervention & exploration of other initiatives such as a community fridge . Provision of non-threatening space for statutory services drop-in advice sessions e.g. CEC Money Advice . |
| Lower than average skills & qualifications/ Employability | A range of pre and non-vocational starter programmes. Partnership with local FE Colleges, Job Centre Plus and employability support organisations. Partnership with local employability organisations to support people in overcoming barriers to employment. Provision of Adult learning support programmes in conjunction with CLD practitioners & 3rd Sector providers. |
| Larger proportion of people in poorer health | Partnership with local health staff offering smoking cessation; weight management and healthy lifestyle programmes. Self-organised support programmes in conjunction with the 3 rd sector |

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| | including for example: diabetes peer support ; arthritis Living Well programmes; cancer support programmes such as here ; and Heart Start programmes. |
| Larger proportion of people with poor mental health and/or learning disabilities | A space to come to socialise with no pressure; develops community cohesion and individual capacity/socialisation. A range of support programmes such as: counselling and CBT in conjunction with 3 rd Sector and statutory services. Leisure & learning programmes. |
| Feelings of disengagement | Community owned & directed facility. A user group committee as well as the board that will be made up of members of the community, ensuring their views on Duncan Place are heard, understood and responded to. Delivery of critical engagement community learning programmes in conjunction with 3 rd sector providers such as Workers Educational Association WEA . Proactive promotion of community development initiatives in conjunction with CEC CLD and 3 rd Sector providers. |

Special Terms & Conditions

The special terms & conditions are a nil value transfer.

CEC and Duncan Place SCIO have already had positive discussions around CEC holding a charge / security / burden over Duncan Place until such time as the public benefit has been deemed to be discharged. Each parties legal advisors will ensure the correct and appropriate wording will be stated in the legal documents.

Intended Use

Duncan Place SCIO will operate the building as a community hub, managing it as social enterprise with profits being used to support the activities and services on offer. The hub will offer:

- Affordable “by the hour” community space.
- Permanent rental space for charities and social enterprises, many of whom are already paying private landlords in the area and who are / can deliver a social impact in Leith.
- Desks to rent in a shared office on 3 month rolling lease with the aim of supporting small and “start-up” social enterprises to develop in Leith.

Duncan Place SCIO itself will also offer groups, workshops & classes addressing health, well-being, education and social isolation in line with the results of extensive community consultation. Activities will be made available for both children and adults and on an ethnically diverse and multi-generational basis. Rental space will ensure the sustainability of the enterprise while giving security of tenure to local organisations delivering positive social impacts from the hub. Many local organisations report decreasing funds, increasing rents and short leases are affecting their ability to grow and/or stay in Leith.

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| Policy Area | The Duncan Place Response |
|---------------------------------------|--|
| The Community Plan | <p>DP will contribute directly to the Edinburgh Partnership Community Plan priority workstreams:</p> <ul style="list-style-type: none"> • Enough money to live on. • Access to work, learning and training opportunities. • A good place to live. |
| City of Edinburgh Council Commitments | <ul style="list-style-type: none"> • Commitment 2: Create the conditions for businesses to thrive. Invest in supporting businesses, social enterprise, training in hi-tech, creative and other key sectors including co-operatives. Help link business with young people to ensure the workforce of the future is guaranteed work, training or education on leaving school • Commitment 7: Improve access to employment and training opportunities for people with disabilities • Commitment 31: Expand training opportunities for adults and young people linking with colleges and expanding vocational education • Commitment 33: Make early years’ provision more flexible to fit families’ needs and provide additional resources to families in difficulty so that no children are educationally disadvantaged when they start formal schooling • Commitment 34: Prioritise services for vulnerable children and families and looked after children, and support organisations working to end domestic abuse • Commitment 35: Improve access to library services and community centres making them more digital, and delivering them in partnership with local communities. • Commitment 39: Put exercise at the heart of our health strategy by increasing access to sport and leisure facilities. Commitment 40: Work with the Integration Joint Board (NHS & Council Social Care) and other agencies to prioritise early intervention and prevention in mental health services. Commitment 46: Continue to support the city's major festivals which generate jobs and boost local businesses and increase the funding for local festivals and events. Support the creation of further work spaces for artists and craftspeople Commitment 51: Improve community safety by protecting local policing and empowering communities to tackle long term safety issues and hate crime in all its forms including supporting restorative justice initiatives and other projects • Commitment 52: Devolve local decisions to four Locality Committees. Establish the membership of each Committee and how devolved decision making will work to encourage the maximum participation for local groups. Explore the effectiveness of |

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| | | community councils and how they can be enhanced to represent their local communities |
| | Scotland's Agenda for Cities | <ul style="list-style-type: none"> • A focus on inclusive growth where community and social enterprise are vital to retain the balance. |
| | Scottish Economic Strategy | <ul style="list-style-type: none"> • Community led economic development • Job creation • Workspace development • Flexible hot desking • Meeting space provision |
| | National Volunteering Strategy for Scotland | <ul style="list-style-type: none"> • Creation of a volunteer led organisation • Development of volunteer opportunities |
| | Scottish Social Enterprise Strategy | <ul style="list-style-type: none"> • Community led • Asset ownership • Trading and promoting cross collaboration with other Social Enterprises |
| | Sustainable Development | <ul style="list-style-type: none"> • Ethical sourcing • Living wage employer • Link to local sustainability programmes operated by the Trust |
| | Employability | <ul style="list-style-type: none"> • Development of learning and training opportunities • Work Placements • Peer support opportunities |
| | <p>Timescales</p> <p>CEC and Duncan Place (much of this on a voluntary basis) have both invested significant time and effort into raising the funds for, and carrying out, a complete refurbishment of the building. The timescales are for the Duncan Place SCIO to take ownership upon completion of the refurb. If the work runs to time this will be in the final quarter of 2019.</p> | |
| 6 | Date of Submission to the Council: 14/11/19 | |

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PART A – About your organisation

| | | | | |
|-------------|---|----------------------|----------------------|----------------------|
| A1.1 | Organisation Name, Location and geographic areas of current operation: | | | |
| | Duncan Place, located & operating in Leith, Edinburgh | | | |
| A1.2 | Organisation postal address: | | | |
| | Duncan Place c/o Leith Dockers Club 17-17a Academy Street, Leith, EH6 7EE | | | |
| A1.3 | Organisation Contact details for this request: | | | |
| | Name | Nicola Lamberton | | |
| | E-mail | info@duncanplace.org | info@duncanplace.org | info@duncanplace.org |
| A1.4 | Organisational Governance – State the type of organisation you are, for example a registered charity or a registered company. If your agency is not a registered charity or company, please state if you have a Constitution / Statement of Aims / Memorandum and Articles (relevant documents must be supplied on request) | | | |
| | Scottish Charitable Incorporated Organisation (SCIO) | | | |
| A1.5 | OSCR Registration Number (if your organisation is a charity registered in the UK and/or Scotland): | | | |
| | SC048100 | | | |
| A1.6 | Companies House Registration Number if applicable | | | |
| | N/A | | | |

PART B – Your proposal for use of the asset

In summary, please answer the following questions relating to your proposal (please ensure that you attach your full Business Plans as this will provide further detail)

NOTE: the term ‘the asset or asset’ means the Council-owned asset which is the focus of your submission

| | |
|-----------|---|
| | Assessment of the operational and market environment |
| B1 | Please summarise below any history that your organisation has for; (i) delivering good quality services, (ii) meeting the needs of your community and (ii) enabling sustainable growth of your organisation? |
| | (i) Delivering good quality services When Duncan Place Resource Centre was previously open it was managed by CECs Community Learning and Development (CLD) Department. A Duncan Place Resource Centre Volunteer Management Committee represented the community to CLD and led on community consultation, organising the programme of activities and on organising social events such as theatre trips and |

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Christmas parties etc. The Duncan Place SCIO that is now in place has developed out of this volunteer committee. The Chair and Development Manager of Duncan Place SCIO were part of this committee and, as others have moved on, they have recruited a strong, community focussed and highly skilled board who have extensive experience of delivering good quality services in their respective careers:

- Development Manager, Nicola Lamberton, has 20 years' experience in establishing and growing social enterprises whilst supporting individuals with mental health problems to gain and retain employment, as well as in supporting employers to retain current and new staff experiencing mental health problems. This was in Craigmillar for an organisation called Forth Sector. Nicola is highly experienced in establishing and running a commercial social enterprise whilst delivering on financial and social impact targets.
- Chair, Carol Leslie has managed several community projects including a healthy eating service teaching young single mums to cook on a budget and an art project to reduce social isolation for retired people. Carol is retired from paid employment and now runs an informal art group for seniors in Leith. She is also Chair of the volunteer management team at Leith Community centre.
- Treasurer, Colm Kavanagh, is a former commercial property specialist with a high street bank and was regularly called upon to support small businesses with their growth aspirations. Colm now works in early years provision with Scottish Government. He brings a wealth of financial governance skills and experience which is essential to Duncan Place in delivering a quality service which is sustainable.
- Secretary, Fiona Clandillon, is a chartered town planner with more than 15 years' experience working as a planning consultant. She is currently an Associate Director with Scottish Futures Trust specialising in increasing the number of affordable homes delivered across Scotland. Planning and delivering on a multitude of services is the bones of Fiona's work and she fully understands the need for more community space in densely populated areas and the health and well-being benefits quality community space that can bring to an area.
- Trustee, Keith Murray, has worked in social enterprise for 8 years developing and managing websites, logos, printed publications and social media communications. This has allowed many third sector enterprises to communicate to the intended users of the service, as well as to funders and the wider public. The importance of quality digital communication in establishing and growing a service cannot be underestimated. Keith has also contributed volunteer time to The Remakery in Leith, to Leith Theatre and has several years of experience of community involvement within Stirling Council.
- Trustee, Steve Paige, is Head of Development for Scottish Gymnastics, supporting clubs with their strategic development. He is also a trustee with Inch Park Community Sports Club (who like Duncan Place, generate charitable income through rental spaces), a mentor with Project Scotland, an advisor to the Scottish Wrestling Association, and a tutor and assessor for Scottish cricket. All of these roles involve delivering high quality services to communities.

(ii) Meeting the needs of the community

We hope you will agree that the careers to date of those involved shows that they have always

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delivered quality services to meet the needs of the communities they serve. In terms of meeting the needs of the community of Duncan Place the trustees and development manager have given untold hours of their time, (approaching 5 years of commitment to date) consulting the community on what is needed in the area and in developing plans that deliver on those needs. The trustees and staff member are completely committed and to date have achieved the following specifically for the community that will be accessing Duncan Place:

1. Community Learning Exchange Fund: secured funds to allow board to travel to, spend time with and learn from other organisations doing similar things.
2. Averted demolition (involving local people, councillors, Historic Scotland, Cockburn Association and local third sector organisations).
3. Gained agreement from City of Edinburgh Council to explore Community Asset Transfer with DP.
4. Initial outline plans researched and developed.
5. SCIO status researched, applied for and awarded from the Office of the Scottish Charity Regulator.
6. Worked in partnership with CEC to secure Scotland's Energy Efficiency Partnership funding: £264750. CEC would not have secured this funding under a commercial letting or sale arrangement.
7. Worked in partnership with CEC to secure refurb funds from Regeneration Capital Grant Fund: £1,197,765. The CAT in principle agreement supported CEC being able to secure these funds.
8. In kind work and funds from CEC for a lift and professional services.
9. Listed building consent approved, Planning permission gained, Building warrant granted.
10. Pitched for & won places on 6 month social enterprise incubation course.
11. Applied for and awarded bursary to attend the Social Enterprise World Forum.
12. Developed business plan and 5yr projections showing positive balance by 2024.
13. Initial operational funding from Lottery secured: £425,270 – again, only possible due to the CAT agreement in principle.
14. Engaged consultants to support trustees in developing an operational plan, a governance plan, a staffing plan, a procurement plan, a full market analysis, financial control systems, an operational manual and a full suite of policies and procedures.
15. Engaged accountancy firm to undertake a full VAT assessment of the enterprise and advise accordingly.
16. Work with local charities, social enterprises, SMEs and community groups in ensuring the space is fit for purpose and affordable.
17. Work with key CEC officers to rejuvenate a listed building which would otherwise been likely to end up derelict.

