

# 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:

<u>Score</u>	<u>Criteria</u>
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**

	<b>Is this application being made under Part 5 of the Community Empowerment (Scotland) Act 2015?</b>		<b>YES</b>
1.	<b>Are you requesting the transfer of a building that is owned or leased by the City of Edinburgh Council</b> YES		
	<b>Are you requesting the transfer of a piece of land that is owned or leased by the City of Edinburgh Council</b> YES		
2	<b>Please identify the building and/or piece of land that is the subject of your request:</b> NAME: WHALE Arts Centre ADDRESS: 30 Westburn Grove, Edinburgh POSTCODE: EH14 2SA 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) ATTACHED		
2a	<b>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:</b>  <b>Purchase</b>		
2b	VALUE <b>Have you sought an independent financial assessment of the value for the building/land?</b> If so please identify the source and the estimated value (Note: because your request concerns a public asset, references to the source(s) and value(s) may be referenced in reports to council committee(s) in reference to your submission:		

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	Source: Graham and Sibbald - survey	Estimated value £435,000 for the land + £3300 for the amenity land
3	<b>Please detail below the nature of the request to the Council</b> (please complete one section only):	
3a	Total transfer by sale or lease of the building/land identified in Section 2 above: : YES	
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:	
4	<b>Please indicate below the purchase price, rental or other payment being offered for the asset (please complete one section only)</b>	
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:  £125,000	
4b	Where a lease is being requested please specify: (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	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:	
5	<b>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:</b>	

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	<p>WHALE Arts is sited on City of Edinburgh Council land. Though the local community fundraised for the building, there is not clear tenure for the asset itself. There is momentum towards the local community, via WHALE Arts, taking these assets into community ownership.</p> <p>The focus of the feasibility study was to consider the viability of community ownership of the site on which the WHALE Arts building is located, along with the potential for a Community Asset Transfer of this site from Edinburgh City Council and part of the surrounding woodland. This is to be considered in the context of WHALE’s long-term aspirations for development along with the needs of the community of Wester Hailes following the Covid-19 pandemic.</p> <p>The land is owned by City of Edinburgh Council to whom a ground rent of £1 is payable per annum. The terms of the lease were 25 years from the date of entry, which was 1999. This lease will be due for renewal in 2024. If this land was transferred back to CEC the building would also become the property of CEC.</p> <p>Rather than renewing this land lease the board and members feel strongly that WHALE Arts should strive to bring this land into community ownership so that we are able to raise funds to expand and redevelop the building which will enable the development of more social and creative activities and new enterprise activities for locals, creating jobs, skills development and volunteering opportunities locally.</p>
6	<b>Date of Submission to the Council: 15.07.22</b>

### PART A – About your organisation

<b>A1.1</b>	<b>Organisation Name, Location and geographic areas of current operation:</b>
	WHALE Arts, 30 Westburn Grove Edinburgh EH14 2SA
<b>A1.2</b>	<b>Organisation postal address:</b>
	WHALE Arts, 30 Westburn Grove Edinburgh EH14 2SA
	<b>Organisation Contact details for this request:</b>



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<b>A1.3</b>	<b>Name</b>	<b>Leah Black (until 5th August 2022) then Kate Griffin (from 8<sup>th</sup> August 2022)</b>		
	<b>E-mail</b>	<b>Leah: xxxxxxxxxxxxxx(<u>until 5 Aug 2022</u>)</b> <b>Kate: xxxxxxxxxxxxxxxxxxxxxxxx (from 8<sup>th</sup> Aug 2022)</b>	<b>Tel. Number</b>	<b>xxxxxxxxxx</b>
<b>A1.4</b>	<b>Organisational Governance</b> – 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 <b>Constitution / Statement of Aims / Memorandum and Articles</b> (relevant documents must be supplied on request)			
	<b>Company Limited by Guarantee and Registered Charity</b>			
<b>A1.5</b>	<b>OSCR Registration</b> Number (if your organisation is a charity registered in the UK and/or Scotland):			
	SC020305			
<b>A1.6</b>	<b>Companies House Registration Number</b> if applicable			
	SC180118			

**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
<b>B1</b>	<b>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?</b>
	<p>Answer:</p> <p>s</p> <p>We had 242 responses from the community via a community survey, 24 local people at a virtual open event and 10 individual local stakeholders representing a range of public, third and private sector agencies, which told us that:</p> <ul style="list-style-type: none"> <li>• Respondents to the survey overwhelmingly supported WHALE Arts securing the land for the long term benefit of the community: 97% were in favour</li> <li>• 95% support WHALE Arts owning part of the surrounding woodland</li> <li>• 100 people left comments about how WHALEArts had made a difference to them, those around them or the community</li> <li>• Stakeholders were universally supportive of the asset transfer. This ‘gives them security, continuity and longevity’and ‘It anchors them and gives them permanence</li> </ul>