These achievements have been focussed on, and in preparation for, meeting the needs of the community by securing the refurbishment and re-opening of the Duncan Place building .The trustees and staff will continue with their energy, commitment and passion to deliver the services and activities for the community.

(iii) Enabling sustainable growth of the organisation

The experience of the trustees and development manager ensures that both financial sustainability and social impact are constantly at the forefront of the enterprise. The business plan and financial projections show that the organisation will be self-sustaining by the financial year ending 2024. Good governance and strong financial controls are in place and all involved are highly

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| | <p>experienced in delivering for sustainability.</p> <p>The successful application for Lottery funding recognised that occupancy levels, and associated rental income, will take time to grow. The SCIO deliberately requested higher levels of funding in the earliest years and lower amounts later on. This allows a stable income until growth in occupancy levels provides the necessary levels of income to achieve sustainability.</p> |
| B2 | <p>Is there a strong business-fit between the core objectives of your organisation and the proposed use of the asset?</p> |
| | <p>Answer:</p> <p>Yes. The core objectives of the organisation are the following (OSCR registered) charitable purposes:</p> <ul style="list-style-type: none"> • To advance citizenship and community development within and for the benefit of the community of Leith by delivering a diverse range of services and initiatives without distinction of gender, sexuality, political, religious or other opinion, with the object of improving their conditions of life. • The provision of recreational facilities, or the organisation of recreational activities, with the object of improving the conditions of life for the Leith community. <p>The proposed use is for the Duncan Place SCIO to organise and deliver activities addressing social isolation, health and well-being. This will advance citizenship and develop community while improving the quality of life in the area. A symbiotic relationship of providing affordable office space for the third sector in Leith allows the longstanding need for affordable community space to be met and sustained. Please note: Use of the asset is essential to allow this to take place. By being based in Duncan Place, the tenant organisations will also be delivering their charitable purposes and social impacts to the community of Leith. Furthermore, their rent will also be utilised to further benefit the community: rather than being paid in the bank account of a private landlord the rent will stay within the community and help to address the needs of the area, as outlined in section 5 above, and in the business plan.</p> <ul style="list-style-type: none"> • Commitment 2: Create the conditions for businesses to thrive. Invest in supporting businesses, social enterprise, training in hi-tech, creative and other key sectors including co-operatives. Help link business with young people to ensure the workforce of the future is guaranteed work, training or education on leaving school. <i>Duncan Place SCIO will trade as a social enterprise and be a landlord to other social enterprises and charities. The SCIO will also seek opportunities to link tenants with relevant business support organisations and can provide affordable rents to allow new businesses to operate and grow in the area.</i> • Commitment 7: Improve access to employment and training opportunities for people with disabilities. <i>Duncan Place can offer training placements and links to employment support, and can offer 1 to 1 space for people to meet employability workers close to their homes.</i> • Commitment 31: Expand training opportunities for adults and young people linking with colleges and expanding vocational education. <i>Duncan Place can offer courses. These may be non-vocational at the very beginning but, with growth, the aim would be to achieve accreditation and to link with the local colleges.</i> • Commitment 33: Make early years’ provision more flexible to fit families’ needs and provide additional resources to families in difficulty so that no children are educationally disadvantaged when they start formal schooling. <i>Duncan Place can offer child and parent groups with learning through play opportunities.</i> |

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| | <ul style="list-style-type: none"> • Commitment 34: Prioritise services for vulnerable children and families and looked after children, and support organisations working to end domestic abuse. <i>Duncan Place can link with support organisations to offer space for these families to socialise and share activities together out with a stressful home setting.</i> • Commitment 35: Improve access to library services and community centres making them more digital, and delivering them in partnership with local communities. <i>Duncan Place will be a community centre run by and for the community. Further community space is desperately required in this ever more populated neighbourhood.</i> • Commitment 39: Put exercise at the heart of our health strategy by increasing access to sport and leisure facilities. <i>Duncan Place can work with the community to offer non-“gym equipment” based leisure opportunities such as dance, walking, yoga, but also offer activities that contribute to positive mental health: mindfulness, art, singing, cooking and sharing healthy food together, community cinema events, crafts, etc etc. These all contribute to good all round health.</i> • Commitment 40: Work with the Integration Joint Board (NHS & Council Social Care) and other agencies to prioritise early intervention and prevention in mental health services. <i>Duncan Place (and tenants) can be part of the “other agencies” by providing services that promote mental well-being.</i> • Commitment 46: Continue to support the city's major festivals which generate jobs and boost local businesses and increase the funding for local festivals and events. Support the creation of further work spaces for artists and craftspeople. <i>Duncan Place can be a venue for festivals and events and can provide workspace.</i> • Commitment 51: Improve community safety by protecting local policing and empowering communities to tackle long term safety issues and hate crime in all its forms including supporting restorative justice initiatives and other projects. <i>Duncan Place can offer activities that are multi-cultural and multi-generational and work with the community to tackle issues most important to it.</i> • Commitment 52: Devolve local decisions to four Locality Committees. Establish the membership of each Committee and how devolved decision making will work to encourage the maximum participation for local groups. Explore the effectiveness of community councils and how they can be enhanced to represent their local communities. <i>When previously open, Duncan Place was home to Leith Links Community Council. They have expressed a wish to return. Duncan Place is already involved with a group of locals looking at developing place plans and would wish to be involved in decision making in the area.</i> The many groups that will operate from Duncan Place will allow consultations to reach a wide range of local people and give them a voice. |
| B3 | <p>How will your organisation’s current operational capacity and financial turnover be affected by taking forward your proposals for the asset?</p> |
| | <p>Answer:</p> <p>Operational Capacity</p> <p>The operational capacity will be hugely increased. Currently the lottery is funding 1 x 21hr per week development manager post. This role allows for the coordination of the enterprise required in the time prior to opening: this includes tenants to be secured, a community programme of activities to be put in place, a marketing plan to be developed, an operational plan to be</p> |

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| | <p>developed, all necessary policies, procedures and systems to be prepared, and the CAT transfer to be progressed through working with CEC, solicitors, accountants, the lottery, the community ownership support service, etc. As the hub gets closer to opening and begins to grow, further staff will be recruited to manage the building on a day to day basis. It is likely that the building will be open at least 6 days per week, and be open during the daytime and in the evening. It will be available to the community as many hours as possible. It is envisaged that there will be a manager and deputy, administrator, finance administrator and several centre assistants. With more staff in place DP will be able to deliver on the plans the lottery has funded and that the building is purposefully being refurbished for.</p> <p>As a SCIO is a member led organisation there will be opportunities to involve the members in the running of the organisation and the building. Appropriate training will be offered to community members wishing to be involved. This will increase capacity further. The board currently comprises of 5 members and a plan for further recruitment is in underway. Overall, this will allow a host of services to be delivered to address poverty, health, well-being and social isolation, and is dependent on Duncan Place SCIO taking ownership of the asset. There is no other location available in the area that allows these services to be returned to the community. The operational capacity is dependent on the proposals for the asset being taken forward.</p> <p>Financial Turnover</p> <p>Duncan Place has secured £425270 from the Lottery Community Fund. (Please see Additional Documents Item 5, page 66). This will pay for the required furniture and equipment and contribute to revenue on a reducing basis until the financial year ending 2024. As occupancy rates (rental income) increase, lottery funding reduces. At this point Duncan Place will be self-financing through rental and workshop income. Duncan Place will be self-sustaining from the financial year 2024-2025. The financial capacity will only be in place providing the asset is transferred at £nil value. The financial turnover will go from being 100% lottery funded to being funded through income generating activity.</p> <p>Whilst recognising it may be unusual to request a nil value transfer of this asset, Duncan Place SCIO stresses that the building was ear-marked for demolition and was considered a liability to CEC. Duncan Place SCIO also emphasizes that capital investment and revenue funding has come from out with CEC and that a social impact assessment has valued the services to be delivered as being worth £7,212,320 over 10 years. A nil value transfer is an essential component of the package.</p> |
| B4 | <p>Please evidence below, the strength of leadership and skills of the Board and staff of your organisation to maximise the prospects of the asset? If the skills are not currently in place, please describe how you intend to address this.</p> |
| | <p>Answer:</p> <p>There are currently 5 board members (chair, secretary, treasurer and 2 others) and 1 member of staff. Please see B1 for information on the current board. The business plan projects staff to increase to 7 staff members. The board meets monthly to review and plan and will continue to do so. They each have role descriptors and together are responsible for governance and the strategic plans. The constitution requires new trustees to be recruited annually which will happen through the AGM, website, social media and networking at local events. Role descriptors to outline the skills required will be utilised and potential trustees will be taken through an interview process and induction. This will ensure board members are appropriately experienced and skilled. The constitution also allows for the board to co-opt individuals on a temporary basis to the board to cover specific skills gaps if particular issues arise. There is also an advisory board of individuals who are willing to offer expertise & advice when needed but who cannot commit to regular meetings.</p> |

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| | <p>This includes an HR specialist, an accountant, a renewables engineer, a property lease negotiator, local head teachers, including the head of an additional needs school and managers of other Leith based charities. The board and staff member are strengths-based, well- connected, entrepreneurial and committed to serving the community of Leith: the neighbourhood they all live in.</p> <p>Future staff and board members, as outlined above, will be recruited through an open process with an interview panel, consistent scoring system and probationary periods. They will have an induction and on-going training and personal development opportunities in line with organisational needs.</p> |
| B5 | <p>Please detail how you intend to evidence long-term community benefit arising as a result of the proposed asset transfer?</p> |
| | <p>Answer:</p> <p>Duncan Place SCIO will continually gather information from those attending activities in the building. Stats gathered will provide long term evidence of community benefit. It will also allow the SCIO to measure social impact and to ensure a continuous cycle of learning and improvement. We will undertake this process using as many methods as possible to ensure as many people as possible are able to provide feedback. Duncan Place will:</p> <ul style="list-style-type: none"> • Distribute paper and email questionnaires following events and classes. • Have a members association that meets regularly to seek feedback and suggestions. • Have suggestion boxes for anyone wishing to feedback anonymously. • Have a “you said / we did” notice board (shows listening, action, encourages feedback.) • Actively listen during chats with attendees. <p>The information gathered may include levels of employment, postcodes, ages, genders, household income bands, long term health condition, how often a person took part in activities outside the home and how often they take part in an activity now, how often a person attends a health appointment, how happy / satisfied they are with their life, what suggestions they have for Duncan Place and Leith, how they rate the quality of the activity and other information as required by funders. The process and findings will be included in the Duncan Place annual report and, more importantly, feed into an annual continuous improvement goal setting exercise.</p> <p>In applying for ScotGov RCGF funding and Lottery Community Asset funding Duncan Place worked with CECs Economic Development Dept and a Social Enterprise Support Organisation to identify the social impacts and community benefit that can be delivered from Duncan Place. Year on year Duncan Place will work towards providing:</p> <ul style="list-style-type: none"> • 160 people per annum benefitting from improvements in their mental well-being • 160 people per annum attending groups to improve physical well being inc diabetes advice and smoking cessation • 24 senior citizens, 65 people in young families and 150 youth and pre-schoolers benefitting from increased social cohesion and a reduction in loneliness • 220 people attending education classes • 12 short term and 3 medium term work placements to increase employability • 20 voluntary opportunities to increase employability • 6 staff directly employed by Duncan Place • 25 FTE staff employed by organisations based in Duncan Place <p>Using gov’t recognised data from the New Economy Manchester Unit Cost Database, an independent practitioner has calculated this social impact to have a value of £7,212,320 over a 10 year period. (Please see Additional Documents Item 3, pages 43-50).</p> |

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| | Duncan Place will use the numbers from this social impact assessment as a baseline. We will gather, collate and report against these figures each year to monitor and evidence the long term community benefit. The leases for permanent tenants and for those renting the community space to deliver groups will also contain a clause stating that they are obliged to provide stats on the people attending their activities and a standardized form will be in place to assist them in capturing this information. There will also be customer satisfaction targets for how quickly Duncan Place respond to and resolve any issues that arise. |
| B6 | N/A |
| | N/A |
| B7 | <p>Please summarise below the partners involved in your proposal, describing the current and future strength of partnership work in the context of the submission and if so, is this influencing the operational arrangements for the asset?</p> <p>Answer:</p> <p>Below are tables showing the organisations partnering with the Duncan Place SCIO to deliver activity and services in the building. Duncan Place Resource Centre was a community building. The results of the community consultations have therefore been the influence on the partnerships that have been developed. The operational arrangements are consequently as expected.</p> <p>All partners expect the strength of partnership working to grow over time. Quality of life will be improved for the people these partnerships support: an individual may attend support for one particular issue but then be able to more easily access support for other areas of their life. Where an individual is experiencing social isolation, and poor mental health, partner organisations will encourage individuals to attend the Duncan Place SCIO run groups and workshops. Through this set up people can get to know others in their community and develop natural supports of friendship.</p> <p>Partners involved in the proposal for the 1st & 2nd floor rental spaces</p> <p>An “anchor tenant” relationship with UpMo (Upward Mobility) has been developed. UpMo will be paying rent to Duncan Place SCIO on a long term repair and renewing lease. UpMo is an Edinburgh-based charity providing support and opportunities for young adults with learning difficulties and autism. For more than a decade, they’ve been combining tailored support services with an increasingly respected curriculum of creative workshops, educational activities and vocational programmes. They require to relocate from Edinburgh Palette in St Margaret’s House at Meadowbank due to growth and also due to Drum Property re-developing the building in the near future. UpMo will deliver art, dance and drama with these young adults during office hours from 7 of these rooms and, symbiotically, make the space available for community use out with their operational hours. This arrangement increases the availability of community space on evenings and weekends when community space is at a premium.</p> <p>The Daisy Foundation (Edinburgh) offers a selection of classes, workshops and group sessions that meet the needs of expectant mums and new parents from early pregnancy right through to toddlerhood. They place a huge emphasis on positive mental health and wellbeing at this time of immense change in people’s lives. The owner uses much of the profits from private classes to accommodate free places for those unable to pay, with a policy of never turning anyone away who seeks support. She also utilises the profit to provide a support group for teenage mums who have been brought up in care. Furthermore, she involves 11 other specialists in this area. This will also maximise the hours the space is used each day: pediatric first aid courses, baby massage courses, a whole variety of therapists and postnatal fitness instructors along with an employment law specialist. Supporting parents to maintain positive mental health and to build networks of</p> |

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supportive friendships is key in getting children’s lives off to a positive start and will be of huge value in Leith. The owner is currently working with UnLtd and The Social Enterprise Academy to formalise much of this activity into a social enterprise.

By the time you read this further MoUs may be in place with the following partner organisations also seeking to rent space. They have either recently viewed or are about to view rooms within Duncan Place:

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| YLT Records | Free instrument tuition to those aged under 26yrs. Affordable recording studio space. Believe music education should be available to all, not just those who can afford it. |
| Yardheads | Collaborative theatre, drama, film, contemporary music and performance, community arts and creative development. Drama groups were previously based in Duncan Place. Community consultations have identified interest for this to return to the rental space within Duncan Place. |
| Yoga Now | Passionate and highly qualified in providing specialist yoga sessions for those with medical conditions including Parkinson’s and MS. Currently based elsewhere in the area, Yoga Now is struggling to find a permanent location to move to when her current studio is redeveloped. The many individuals she supports in the area would be left without this intervention if she moves her studio elsewhere. By managing one of the spaces within Duncan Place she can continue to offer the specialist classes and also offer space to other practitioners in the area, thereby ensuring the space is in use as many hours as possible each week. |
| Bare Branding | Local social enterprise providing training and open access to a print studio allowing individuals and organisations to print posters, leaflets, garments, banners, stickers, etc. Once trained people are encouraged to share their skills and support each other. Bare Branding is on a month to month lease in their current location, so can move fairly easily. They are very keen to be based in a community hub and be part of the collaboration that can happen in Duncan Place. |
| Mwamba of Leith | A community interest company providing listening, support & sign-posting to women from ethnic minority backgrounds. 2 permanent rooms for 1 to 1 support work plus desk space for administration (can be in a shared room) |
| Sikh Sanjog | Sikh Sanjog have been operating in Leith for 30 years and have been forced to move several times due to redevelopment of buildings. They are desperate and to have a permanent “home” in Leith. You are likely aware that they have recently had to move once more due to Drum Property seeking to redevelop Steads Place. Whilst Sikh Sanjog have been given support from Drum to move elsewhere with a view to returning to the development upon completion, Sikh Sanjog are keen to keep their options open and are cautious regarding what rental cost the potential new development will attract. Sikh Sanjog have viewed space within Duncan Place and we are keeping in touch |

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| | as the situation progresses. If they do not take permanent space they are likely to hire hourly community space for delivery of groupwork. |
| Partners involved in the proposal for Ground Floor Community Space | |
| Safer By Sound | Weekly music workshops, free, for up to 20 people, space for 1 to 1 lessons, secure storage, a desk space (in shared office is fine.) |
| Dr Bells | Has a focus on learning, health and wellbeing with families in Leith with at least one child under the age of five. Requires space for weekly outreach groups and activities such as Baby Peep and Bookbug . |
| Central Leith After School Club (CLASP) | Mon – Fri daily rental, approx. 3 hrs, to expand after school activity. |
| The Men of Leith Mens Shed | Need weekly rental space for discussion & support groups. Lack of space & noise in the 3hr/wk workshop space they currently have means they cannot provide this without a second space. |
| Girls Rock School | Weekly confidence and skills building group using rock music workshops as a medium. |
| Inspire Crafts | Weekly craft workshops for adults with learning disabilities. |
| Think circus | Circus skills workshops for fun, fitness, confidence and community. |
| The Superpower Agency | Working to improve the lives & literacy skills of some of Edinburgh’s most disadvantaged and under-resourced young people. Superpower provide creative writing workshops and mentoring for young people ages 8 -18, giving them the powers they need to close the attainment gap in education, foster aspiration and become successful learners, confident individuals and responsible citizens. |
| Womens Link Up Support Centre | Provide a safe caring environment for women in North east Edinburgh who suffer from mental health problems and social isolation. WLSC seeks to enable participants to achieve their full potential through providing support, education, confidence building, health education and health promotion. |
| Milan Senior Welfare | Develop and deliver provisions for 50+ older people from Indian, Pakistani, Bangladeshi & Mauritian communities in Edinburgh & Lothian which meet their social, cultural, recreational, language and care needs. Milan currently provides services for older Asian people from India, Pakistan, Bangladesh and Mauritius |
| Spilt Milk | An artist-led social enterprise promoting the visibility of artists who are mothers by providing short courses for beginners and more advanced workshops for mothers who are artists to build confidence and creative self-expression in a safe and supportive environment. |
| <p>Please note: If we agree and sign leases (which always include occupancy dates) with tenants they are likely to give notice to their current landlord. Should the refurbishment & CAT not be completed by the date given, Duncan Place would then be liable to find and finance temporary</p> | |

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| | <p>accommodation, storage and removal costs to and from their temporary location. The financial impact of this situation must be avoided and is the reason for the lottery funding deliberately reducing over time. The funding and business plan recognises that some tenants will have a delayed move in date.</p> <p>Until a handover date is finalised then, the Duncan Place SCIO has instead (of leases) developed a Memorandum of Understanding (MoU) with future tenants.</p> <p>As well as the ground floor community space there are 12 rooms available for rent on the 1st and 2nd floors alongside shared corridors, toilets and kitchens.</p> <ul style="list-style-type: none"> • The 12 rooms equate to 431m2. • The business plan states a 25% occupancy rate in year 1 for these rooms. • At the time of writing MoUs for 9 rooms are in place, equating to 287.7m2 • This equates to 67% occupancy in year 1. <p>The MoUs are with organisations currently paying rent elsewhere. They each wish to grow to meet demand for their services but are unable to expand in their current locations. This again backs up the fact that there is a lack of affordable space within the area.</p> |
| B8 | <p>Please describe the governance arrangements which will oversee the operations of the asset. If this is to be separate to arrangements for your organisation, please provide further description and include diagrams if necessary. Please also describe how accountability for the asset will be provided for.</p> |
| | <p>Answer:</p> <p>Overall Purpose</p> <p>The board of Trustees are jointly and severally responsible for the overall governance and strategic direction of the SCIO (Scottish Charitable Incorporated Organisation), and financial health, probity of its activities, developing Duncan Place’s aims, objectives and goals in accordance with the governing document, legal and regulatory guidelines. All trustees are aware of, and understand, their individual and collective responsibilities. They meet on <u>at least</u> a monthly basis and are kept up to date by the Development Manager throughout this time. Suitably qualified and experienced staff will be employed to manage the building on a day to day basis. This will include building maintenance as well as service delivery.</p> <p>Main Responsibilities Governance</p> <ul style="list-style-type: none"> • To ensure that Duncan Place, and its representatives, function within all legal and regulatory requirements applicable, and in line with the organisation’s governing document, continually striving for best practice in governance. • To maintain the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in Duncan Place. • To take appropriate professional advice in all matters where there may be a material risk to Duncan Place, or where the trustees may be in breach of their duties. • To determine the overall direction and development of Duncan Place through good governance and clear strategic planning. • To avoid any personal conflict of interest. • To manage and use the resources of the charity to optimise its potential. • To ensure that robust systems are in place for internal financial control and the protection of |

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Duncan Place funds and assets.

- To undergo a thorough induction upon appointment and ongoing training to remain alert to, and aware of, their duties and responsibilities, and of the environment in which they operate.
- To achieve the purpose of Duncan Place and to pursue the charitable objects and provide public benefit.

Main Duties

- Ensuring Duncan Place complies with legislative and regulatory requirements and acts within the confines of its governing document and in furtherance to the charitable objects.
- Acting in the best interest of Duncan Place, beneficiaries and future beneficiaries always.
- Promoting and developing Duncan Place for it to grow and maintain its public benefit and recognising the situation when it may be more appropriate to wind the charity up where there is no longer a need for the charity to provide the services it does or because the charitable objects are no longer relevant to contemporary social situations.
- Maintaining sound financial management and control of the charity's resources. Ensuring a fully effective and appropriate system for the recruitment, appointment and monitoring of the work and activities of the chief executive officer and, where applicable, other members of the senior management team.
- Ensuring the effective and efficient administration of the charity and its resources, striving for best practice in good governance.
- Acting as a counter-signatory on Duncan Place cheques (including any electronic transactions) and any applications for funds.
- To maintain absolute confidentiality about all aspects of the trustees' business, bearing in mind the over-riding legal obligations placed upon trustees.

Statutory Duties

The following is a précis of the legal duties Directors must fulfil:

- Duty of trust;
- Duty to comply with the charity's governing document;
- Duty to act in the best interests of the charity, present and future beneficiaries;
- Duty to avoid conflicts of interest;
- Duty to safeguard assets;
- Duty not to benefit from their position;
- Duty of care;
- Duty to act personally;
- Duty to act collectively; and
- Duty to keep accounts.

For charitable companies, directors and trustees also have specific legal duties under the Companies Act 2006.