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B2	<b>Is there a strong business-fit between the core objectives of your organisation and the proposed use of the asset?</b>
	<p>Answer: Yes</p> <p>Refer to Business Plan Section 4</p>
B3	<b>How will your organisation’s current operational capacity and financial turnover be affected by taking forward your proposals for the asset?</b>
	<p>Answer:</p> <ul style="list-style-type: none"> <li>• Given the relative deprivation of the area, people indicated that facilities and activities need to be free or affordable to ensure that no-one is excluded on financial grounds.</li> <li>• Financial modelling was only undertaken into potential new activity. An analysis of accounts show an organisation that is already sustainable and well run financially. Asset ownership will only enhance this.</li> <li>• A brief analysis of the accounts show three years of surplus and a growth in reserves in addition to an asset worth in the region of £600,000.</li> <li>• The café, co-working, plant sales, Riso studio, and so on bring new income to the centre.</li> </ul>
B4	<b>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.</b>
	<p>Answer:</p> <ul style="list-style-type: none"> <li>• The skills audit showed that there is a very high level of skills and confidence on the board and staff team who have the capacity to develop a complex project.</li> <li>• There was some need for building skills around long-term financial projections to ensure the whole board was comfortable with this, though there are enough people with good knowledge to be confident in this area.</li> <li>• To comply with these requirements at the next stage, WHALE Arts will need to undertake changes to the memorandum and articles.</li> <li>• The organisation has a full staff complement to operate the building. This will continue to change over time based on grant and contract funded pieces of work while the core staff team will remain as is. The key addition are new staff to operate the café. This will be kept minimal at first and will grow over time as the organisation embeds the success of the café.</li> </ul>
B5	<b>Please detail how you intend to evidence long-term community benefit arising as a result of the proposed asset transfer?</b>
	<p>Answer:</p> <p>The Board and Members feel strongly that WHALE Arts should strive to bring the land into community ownership, so that we are able to raise funds to expand and redevelop the building. This will enable the development of more social and creative activities along with new enterprise activities for local people, creating jobs, skills development and volunteering opportunities in the community.</p>

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	<p>There are few assets in the community of Wester Hailes and WHALE Arts is a unique enabler of creative contribution from the local community.</p> <p>Health, Wellbeing and Happiness: Community ownership and development of the building and follow-up building adaptations and development will help to support those with long-term conditions, and those dealing with loneliness and isolation by creating additional space for a larger café and a dedicated making workshop. Our café will provide a drop-in space for people who are lonely. Our groups will continue to provide a structured space for people to attend and feel a sense of belonging and purpose. By developing the garden for creative and wellbeing we will be able to further support mental and physical health.</p> <p>Economy, Enterprise, Learning and Skills: We will be able to further expand our programmes that focus on enterprise development which will help to alleviate poverty locally and go some way to address issues with the local economy by creating jobs and volunteering opportunities. Our expanded café space will build on the pilot café once community ownership is in place, offering healthy low-cost meals and opportunities for work, both volunteering and skills development, working towards alleviating food poverty locally. The expanded building will accommodate a 'making workshop' and a 'riso studio' which will create a space for local people to learn skills, volunteer and work in paid roles.</p> <p>Places and Spaces: It was highlighted in the survey that there are a lack of community spaces and building in Wester Hailes. During Lockdown, WHALE Arts was able to stay open and supporting the community while most of other facilities (local authority buildings) were closed.</p>
B6	N/A
	N/A
B7	<p><b>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?</b></p>
	<p>Answer:</p> <p>Refer to Business Plan Section 5.6</p>
B8	<p><b>Please describe the governance arrangements which will oversee the operations of the asset.</b> If this is to be separate to arrangements for your</p>

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	<p>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>WHALE Arts has 11 directors, with 2 office bearers (chair and treasurer) with majority representation from local people, many of whom are involved in other community groups and this representation on the board ensures that we meet the needs of everyone in our community.</p> <p>Though already entirely locally controlled, the memorandum and articles are currently being updated to ensure a strong fit with the Scottish Land Fund in relation to open and wide local membership and place based control of the day to day work of the organisation.</p> <p>The finance role is undertaken by the staff team and reported to the board by the Chief Executive. Robust processes are already in place reporting on progress and discussions at meetings, through our agendas, minutes and other records. We will ensure these are maintained and strengthened as we secure funding and have targets and outcomes to meet.</p> <p>WHALE Arts has no trading subsidiary, but if any element of the new work becomes a significant part of the business, which is not charitable purpose trading, this may be required.</p> <p>The Chief Executive is overseen by the Board and leads delivery of the organisation’s projects managed by the WHALE Arts team.</p>
B9	<p><b>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.</b></p>
	<p>Answer:</p> <p><b>Community engagement and consultation activities</b></p> <p>Working with Douglas Westwater and his team at Community Enterprise, we undertook a community survey, a virtual open event, individual stakeholder interviews, meetings with our board CAT sub-group, engagement at our members breakfast. Our architect Akiko Kobayashi worked closely with our members, tenants, staff and board through a series of meetings, both online and offline to work collaboratively on building designs, developments and improvements.</p> <p><b>How we communicate with and involve the community</b></p>