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| | <p>Accountable to</p> <p>As the board are responsible and liable for the governance and functioning of Duncan Place, they are accountable in varying degrees to a variety of stakeholders, including: members, beneficiaries, funders, and OSCR. The board feeds back to the members at the AGM and will hold regular steering group meetings with the members to ensure the organisation remains led by the community of members. Reports from other funders will be submitted as required.</p> <p>As well as managing the organisation the trustees understand that they also have a duty to manage the building itself. A planned preventative maintenance plan will be developed – quotes have already been received from professional property companies to prepare this. This will then be followed and updated regularly. Ryden have estimated £120m2 over 10 years for this: 1134sqm x £120 ÷ 10 yrs ÷ 12mths = £1134per month to be saved. This has been included in our financial projections.</p> <p>When recruitment for the expanded management team takes place, each role will include a specialism, with one of them being building maintenance and management. Recruitment for a further board member with this experience is already underway to provide specialised guidance in this area. A suite of policies is being adapted from those used in other centres. Regular staff and tenant training will take place to ensure everyone knows and follows all relevant procedures and policies. Professional services will be bought in as required to ensure compliance in all relevant areas: PAT testing, firefighting equipment, lift servicing, legionella testing and all other statutory duties will be met. An asbestos survey was carried out at the start of the refurb process and all known areas of asbestos were removed. We are aware that an asbestos survey will be required in the event of any major work in the future to ensure no-one is put at risk. There is no gas in the building so no testing for this is not required.</p> |
| B9 | <p>Please evidence how you know that your proposals for the use of the asset are supported by and meet the needs of the wider community and City. You should describe the level and nature of support for the request from the community.</p> |
| | <p>Answer:</p> <p>Please see Additional Documents Item 4, pages 51-65 which details the community consultation work we have undertaken.</p> <p>The business plan (Item 1 in the additional documents) details the research and analysis we have carried out in terms of the needs for the rental spaces.</p> |
| B10 | <p>Where applicable, please detail how your proposals for use of the asset will enhance the existing use of the building/land</p> |
| | <p>Answer:</p> <p>Duncan Place has been vacant since its closure in Sept 2014. A House of Commons Report https://publications.parliament.uk/pa/cm200304/cmselect/cmodpm/47/47.pdf “The Role of Historic Buildings in Urban Regeneration” states that Regeneration of Historic Buildings can</p> <ul style="list-style-type: none"> • Act as a catalyst to the regeneration of a neighbourhood • Boost the local economy and create jobs • Reinforce local cultures, install a greater sense of pride and confidence in a neighbourhood • Achieve better use of natural resources <p>Duncan Place is a listed building and so is seen as having architectural importance. Yet it was facing dereliction and a proposed demolition. The building and the adjacent Leith Primary School were both designed by the architect George Craig and together they offer a harmonious streetscape that has now been preserved. The refurbishment and subsequent reopening (in its 100th year) have saved this building and it will now be able to serve the community for another hundred! The</p> |

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| | <p>partnership working between CEC and Duncan Place SCIO has enhanced the building in terms of its condition, the quality of workspace available in the area and, when re-opened, will enhance the services available in the area. The story could have been very different should the building have been left to deteriorate and have become a derelict eyesore.</p> <p>Upon re-opening the Duncan Place Hub will trade to deliver social impacts. It will deliver income generation from rental of the 1st and 2nd floor rooms returning all profit to the building and the programme of activities it supports. The facilities will include:</p> <ul style="list-style-type: none"> • Multi-purpose community use space including lets for support organisations, classes and educational activities. • Development of a programme of social and cultural events. • Offices for rental. • Studios for rental. <p>The proposals for the asset will enhance the building and area through providing:</p> <ul style="list-style-type: none"> • Anti-poverty measures & services. • Jobs gained and retained in the area. • Third sector organisations retained in the area. • Employability support, volunteering opportunities and placements made available. • Improved health through support programmes being made available. • Improved mental health through support programmes and low pressure social opportunities. • Improved community cohesion through shared social and learning opportunities. • Reduced feelings of disengagement through having a community owned asset and resource to utilise in the planning and delivering on the community’s needs. <p>CECs update to F&R committee on 12 June 2018 stated: <i>“A positive impact will result for many varied community and disadvantaged groups who intend making use of the building. Renovation and use of the building will enhance community engagement in the area. Negative impacts for the Council, community groups and other local groups would result if the project does not proceed.”</i></p> |
| B11 | <p>Please outline how your proposals take account of the influence of local and city market forces and (i) if so are there plans in place to ensure that your proposals for the use of the asset are competitive in order to sustain the asset, (ii) if not please explain why.</p> |
| | <p>Answer:</p> <p>The market for both office space and studio space has grown in Leith over the last 18 months. Organisations are being priced out of the centre of Edinburgh and several artists spaces have closed down or are full. Affordable community space where organisations can build long-term relationships with users is in demand. Office space and workshop space is in demand as the city centre prices rise. Businesses are moving into Leith in search of more affordable rent. The excellent and fast bus service, growing reputation as a “cool” area in which to be located, the on-going regeneration work, the affordability of housing (as Edinburgh goes!) and the future tram extension into the area are all factors increasing demand and which will contribute to the success of Duncan Places sustainability. DP has already undertaken a full market analysis of pricing and facilities in the area to ensure pricing is realistic, competitive and sustainable. We will continue to monitor market forces, taking the need for realistic and affordable rents into account, to guarantee the correct mix</p> |

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| | <p>of income and social impact are being delivered. Continuous community consultation will take place to ensure the organisation meets local demand. Regular reviews of other local providers of activities and associated pricing will also take place, again bearing in mind the need to ensure those who will benefit most from the activities will be able to do so.</p> |
| B12 | <p>If suitable, is there marketing and development plan in place for the asset for the next five years? If so, please provide further details in relation to your approach</p> |
| | <p>Answer: Yes, a full market analysis has been carried out and a marketing and development plan is in place. The analysis explored the following areas:</p> <ul style="list-style-type: none"> • Current Market • Customer profile & target market for the activities • Critical Market Success Factors • Options Appraisals for each floor of Duncan Place & for whole building • Market Characteristics for rental space and for Community Activity Delivery • Pricing • Long Term Lets • Short Term Lets • Competitors & Comparators <p>The market & development plan that has been developed from this targets 2 areas: Community Space & Office Space.</p> <p>COMMUNITY: Direct hire by community groups / Events run by Duncan Place for the community</p> <ul style="list-style-type: none"> • Clubs / groups that will rent the space for their meetings. • Individuals who want to attend activities run by Duncan Place. • People who live in or near Leith. • Parents with young children & retirees during the day, mixed age groups outside working hours. • All socio-economic groups who live in Leith. <p>OFFICE SPACE: Office hire / Co-working desk hire</p> <ul style="list-style-type: none"> • Organisations that see an advantage in not commuting to Edinburgh. • Smaller Third sector organisations that see an advantage in a being clustered together. • Larger organisations that would like to run a satellite office in Leith. • Smaller businesses that currently work from home but would like to have a serviced office desk. • Organisations with a customer base in Leith. <p>The aim is for both types of customers to have a high-impact on the local community with many of the tenants also being organisations that make a social impact. Duncan Place will become a home for local small businesses, not-for-profit organisations and community activity groups.</p> <p>The plan is phased for high impact marketing in the first 6 months and covers:</p> <ul style="list-style-type: none"> • USP • Branding messages • Activity partners • Website development • Social media <p style="text-align: right;"><i>Please note: you will be aware that everything submitted in this CAT application is made available on CECs website. The charity has spent a lot of time and money researching and developing this plan and consider it to be commercially sensitive. We</i></p> |

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| | <ul style="list-style-type: none"> • P.R. • Advertising • Networking • Signage • Email marketing • Open days <p>The plan also covers online booking and diary management.</p> <p>The longer term phase of the marketing and development plan covers:</p> <ul style="list-style-type: none"> • Maintaining momentum • Retention of tenants • Long term strategic planning <p>The approach seeks to ensure Duncan Place is sustainable and affordable and so, the plan will be reviewed and updated annually.</p> <p>A board sub-group along with the management team will carry out monthly reviews of occupancy levels, along with bi-annual reviews of tenant’s satisfaction and of the services and activities delivered from the building. They will also review rental costs being achieved elsewhere in the city to ensure planned rent reviews achieve best value for the Duncan Place SCIO and the tenants, bearing in mind the desire to make this a sustainable AND affordable building. The data gathered through these reviews will influence the marketing activity then undertaken. Marketing will include making potential tenants aware of the rental space available through phone calls, emails, networking events, use of existing newsletters and social media targeting the social enterprise & charity sector. Marketing of courses and workshops will take place via the website, social media, local support organisations, and through leaflets in other locations such as cafes, libraries, Leith Community Centre, other local organisations premises etc."</p> |
| B13 | <p>Please detail evidence of support from the appropriate <u>Neighbourhood Partnership</u>, Councillors, other community leaders and other relevant interests?</p> |
| | <p>Answer:</p> <p>Statements of Support</p> <p><i>"I have campaigned with and supported the Leith community from the point of closure, throughout the campaign against the proposed demolition, and then during the successful work to raise funds to refurbish and re-open Duncan Place. A Community Asset Transfer, and the services and activities this will make provision for, will go some way to addressing the severe lack of affordable space in the area. I fully support the transfer and the benefits this will return to the community."</i></p> <p>Chas Booth, Green Party Councillor for Leith</p> <p><i>"A Councillor representing Leith, I am 100% supportive of the Duncan Place trustees towards making a Community Asset Transfer of the former Duncan Place Resource Centre. The community has realistic and achievable plans along with the necessary skills and experience to deliver a social impact from the building. I look forward to seeing activities and services being available in the building once again and look forward to working with the trustees going forward."</i></p> |

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Adam McVey

"I fully support a Community Asset Transfer of the Duncan Place building to the community managed SCIO. The SCIO trustees and members have campaigned and worked towards this for several years now, raising an impressive level of funds for a full refurbishment. The building has been missed in the area and I am confident it will be well used by groups, charities and social enterprises for whom affordable space is desperately needed."

Gordon Munro

"As Locality Manager for North East Edinburgh I would be delighted to see Duncan Place reopen under community management. This will allow services in the area to be enhanced and further developed in line with the locality plan, especially in the areas of employability, health and well-being."

Evelyn Kilmurry North East Locality Manager

"As Chair of Leith Links Community Council we very much support the reopening of Duncan Place as a community managed building. Leith is ever more densely populated and there is a huge shortage of space for community events, groups, workshops and meetings. The Community Council formerly met in the building and we hope to return there and look forward to seeing the successes that are planned come to fruition."

Jim Scanlon

We think that the development of Duncan Place in Leith is an inspiring community initiative. The further deterioration of a historic building would be prevented, it would instead be restored, owned by and in use by the community, and be contributing educationally and economically. This is hopefully the beginning of similar projects allowing citizens greater agency and control for the benefit of their neighbourhoods."

Leith Harbour and Newhaven Community Council

"Sikh Sanjog provides a unique service and is recognized by a number of agencies including Edinburgh City Council and the Scottish Government as an important conduit for 'culturally invisible' women to mainstream services. Sikh Sanjog is committed to providing quality opportunities for Sikh & the wider Ethnic Minority women and their families. If the timings of leases allow we would welcome being based in Duncan Place. As a community owned building this would provide us with security of tenure in an affordable and accessible location. As Duncan Place is likely to be home to a range of community organisations and activities this would also assist us in our vision to inspire and empower Sikh and other Minority Ethnic women to advance their own life opportunities, through the building of skills, confidence and social inclusion. We look forward to progressing this opportunity with the Duncan Place Committee."

Trishna Singh, Sikh Sanjog

***The Alma Project** aims to improve the mental health and well-being of the inhabitants of the Edinburgh and Lothians through the use of the arts as a therapeutic tool. We provide quality, arts groups to people with mental health issues. We are involved in many public exhibitions, performances and workshops that give this marginalised group a platform, and help to combat the stigma surrounding mental ill health. We were previously based in Duncan Place prior to it closing*

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| | <p><i>and this location is ideal for the people we serve. We would welcome returning to the building and further developing our service with and for the community of Leith.</i></p> <p>Alistair Warner, The Alma Project</p> |
| B14 | <p>Are there any objections to your proposals for the asset that you are aware of? If yes please detail these and how your organizations is dealing with these, if no then please detail how you would handle any concerns should these develop in the future.</p> |
| | <p>Answer: No. There is widespread support for the SCIO in re-opening Duncan Place as a community owned and managed resource. If objections do arise Duncan Place SCIO will seek dialogue with the person or organisation in a bid to address any issues. We will listen, understand, discuss and seek to find a way forward, if need be we will involve a mediator. DP is a SCIO: as a member entity we will be actively seeking input on an on-going basis. Duncan Place has commissioned the development of a full suite of suitable policies and procedures and would follow recommended fair and timely procedures should any difficulties arise. If need be DP would involve an independent arbitrator.</p> |

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| | Financial Management |
| B15 | <p>In relation to your plans for the asset, is the proposed income dependent upon; (i) a single income source, (ii) a dominant income source or (iii) multiple, but inter-dependent sources of income? Please detail below.</p> |
| | <p>Answer: (iii) Multiple sources of income</p> <ul style="list-style-type: none"> • Permanent anchor tenant on 2nd floor. • A mix of permanent and short term tenants on the 1st floor. • Hourly room rental, courses and workshops on the ground floor. <p>The revenue funding from the lottery is based on occupancy levels of 25% in year one. At the time of writing approx. 67% of space has an MoU and we are beginning to discuss heads of terms with the various potential tenants. This has been achieved through networking in the local area. A marketing plan on the run up to opening is in place. If required Duncan Place will advertise via a property specialist to ensure the rental space is advertised as widely as possible.</p> |
| B16 | <p>In relation to your plans for the asset, are the sources of income sustainable, i.e.; likely to persist over the next few years, or are short-term, or will there be a need for subsidy from another source for example the parent organisation or public funds?</p> |
| | <p>Answer: Sustainable. Permanent tenants will sign 5 – 10 year commercial leases and will be required to pay a deposit to cover DP in the scenario of the tenant being unable to pay. Short term tenancies (desk space for start-ups) will be rolling three month leases paid monthly in advance. Income from these desks will fluctuate: predicted income takes this into account. Duncan</p> |

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| | <p>Place is not reliant on achieving 100% occupancy levels.</p> <p>Room rental, courses & workshops on the ground floor: with mostly permanent rental on the 1st & 2nd floor the majority of the staff time will go into delivering income generating activity on the ground floor. This will include “pay it forward” schemes or similar to ensure everyone can benefit from the activities available. With a background in commercial banking our treasurer has been examining the accounts and business plans of potential tenants to ensure they have as stable and sustainable source of income as possible.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---|----------------|---------------------------|--|---------------------------|------------|--|--|--------|---------|--|---------------------------------|--|--------|---------|--|----------|---------|--------|------|---------|---------|--------|--------|--------|------|---------|---------|-------|--------|--------|------|---------|---------|-------|---|-------|---------------|--|--|--|----------------|--|
| B17 | <p>In relation to your plans for the asset, please evidence any trading and other efforts to generate income. Please include any anticipation of bidding for public sector grants/contracts or other funding?</p> <p>Answer:</p> <p>Please see Additional Documents Item 5, page 66: Lottery award letter showing revenue support secured, £425750</p> <p>Please see Additional Documents Item 1, page 2: Business Plan which details the trading income we will generate.</p> <p>DP aims to be self-financing through income generation.</p> <p>The table below shows trading income increasing as grants reduce.</p> <table border="1"> <thead> <tr> <th>Yr Ending</th> <th>Trading Income</th> <th>Expenditure</th> <th>Trading Surplus / Deficit</th> <th>Grants</th> <th>Total Surplus / Deficit</th> </tr> </thead> <tbody> <tr> <td>2020</td> <td>5,583</td> <td>137,176</td> <td>-131,593</td> <td>142,766</td> <td>11,173</td> </tr> <tr> <td>2021</td> <td>115,414</td> <td>251,176</td> <td>-135,762</td> <td>148,079</td> <td>12,317</td> </tr> <tr> <td>2022</td> <td>167,890</td> <td>176,457</td> <td>-8,567</td> <td>89,226</td> <td>80,659</td> </tr> <tr> <td>2023</td> <td>185,252</td> <td>180,462</td> <td>4,790</td> <td>11,968</td> <td>16,758</td> </tr> <tr> <td>2024</td> <td>189,876</td> <td>184,561</td> <td>5,315</td> <td>0</td> <td>5,315</td> </tr> <tr> <td>Totals</td> <td></td> <td></td> <td></td> <td>392,039</td> <td></td> </tr> </tbody> </table> <p>(£425750 awarded - £392039 shown: The remaining funds have been spent on development works and staff in the time period prior to the year ending 2020.)</p> | Yr Ending | Trading Income | Expenditure | Trading Surplus / Deficit | Grants | Total Surplus / Deficit | 2020 | 5,583 | 137,176 | -131,593 | 142,766 | 11,173 | 2021 | 115,414 | 251,176 | -135,762 | 148,079 | 12,317 | 2022 | 167,890 | 176,457 | -8,567 | 89,226 | 80,659 | 2023 | 185,252 | 180,462 | 4,790 | 11,968 | 16,758 | 2024 | 189,876 | 184,561 | 5,315 | 0 | 5,315 | Totals | | | | 392,039 | |
| Yr Ending | Trading Income | Expenditure | Trading Surplus / Deficit | Grants | Total Surplus / Deficit | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2020 | 5,583 | 137,176 | -131,593 | 142,766 | 11,173 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2021 | 115,414 | 251,176 | -135,762 | 148,079 | 12,317 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2022 | 167,890 | 176,457 | -8,567 | 89,226 | 80,659 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2023 | 185,252 | 180,462 | 4,790 | 11,968 | 16,758 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2024 | 189,876 | 184,561 | 5,315 | 0 | 5,315 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Totals | | | | 392,039 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| B18 | <p>Please describe below the financial relationship between your organisation and your plans for use of the asset. Please include details about implications that there may be for your organization and the asset and how you will manage any risks identified.</p> <p>Answer:</p> <p>Please see Additional Documents Item 1, page 2: Business Plan Risks & Mitigation</p> <table border="1"> <thead> <tr> <th>Nature of risk</th> <th>Detail of possible risk</th> <th>Likelihood</th> <th>Impact</th> <th>Mitigation</th> </tr> </thead> <tbody> <tr> <td>Failure to retain strong enough board for the continued development of the project</td> <td>Risk if too few board members in terms of number and / or specialist skills to cover the work that needs doing</td> <td>Medium</td> <td>High</td> <td>Ongoing local campaigns to build board, including possible patron structure. Board mentoring required.</td> </tr> <tr> <td>Failure to meet local community</td> <td>Public / volunteers need multiple channels</td> <td>Medium</td> <td>High</td> <td>Public and volunteer friendly organisational</td> </tr> </tbody> </table> | Nature of risk | Detail of possible risk | Likelihood | Impact | Mitigation | Failure to retain strong enough board for the continued development of the project | Risk if too few board members in terms of number and / or specialist skills to cover the work that needs doing | Medium | High | Ongoing local campaigns to build board, including possible patron structure. Board mentoring required. | Failure to meet local community | Public / volunteers need multiple channels | Medium | High | Public and volunteer friendly organisational | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Nature of risk | Detail of possible risk | Likelihood | Impact | Mitigation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Failure to retain strong enough board for the continued development of the project | Risk if too few board members in terms of number and / or specialist skills to cover the work that needs doing | Medium | High | Ongoing local campaigns to build board, including possible patron structure. Board mentoring required. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Failure to meet local community | Public / volunteers need multiple channels | Medium | High | Public and volunteer friendly organisational | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| expectations (including from volunteers) | of information / involvement and clear plans about how they can be involved to best effect. | | | structures, forums, sub-groups and communications. Needs work to be subdivided into project areas that are understandable and doable for volunteer teams. |
| Reputational risk | Risk of Board making bad decisions that shake public / funder confidence | Low | High | Proper board processes, code of conduct, use of professional input to guide board. SCIO based governance with support from OSCR. |
| Lack of financial acumen | Board needs someone able to lead on financial accounting and financial projections | Medium | High | Search / appoint suitable qualified / experienced Treasurer, ideally with experience of project funding / restricted funds / multiple funders (Please be assured that the current treasurer is former commercial bank manager. Advisory board gives access to a fully qualified accountant.) |
| Failure to transfer property | Risk of transfer falling through | Low | High | Continue discussions with CEC |
| Failure to recruit, develop and retain key management/ staff | Risk to reputation of the Community Hub and delivery and management of project | Medium | High | Develop recruitment plan to identify and secure key competencies required in employed management and staff. Adopt suitable model for succession planning. |
| Failure to recruit, develop and retain volunteers | This could mean that more use of paid staff needs to be made which impacts on financial sustainability, quality of offer, sense of community ownership etc | Medium | Medium | Develop volunteering strategy. Give volunteers max scope to drive programme under delegated authority from Board. Adopt suitable policies / |

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| | | | | | procedures. Celebrate / thank volunteers and give free access to some events and performances. Identify formal responsibilities for managing volunteers. |
| | High ongoing maintenance cost of asset. Long-time scales. | Could tax the resilience of Board members. | Medium | High | Build a robust and strong Board to share the responsibilities. Monies have been allocated towards a sinking fund for future repairs and replacements. |
| | Facility fails to attract projected income | Resources have to be reallocated to ensure alternative income generating activities are undertaken | Low | Medium-High | Develop and implement a marketing and sales strategy. |
| B19 | Has your organisation ever been investigated on the basis of poor financial management or failure to demonstrate good organisational governance? | | | | |
| | Answer: Never | | | | |
| B20 | Does your organisation currently have operational capital, if yes is this being applied as part of the request, if no, will the proposed asset provide for a financial asset or liability? | | | | |
| | Answer: Please see Additional Documents Item 5, page 66: Lottery award letter £425270 revenue support over 5 years from The National Lottery Community Fund. This will pay for equipment, furniture, initial set up costs, operational costs including staffing until year ending 2024. The funding reduces over time, as the rental income gradually increases. Further operational capital from rental space will be generated. A further £18762 was received as a donation from the legacy of Duncan Place Resource Centre User Group. This funded resources during the campaign phase prior to lottery funding being secured. Approx £14k of this remains. | | | | |
| B21 | Is the request for asset transfer being made in order to add to an existing property asset portfolio for the purposes of continued trading? | | | | |
| | Answer: No | | | | |
| B22 | Please indicate with an example where the financial aspects of your proposal have been successfully applied elsewhere? | | | | |
| | Answer: As you will appreciate, every organisation and community is unique. Duncan Place SCIO has no trading history to date but the model of community space being supported by trading income from rental space is not a particularly unusual one. With the severe lack of space in Leith we are completely confident that this model will be a success for Duncan Place. Through the Community | | | | |

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| | <p>Learning Exchange we have spent many hours with Community Central Halls (CCH) in Maryhill and with Edinburgh Palette (EP) in Meadowbank. During these learning days we have learned how two community enterprises letting out space to others operate successfully on two very different models. CCH staff everything themselves and, subsequently, have a hefty salary bill to meet each month. At the time of our learning visits with EP, they were operating solely at Meadowbank. They had 4 members of staff and “bought-in” additional staff and services as required. They have since expanded into secondary premises at Ferry Rd. They are both much bigger buildings than Duncan Place. The model of buying in sessional staff as needed is one that Duncan Place will follow. It is very difficult to get organisations to share detailed financial information. Also, it must be remembered that as organisations with charitable purpose, they tend to run the finances in a way that does not generate significant annual profit – the income is spent on community activity and a balance close to zero is maintained. With this in mind we can report that in 2018 CCH had an income of £1,232,060 with a slightly higher spend of £1,276,822. Also in 2018, EP had an income of £763644, also with a slightly higher spend of £776326. CCH and EP are both significantly larger buildings than Duncan Place and are both very well established. A better comparator may be Bellfield in Portobello. Duncan Place has attended a group learning visit to Bellfield, a community buyout of a former church. They have an anchor tenant (Edinburgh Youth Theatre) and regular lets, much the same as Duncan Place will. Their letting rooms equal 261m². There is also the actual church with pulpit & pews. This is a further 310m² but, due to lack of floor space (filled with pews) this does not attract as high a level of bookings as the halls and meeting rooms, only being occasionally used for concerts. They have one member of staff. The building opened in June 2018 and accounts published for the 10 months to year end show a spend of £35697 against an income of £91050. This is a profit of £55353 in 10 months. 2019 accounts are not yet published. The entire Bellfield estate needs major upgrading and much of this profit is being saved for a programme of capital investment in future years.</p> <p>Duncan Place has 627m² of lettable space plus storage, toilets, kitchens, corridors and office. With Duncan Place being newly upgraded regular sums will be saved for future maintenance and the majority of the income will be utilised for community activity. Duncan Place is arguably in a more desirable location for letting of the upper two floors with permanent tenants. (MoUs to date are in place for 70% of this space.) Bellfield is really only suitable for hall based activities so, at the moment, they cannot service the permanent let market.</p> <p>Most organisations are unwilling to share their financial details but here are the names and dates of some other community enterprises with rental spaces. The fact that they have been going so long shows the success of their operations.</p> <ul style="list-style-type: none"> • Out of The Blue, Leith, Est 1994, 2018 income £1,204,811 with similar level of spend • Carrick Centre, Maybole, Est 2012, 2018 income of £262,310 with similar level of spend • Bridgend Community Farmhouse, Craigmillar & The Inch, Est 2011, 2018 income of £754,731 with spend of £133,221 (includes grants for capital improvements still to take place) • Inch Park Sports Centre, Est 2009, 2018 income £244,496 with a spend of £161,515 <p>Duncan Place predicts a year 4 income of £143k based on a cautious 75% occupancy rate. This will give a spend of £138k. The majority of this is on staffing, resources and equipment for running community activity, but also includes an allocation for the overheads, maintenance and sink fund.</p> |
| B23 | <p>Please identify if; (i) your proposals for impacts upon the finances of your organisation and (ii) plans for mitigation if negative issues arise concerning cash-flow, liquidity or financial capacity issues that may impact upon the request?</p> |
| | <p>Answer:</p> |

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(i)The proposals for a Community Asset Transfer, and the activities that will allow to take place, will have a positive impact upon the finances of the organisation. The proposals allow the lottery to have confidence in providing a 5 year funding package and for the income generation activities to take place. They have allowed paying tenants the confidence to sign MoUs. They have allowed third sector and community groups the confidence to plan for relocation and growth in a secure “home.” If the CAT proceeds the plans will allow the organisation to grow its income and become self-sustaining.

(ii)Mitigation plans and processes will monitor and track identified risks, identify new risks and evaluate the effectiveness of the risk management process.
Should cash flow, liquidity or financial capacity issues arise the staff and trustees would discuss plans with funders and specialists with the aim of improving the situation as quickly and realistically as possible. Plans would be actioned to alleviate the issue in a realistic and timely manner.

A risk assessment & mitigation plan has been developed

| Nature of risk | Detail of possible risk | Likelihood | Impact | Mitigation |
|---|--|------------|----------|---|
| Full funding not secured | | Medium | High | Project must be strongly presented to relevant funders |
| Lack of financial acumen | Board needs someone able to lead on financial accounting and financial projections | Medium | High | Search / appoint suitable qualified / experienced Treasurer, ideally with experience of project funding / restricted funds / multiple funders |
| High ongoing maintenance cost of asset. Long-time scales. | Could tax the resilience of Board members. | Medium | High | Build a robust and strong Board to share the responsibilities. |
| Facility fails to attract projected income | | Low | Med-High | Develop and implement a marketing and sales strategy Seek further similar tenants. Offer some of the community space for permanent rental on a lease period that allows cash flow to be returned to sustainability, then return community space when income certainty has been achieved. Seek funding for other activities. Explore crowdfunding. |

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| | <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 20%;">Explore a community share release.</td> </tr> </table> | | | | | Explore a community share release. |
| | | | | Explore a community share release. | | |
| B24 | <p>How do you intend to continue to operate should any income related to the proposed building/land not be generated as planned? Have you plans for alternative forms of income and/or alternative business model should income streams not continue?</p> | | | | | |
| | <p>Answer: This is a highly unlikely scenario. The business plan is thoroughly researched and, in terms of rental income, is cautious with the occupancy level & income predictions. MoUs, as already mentioned, exceed the year one occupancy target. The staff and trustees will be reviewing income generation on a continual basis and would know very early on if targets were not being met. Early interventions could then be put in place. To date the MoUs have been developed through contacts the staff and trustees have made. In the event of income generation being lower than planned Duncan Place would again market the building through local networks with the aim of finding further tenants similar to those already mentioned, and also take up the option of marketing the building through commercial property companies. We are, however, confident that the income generation plans will prove successful.</p> <p>Should this somehow not be the case the staff and trustees are highly entrepreneurial and would research and put in place realistic plans for other income generating ideas. Furthermore, upon receiving ownership Duncan Place will be eligible to apply for funding through the Climate Challenge Fund so could apply for this funding. There are various other funds and trusts that the organisation can also apply for. A few examples of these are as follows: Robertson Trust, Garfield Weston Foundation, Cruden Foundation Ltd, The Headley Trust, Neil McKenzie Trust, Foyle Foundation, Barcapel Foundation Ltd, Mushroom Trust, Postcode Community Trust, Trusthouse Charitable Foundation, Esmee Fairbairn Trust, The Stevenson Charitable Trust, Dulverton Trust, Scottish Power Foundation.</p> | | | | | |
| B25 | <p>What are your plans for the proposed asset should your organisation incur operational difficulties or cease to trade?</p> | | | | | |
| | <p>Answer:</p> <p>If operational difficulties occur we would seek early support from appropriate professional and/or organisations skilled and experienced in that particular area. There are several Social Enterprise and business support organisations based in Edinburgh, several of whom we already have links with. We would then consider their advice and implement an action plan to overcome the difficulty.</p> <p>In the unlikely scenario of Duncan Place ceasing to trade, the organisation is obliged to follow the processes set out by The Community Empowerment Act and OSCR, as well as in our own constitution.</p> <p>In such a scenario we anticipate that CEC, as the holder of the 1st charge over the asset, will be able</p> | | | | | |

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to recover the level of the charge. This will be for the amount of £264750 which represents the level of funding that CEC has provided to match the 50% grant received from Scotlands Environmental Efficiency Partnership (SEEP).

The Community Empowerment Act, Part 5, Section 80

<http://www.legislation.gov.uk/asp/2015/6/section/80/enacted>

- (2) The provision mentioned in subsection (1)(a) is provision that—
- (a) the company must have not fewer than 20 members, and
 - (b) on the winding up of the company and after satisfaction of its liabilities, its property (including any land, and any rights in relation to land, acquired by it as a result of an asset transfer request under this Part) passes—
 - (i) to another community transfer body,
 - (ii) to a charity,
 - (iii) to such community body (within the meaning of section 34 of the Land Reform (Scotland) Act 2003) as may be approved by the Scottish Ministers,
 - (iv) to such crofting community body (within the meaning of section 71 of that Act) as may be so approved, or
 - (v) if no such community body or crofting community body is so approved, to the Scottish Ministers or to such charity as the Scottish Ministers may direct.

OSCR has outlined in detail the legal process that is in place for dissolution of a SCIO. Assets can be sold and debtors paid. The process is available in chapter 7 of this document:

https://www.oscr.org.uk/media/3113/cscios_a_guide.pdf

The Duncan Place constitution states:

70.1 If, on the winding-up of the Organisation, any property or assets remains after satisfaction of all its debts and liabilities, such property shall be given or transferred to such other community body or bodies or charitable group, which has purposes which resemble closely the purposes of the Organisation, as may be:

- (a) determined by not less than two thirds of the Ordinary Members of the Organisation voting (in person or by proxy) at a General Meeting called specifically (but not necessarily exclusively) for the purpose; and
- (b) Approved by OSCR (and its successors).

**City of Edinburgh Council
Application for an Asset Transfer**

Stage 2 – Sustainable Business Case

| B26 | <p>How have you factored in the impact of the total ‘on-costs’ for the asset for your organisation, i.e. repair, maintenance, insurance, energy requirements?</p> <p>Answer: Yes. Quotes have been gained from suppliers. An initial 10 year Planned Preventative Maintenance schedule has been discussed with Ryden and the costs included.</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|---|----------------|----------------|----------------|----------------|--------------------------------|--|--|--|--|--|--|---------|---------|---------|---------|---------|---------------|--|--|--|--|--|----------------|---------|--------|---|---|---|----------------|--------|--------|--------|--------|---|---------------------------|--------|---------|---------|---------|---------|---------------------|----------------|----------------|----------------|----------------|----------------|--------------------|--|--|--|--|--|----------------------|--------|---|---|---|---|---------------|--------|--------|--------|--------|--------|----------------------|--------|--------|--------|--------|--------|------------------------|--|-------|-------|-------|-------|-------------|--|-------|-------|-------|-------|--------------|--|-------|-------|-------|-------|---------------|--|--------|--------|--------|--------|---------------------|--|-------|-------|-------|-------|----------------|--------|--------|---|---|---|----------------|-------|--------|--------|--------|--------|--------------------------|----------------|----------------|----------------|----------------|----------------|---------------------------------|---------------|---------------|---------------|---------------|--------------|------------------------|--------|--------|--------|---------|---------|-----------------|--------|--------|--------|--------|-------|------------------------|--------|--------|---------|---------|---------|
| <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Duncan Place Financial Summary</th> <th></th> <th></th> <th></th> <th></th> <th></th> </tr> <tr> <th></th> <th>YE 2020</th> <th>YE 2021</th> <th>YE 2022</th> <th>YE 2023</th> <th>YE 2024</th> </tr> </thead> <tbody> <tr> <td>Income</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Capital Grants</td> <td style="text-align: right;">100,000</td> <td style="text-align: right;">64,933</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Revenue Grants</td> <td style="text-align: right;">42,766</td> <td style="text-align: right;">83,146</td> <td style="text-align: right;">89,226</td> <td style="text-align: right;">11,968</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Lettings & Service Charge</td> <td style="text-align: right;">5,583*</td> <td style="text-align: right;">115,414</td> <td style="text-align: right;">167,890</td> <td style="text-align: right;">185,252</td> <td style="text-align: right;">189,876</td> </tr> <tr> <td>Income Total</td> <td style="text-align: right;">148,349</td> <td style="text-align: right;">263,493</td> <td style="text-align: right;">257,116</td> <td style="text-align: right;">197,220</td> <td style="text-align: right;">189,876</td> </tr> <tr> <td>Expenditure</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Development Staffing</td> <td style="text-align: right;">19,861</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Core Staffing</td> <td style="text-align: right;">12,840</td> <td style="text-align: right;">78,580</td> <td style="text-align: right;">80,152</td> <td style="text-align: right;">81,755</td> <td style="text-align: right;">83,390</td> </tr> <tr> <td>Property Overheads 1</td> <td style="text-align: right;">15,823</td> <td style="text-align: right;">28,846</td> <td style="text-align: right;">29,567</td> <td style="text-align: right;">30,306</td> <td style="text-align: right;">31,064</td> </tr> <tr> <td>Office & Admin Costs 2</td> <td></td> <td style="text-align: right;">6,140</td> <td style="text-align: right;">6,294</td> <td style="text-align: right;">6,451</td> <td style="text-align: right;">6,612</td> </tr> <tr> <td>Marketing 3</td> <td></td> <td style="text-align: right;">5,060</td> <td style="text-align: right;">5,187</td> <td style="text-align: right;">5,316</td> <td style="text-align: right;">5,449</td> </tr> <tr> <td>Insurances 4</td> <td></td> <td style="text-align: right;">4,600</td> <td style="text-align: right;">4,715</td> <td style="text-align: right;">4,833</td> <td style="text-align: right;">4,954</td> </tr> <tr> <td>Maintenance 5</td> <td></td> <td style="text-align: right;">26,834</td> <td style="text-align: right;">27,505</td> <td style="text-align: right;">28,192</td> <td style="text-align: right;">28,897</td> </tr> <tr> <td>Professional fees 6</td> <td></td> <td style="text-align: right;">5,460</td> <td style="text-align: right;">5,597</td> <td style="text-align: right;">5,736</td> <td style="text-align: right;">5,880</td> </tr> <tr> <td>Set-up Costs 7</td> <td style="text-align: right;">85,817</td> <td style="text-align: right;">79,117</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> <td style="text-align: right;">0</td> </tr> <tr> <td>Sinking Fund 8</td> <td style="text-align: right;">2,835</td> <td style="text-align: right;">17,016</td> <td style="text-align: right;">17,441</td> <td style="text-align: right;">17,872</td> <td style="text-align: right;">18,315</td> </tr> <tr> <td>Expenditure Total</td> <td style="text-align: right;">137,176</td> <td style="text-align: right;">251,653</td> <td style="text-align: right;">176,457</td> <td style="text-align: right;">180,462</td> <td style="text-align: right;">184,561</td> </tr> <tr> <td>Income minus Expenditure</td> <td style="text-align: right;">11,174</td> <td style="text-align: right;">11,841</td> <td style="text-align: right;">80,659</td> <td style="text-align: right;">16,758</td> <td style="text-align: right;">5,315</td> </tr> <tr> <td>Opening Balance</td> <td style="text-align: right;">23,209</td> <td style="text-align: right;">34,383</td> <td style="text-align: right;">46,223</td> <td style="text-align: right;">126,882</td> <td style="text-align: right;">143,641</td> </tr> <tr> <td>Net flow</td> <td style="text-align: right;">11,174</td> <td style="text-align: right;">11,841</td> <td style="text-align: right;">80,659</td> <td style="text-align: right;">16,758</td> <td style="text-align: right;">5,315</td> </tr> <tr> <td>Closing Balance</td> <td style="text-align: right;">34,383</td> <td style="text-align: right;">46,223</td> <td style="text-align: right;">126,882</td> <td style="text-align: right;">143,641</td> <td style="text-align: right;">148,956</td> </tr> </tbody> </table> | | | | | | Duncan Place Financial Summary | | | | | | | YE 2020 | YE 2021 | YE 2022 | YE 2023 | YE 2024 | Income | | | | | | Capital Grants | 100,000 | 64,933 | 0 | 0 | 0 | Revenue Grants | 42,766 | 83,146 | 89,226 | 11,968 | 0 | Lettings & Service Charge | 5,583* | 115,414 | 167,890 | 185,252 | 189,876 | Income Total | 148,349 | 263,493 | 257,116 | 197,220 | 189,876 | Expenditure | | | | | | Development Staffing | 19,861 | 0 | 0 | 0 | 0 | Core Staffing | 12,840 | 78,580 | 80,152 | 81,755 | 83,390 | Property Overheads 1 | 15,823 | 28,846 | 29,567 | 30,306 | 31,064 | Office & Admin Costs 2 | | 6,140 | 6,294 | 6,451 | 6,612 | Marketing 3 | | 5,060 | 5,187 | 5,316 | 5,449 | Insurances 4 | | 4,600 | 4,715 | 4,833 | 4,954 | Maintenance 5 | | 26,834 | 27,505 | 28,192 | 28,897 | Professional fees 6 | | 5,460 | 5,597 | 5,736 | 5,880 | Set-up Costs 7 | 85,817 | 79,117 | 0 | 0 | 0 | Sinking Fund 8 | 2,835 | 17,016 | 17,441 | 17,872 | 18,315 | Expenditure Total | 137,176 | 251,653 | 176,457 | 180,462 | 184,561 | Income minus Expenditure | 11,174 | 11,841 | 80,659 | 16,758 | 5,315 | Opening Balance | 23,209 | 34,383 | 46,223 | 126,882 | 143,641 | Net flow | 11,174 | 11,841 | 80,659 | 16,758 | 5,315 | Closing Balance | 34,383 | 46,223 | 126,882 | 143,641 | 148,956 |
| Duncan Place Financial Summary | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | YE 2020 | YE 2021 | YE 2022 | YE 2023 | YE 2024 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Income | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Capital Grants | 100,000 | 64,933 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Revenue Grants | 42,766 | 83,146 | 89,226 | 11,968 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Lettings & Service Charge | 5,583* | 115,414 | 167,890 | 185,252 | 189,876 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Income Total | 148,349 | 263,493 | 257,116 | 197,220 | 189,876 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Expenditure | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Development Staffing | 19,861 | 0 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Core Staffing | 12,840 | 78,580 | 80,152 | 81,755 | 83,390 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Property Overheads 1 | 15,823 | 28,846 | 29,567 | 30,306 | 31,064 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Office & Admin Costs 2 | | 6,140 | 6,294 | 6,451 | 6,612 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Marketing 3 | | 5,060 | 5,187 | 5,316 | 5,449 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Insurances 4 | | 4,600 | 4,715 | 4,833 | 4,954 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Maintenance 5 | | 26,834 | 27,505 | 28,192 | 28,897 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Professional fees 6 | | 5,460 | 5,597 | 5,736 | 5,880 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Set-up Costs 7 | 85,817 | 79,117 | 0 | 0 | 0 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Sinking Fund 8 | 2,835 | 17,016 | 17,441 | 17,872 | 18,315 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Expenditure Total | 137,176 | 251,653 | 176,457 | 180,462 | 184,561 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Income minus Expenditure | 11,174 | 11,841 | 80,659 | 16,758 | 5,315 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Opening Balance | 23,209 | 34,383 | 46,223 | 126,882 | 143,641 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Net flow | 11,174 | 11,841 | 80,659 | 16,758 | 5,315 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Closing Balance | 34,383 | 46,223 | 126,882 | 143,641 | 148,956 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>1: Property Overheads: rates, elec (no gas in building) water, waste disposal 2: Office & Admin Costs: telephone, postage, sundries, photocopier leasing, stationery, website reg 3: Marketing: signage, advertising, digital marketing, website 4: Insurance: Buildings & contents, Employer Liability, Public Liability 5: Maintenance: PPM, equipment, computer, equipment compliance, statutory compliances, renewals, bathroom supplies 6: Prof fees: Accountancy, auditing, legal fees, memberships, banking, licenses</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

17/02/2017

City of Edinburgh Council Application for an Asset Transfer

Stage 2 – Sustainable Business Case

| | |
|-----|---|
| | <p>7: Set up Costs are equal to capital grants for furniture & equipment 8: Sinking fund at £15sqm Staffing has 2% increase pa, everything else 2.5% pa *assumes a small income in Jan, Feb, Mar 2020. Year ending 2021 would be 1st full year of trading</p> |
| B27 | <p>Please summarise below how you have factored in the following in regards to your proposals for use of the asset; market awareness, sales and other income generation opportunities.</p> |
| | <p>Answer:</p> <p>Market awareness, sales and other income generation activities knowledge has been gathered through both a community consultation and a full market analysis. Please see additional documents, item 4, pages 51-65 for community consultation. The Community Consultation shows the activities people wish to have available, how often they would attend, and how much they would pay for activities in the community space.</p> <p>The full market analysis researched in depth both the community space and the rental space. As mentioned in question B12 this included:</p> <ul style="list-style-type: none"> • Current Market – price, facilities, service charges, location • Customer profile & target market for the activities • Critical Market Success Factors • Options Appraisals for each floor of Duncan Place & for whole building • Market Characteristics for rental space and for Community Activity Delivery • Pricing • Long Term Lets • Short Term Lets • Competitors & Comparators <p>Having researched and analysed the market Duncan Place have been able to make informed decisions in relation to rental charges for permanent space, individual desk space and hourly room hire charges. The analysis has also allowed a plan to be developed to market the building & reach the target market at the right time and on an on-going basis. We have looked extensively at what other activities are in the area, where the gaps are, what other buildings offer and at what price.</p> <p>As also mentioned in B12 the following areas have been factored in to the on-going plans with the overall aim being to make a positive social impact in Leith through Duncan Place becoming a home for local small businesses, not-for-profit organisations and community activity groups:</p> <ul style="list-style-type: none"> • USP • Branding messages • Activity partners • Website development • Social media • P.R. • Advertising • Networking • Signage • Email marketing • Open days <p>Duncan Place staff and trustees are very confident that the research around market awareness,</p> |

17/02/2017

City of Edinburgh Council Application for an Asset Transfer

Stage 2 – Sustainable Business Case

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|--|---|
| | sales and other income generation activities, and the plans that have been developed out of it, are thorough, realistic and achievable. |
|--|---|

PART C - Sustainability Impacts

| C1 | <p>In considering your proposals it is important that the impacts of proposals for use of the asset on the City’s economy, community-wellbeing and environment are identified.</p> <p>Please detail below the impacts upon the following:</p> | | | | | | | | | | | | | | | | | | |
|---|--|-------------|---------------------------|--------------------|---|------------------------------|---|---------------------------------------|--|------------------------------|--|----------------------------|--|---|--|-------------------------------------|---|-------------------------|---|
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| | | Trust | | | | | | | | | | | | |
|--|--|---|-----------|---------------------------|---------------|--|--|--|--|--|--|--|---------------------------|--|
| | Employability | <ul style="list-style-type: none"> • Development of learning and training opportunities • Work Placements • Peer support opportunities | | | | | | | | | | | | |
| C2 | <p>Please detail below what you think are the benefits to the Edinburgh economy, please outline both positive and negative benefits that you think may occur:</p> | | | | | | | | | | | | | |
| | <p>Answer: Leith has many challenges that have a current impact on the Edinburgh economy. A CAT of Duncan Place will have a positive impact on these as outlined below:</p> <table border="1" style="width: 100%;"> <thead> <tr> <th style="background-color: #d3d3d3;">Challenge</th> <th style="background-color: #d3d3d3;">The Duncan Place Response</th> </tr> </thead> <tbody> <tr> <td>Income Levels</td> <td>Pro-active development of anti-poverty activities. Examples include: Partnership with CABx re income maximisation. Referrals to Edinburgh NE Foodbank re crisis intervention & exploration of other initiatives such as a community fridge. Provision of non-threatening space for statutory services drop-in advice sessions e.g. CEC Money Advice.</td> </tr> <tr> <td>Lower than average skills & qualifications/ Employability</td> <td>A range of pre and non-vocational starter programmes. Partnership with local FE Colleges, Job Centre Plus and employability support organisations. Partnership with local employability organisations to support people in overcoming barriers to employment. Provision of Adult learning support programmes in conjunction with CLD practitioners & 3rd Sector providers.</td> </tr> <tr> <td>Larger proportion of people in poorer health</td> <td>Partnership with local health staff offering smoking cessation; weight management and healthy lifestyle programmes. Self-organised support programmes in conjunction with the 3rd sector including for example: diabetes peer support; arthritis Living Well programmes; cancer support programmes such as here; and Heart Start programmes.</td> </tr> <tr> <td>Larger proportion of people with poor mental health and/or learning disabilities</td> <td>A space to come to socialise with no pressure; develops community cohesion and individual capacity/socialisation. A range of support programmes such as: counselling and CBT in conjunction with 3rd Sector and statutory services. Leisure & learning programmes.</td> </tr> <tr> <td>Feelings of disengagement</td> <td>Community owned & directed facility. A user group committee as well as the board that will be made up of members of the community, ensuring their views on Duncan Place are heard, understood and responded to. Delivery of critical engagement community learning programmes in conjunction with 3rd sector providers such as Workers Educational Association WEA. Proactive promotion of community development initiatives in conjunction with CEC CLD and 3rd Sector providers.</td> </tr> </tbody> </table> <p>6-7 jobs will be created in the daily operational activities within Duncan Place. Many other jobs will be created and retained in the area through the tenants and through self-employed people renting</p> | | Challenge | The Duncan Place Response | Income Levels | Pro-active development of anti-poverty activities. Examples include: Partnership with CABx re income maximisation. Referrals to Edinburgh NE Foodbank re crisis intervention & exploration of other initiatives such as a community fridge . Provision of non-threatening space for statutory services drop-in advice sessions e.g. CEC Money Advice . | Lower than average skills & qualifications/ Employability | A range of pre and non-vocational starter programmes. Partnership with local FE Colleges, Job Centre Plus and employability support organisations. Partnership with local employability organisations to support people in overcoming barriers to employment. Provision of Adult learning support programmes in conjunction with CLD practitioners & 3rd Sector providers. | Larger proportion of people in poorer health | Partnership with local health staff offering smoking cessation; weight management and healthy lifestyle programmes. Self-organised support programmes in conjunction with the 3 rd sector including for example: diabetes peer support ; arthritis Living Well programmes; cancer support programmes such as here ; and Heart Start programmes. | Larger proportion of people with poor mental health and/or learning disabilities | A space to come to socialise with no pressure; develops community cohesion and individual capacity/socialisation. A range of support programmes such as: counselling and CBT in conjunction with 3 rd Sector and statutory services. Leisure & learning programmes. | Feelings of disengagement | Community owned & directed facility. A user group committee as well as the board that will be made up of members of the community, ensuring their views on Duncan Place are heard, understood and responded to. Delivery of critical engagement community learning programmes in conjunction with 3 rd sector providers such as Workers Educational Association WEA . Proactive promotion of community development initiatives in conjunction with CEC CLD and 3 rd Sector providers. |
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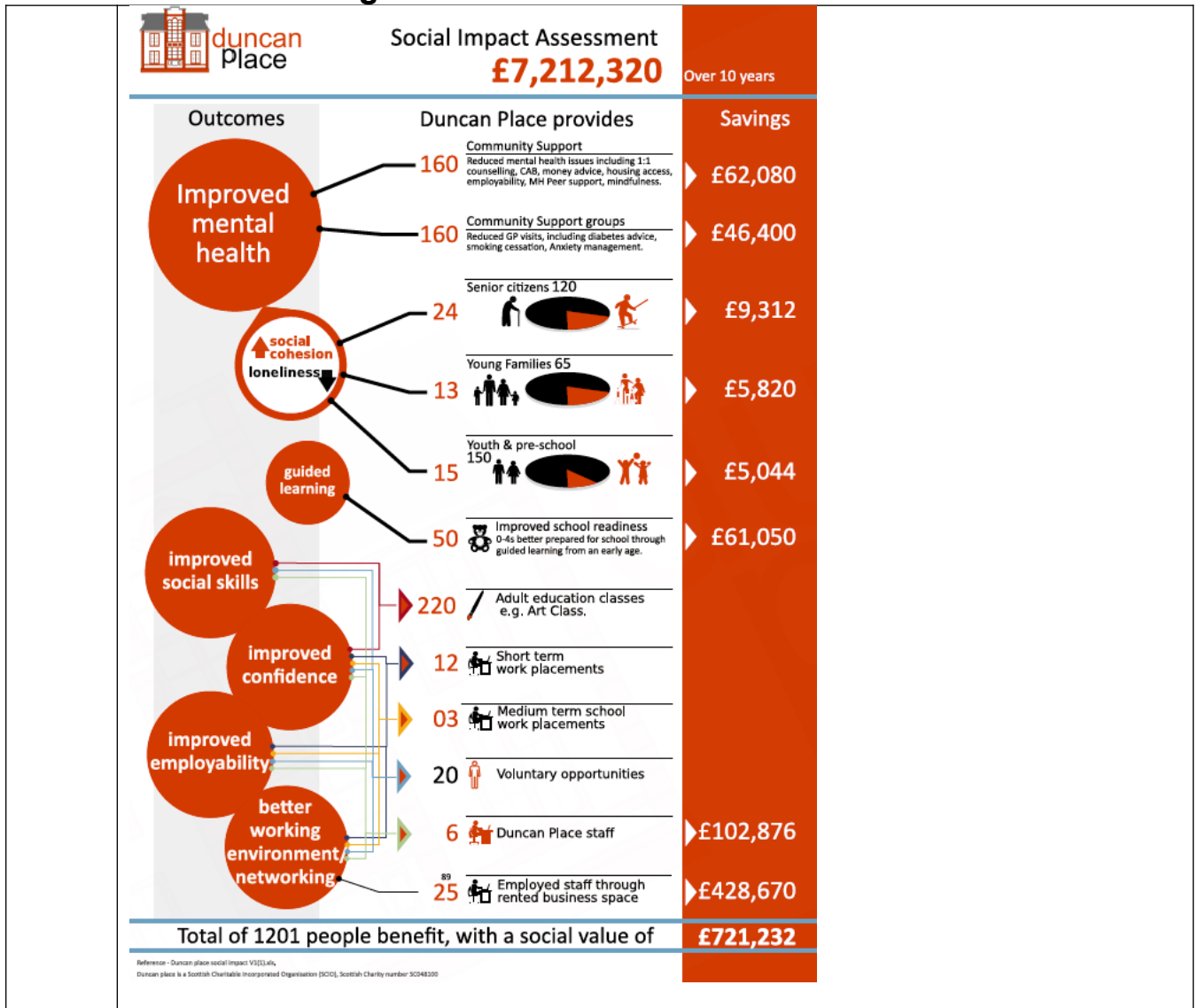
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| | <p>desk space and / or being contracted the SCIO to deliver classes and workshops. The Duncan Place Hub will trade to deliver social impacts that will contribute to a cost saving for other agencies in the city.</p> |
| C3 | <p>Please detail below what you think are the benefits to the community outlining both positive and negative benefits that you think may occur: for example; what the impacts on the local community will be:</p> |
| | <p>Answer: Please see table above in question C2. As well as creating and securing jobs in the area, social isolation will be reduced through people being able to access support and activities in their local area. It should be noted that earnings made through locally owned enterprises are more likely to stay and be spent within the local area. By delivering a reduction in social isolation the communities' well-being increases and a reduction in GP appointments should be seen. By decreasing social isolation, friendships will be developed and people will "look out for each other" more. A new and growing pride in the area can begin. Stronger neighbourhoods can lead to reduced levels of crime and a greater ability to participate in identifying, understanding and solving the neighbourhoods own issues. So, as well as increase in local employment, the economies of health and crime can also be improved. People will feel increased agency, involvement and control in their neighbourhood.</p> <p>Duncan Place has also commissioned an independent practitioner to carry out a Social Impact Assessment. This has involved using data from the Unit Cost Database provided by New Economy Manchester. This is a database which brings together more than 600 cost estimates in a single place, most of which are national costs derived from government reports and academic studies. The costs cover crime, education & skills, employment & economy, fire, health, housing and social services. The derivation of the costs and the calculations underpinning them have been quality assured by New Economy in co-operation with HM Government. The practitioner has applied the costings from this data base to the outcomes Duncan Place has been funded to achieve and has calculated a saving to statutory services of £7,212,320 over a 10 year period.</p> <p>An info-graphic of this is below and full workings can be viewed in the additional documents, item 3, pages 43-50.</p> |

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C4 Please detail below what you think are the benefits to the City environment – please outline both positive and negative benefits that you think may occur:

Answer:
 An improved streetscape through the refurbishment of an historic building which was facing demolition, or likely dereliction.
 Reduced car use through opportunities being available locally.
 Reduce carbon impact. The building refurbishment includes:

- A “smart” air source heating system which “learns” the habits of the occupants in relation to preferred temperatures at certain times of day, reducing and increasing the heating and automatically switching it off at the end of a day.
- Low energy lighting systems that turn off if no-one is in the room for a certain amount of time.
- Original sash and case windows upgraded to be double glazed.
- Insulation of all outer walls and roof space.

This all ties into the CEC commitment of “Delivering a sustainable future.”

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PART D – Summary Budget Information

| | | | |
|----|---|--------|-------------|
| D1 | If appropriate, please summarise the budget arrangements for the requested building/land: | | |
| | | Income | Expenditure |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

PART E - Other Issues relating to your request

Current financial and other support from the City of Edinburgh Council

| | | | |
|----|--|--------------------------|---------|
| E1 | Please identify below any investment that your organisation currently receives from the Council: | | |
| | | £sum | Purpose |
| | | | |
| | | | |
| | | | |
| E2 | Please identify below any investment that your organisation has attracted from the Council in regards to the proposed transfer of the building/land identified in item 2 above: | | |
| | | £sum | Purpose |
| | | | |
| | | | |
| | | | |
| E3 | Please identify below any investment in kind that your organisation currently receives from the Council in regards to the proposed transfer of the building/land identified in item 2 above: | | |
| | | £sum or equivalent value | Purpose |
| | | | |
| | | | |
| E4 | If receiving investment or other financial support as above, is it anticipated that this will continue for the future and be of benefit in regards to your proposals for the building/land? | | |

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|--|--|
| | Duncan Place SCIO has secured in excess of £425k spread over 5 years in Lottery funding. Income generation thereafter will cover the on-going operational costs. If need be the SCIO will consider applying for funds relevant to the outcomes the community wish to achieve that the income generation is unable to cover. |
|--|--|

Added Social Value

| | | | |
|----|--|---|--|
| E4 | Please summarise below any additional social added value that your proposals may generate (for example; this may include volunteering, new services, improved trading or other initiatives) | <i>Please identify any equivalent social added value (£m)</i> | |
| | <p>Please see the additional documents, item 3, pages 43-50.</p> <ul style="list-style-type: none"> • Volunteering opportunities. • Activities which reduce social isolation and improve physical & mental well-being. • Short & medium term work experience placements. • Support organisations being able to remain and grow in a location within the neighbourhood of those they support. | £7212320 | |

Submission Checklist

| | | | |
|--|---|---|----|
| | Please check that you have included the following as part of the accompanying information to your stage 2 submission: | | |
| | | Yes | No |
| | Full Business Plan (including financial plans) for the use of the Council-owned building or land | Additional documents Item 1 | |
| | Most recent Full Year Accounts for your organisation | Additional documents Item 6 | |
| | Articles of Association/ Constitution/Governance Document for your organisation | Additional documents item 7 | |
| | Supporting material from community members or other interests | Quotes in business plan & this doc | |
| | Have you read the Council Policy on Asset Transfers? | Yes | |
| | Have you read the Guidance for completing the application? | Yes | |
| | Have you read the Scottish Government Guidance for Community Transfer Bodies? | Yes | |


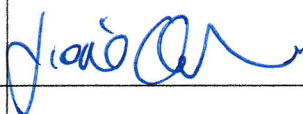

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| | | | |
|--|--|-----|--|
| | Community Transfer Bodies? | | |
| | Are you able to prepare public briefing material on your proposal and present at committee | Yes | |

Signing Off

| Please get the following to sign-off your application*: | | Signature |
|---|--|---|
| Chairperson of your organisation NAME: Carol Leslie DATE: 13/11/19 | |  |
| Senior Director/Committee Member NAME/POSITION: Fiona Clandillon / Secretary DATE: 13/11/19 | |  |
| Name of person submitting the application: NAME/POSITION: Nicola Lamberton / Development Manager DATE: 13/11/19 | |  |

* Signatories in signing the above assess that the information contained within the application form is accurate at the time of submission. In addition, should their request be successful, conditions of transfer will be the subject of separate legal agreement(s) with the Council.