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	<p>Covid restrictions and lockdowns posed an additional challenge in both how we communicated with local people. Because we had to work out different ways to engage with people, factoring in that many people we work with are not digitally connected. This prolonged the period of the project. We are however proud of our engagement levels with people in spite of the challenges which demonstrates the level of support for WHALE Arts within our community.</p> <p><b>How we can show support from the community for the project</b></p> <p>We had 242 responses from the community via a community survey, 24 local people at a virtual open event, and 10 individual local stakeholder interviews representing a range of public, third and private sector agencies. Respondents to the survey overwhelmingly supported WHALE Arts securing the land for the long-term benefit of the community: 97% were in favour. 95% support WHALE Arts owning part of the surrounding woodland.</p> <p>100 people left comments about how WHALE Arts had made a difference to them, those around them or the community commenting that ‘Amazing organisation that has it community at it heart. Events are engaging, inclusive and inspiring’ and ‘Without Whale, I feel that this community wouldn't be so well connected. Many young people attend events at Whale and this keeps them out of trouble and off the streets. Whale keep the community connected and makes life so much brighter. Whale offers nature, education, friendly faces, places, activities and integrates our people and community’.</p> <p>Stakeholders were universally supportive of the asset transfer with comments such as this ‘gives them security, continuity and longevity’ and, ‘It anchors them and gives them permanence’.</p> <p><b>Any concerns raised by members of the community and any actions taken to address these concerns</b></p> <p>Based on community feedback we decided to include the kickabout pitch adjacent to WHALE in the CAT request. Although 93% of survey respondents supported WHALE Arts bringing this site into community ownership, this is a more complex space as it’s used by local people currently, so we will continue to consult locally and not include this the main CAT request. We have spoken to City of Edinburgh Council about this and they agree that we should take our time and decide how we support the local community to take ownership of this space.</p>
B10	<p><b>Where applicable, please detail how your proposals for use of the asset will enhance the existing use of the building/land</b></p>
	<p>Answer:</p> <p>The Board and Members feel strongly that WHALE Arts should strive to bring the land into community ownership, so that we are able to raise funds to expand and</p>

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	<p>redevelop the building. This will enable the development of more social and creative activities along with new enterprise activities for local people, creating jobs, skills development and volunteering opportunities in the community.</p> <p>There are few assets in the community of Wester Hailes and WHALE Arts is a unique enabler of creative contribution from the local community.</p> <p>Health, Wellbeing and Happiness: Community ownership and development of the building and follow-up building adaptations and development will help to support those with long-term conditions, and those dealing with loneliness and isolation by creating additional space for a larger café and a dedicated making workshop. Our café will provide a drop-in space for people who are lonely. Our groups will continue to provide a structured space for people to attend and feel a sense of belonging and purpose. By developing the garden for creative and wellbeing we will be able to further support mental and physical health.</p> <p>Economy, Enterprise, Learning and Skills: We will be able to further expand our programmes that focus on enterprise development which will help to alleviate poverty locally and go some way to address issues with the local economy by creating jobs and volunteering opportunities. Our expanded café space will build on the pilot café once community ownership is in place, offering healthy low-cost meals and opportunities for work, both volunteering and skills development, working towards alleviating food poverty locally. The expanded building will accommodate a 'making workshop' and a 'riso studio' which will create a space for local people to learn skills, volunteer and work in paid roles.</p> <p>Places and Spaces: It was highlighted in the survey that there are a lack of community spaces and building in Wester Hailes. During Lockdown, WHALE Arts was able to stay open and supporting the community while most of other facilities (local authority buildings) were closed.</p>
B11	<p><b>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.</b></p>
	<p>Answer:</p> <p>We are one of very few community-led spaces in Wester Hailes and we are the only cultural organisation in Wester Hailes and one of very few in South West Edinburgh. We work collaboratively with the other cultural community hubs in Edinburgh and with many other organisations across the city to share resources.</p>



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B12	<p><b>If suitable, is there marketing and development plan in place for the asset for the next five years?</b> If so, please provide further details in relation to your approach</p>
	<p>Answer:</p> <p>Please also see Section 6 of the Business Plan.</p> <p>WHALE Arts has a reputation locally for quality creative and community activities. This is evidenced through the number of local people accessing activities and the breadth of the programme on offer. Our programmes are co-designed with local people.</p> <p>We sustain productive links with local organisations through Living Well Wester Hailes and Go Beyond. We link with city and national third sector organisations through project such as the Creative Community Hubs Network, The RS MacDonald ACSOSVO leadership network for organisations working with adults and children with additional support needs. We gain recognition from external awards, positive feedback gathered and reports created and published after events and activities.</p> <p>Key engagement and activity numbers to illustrate this include:</p> <ul style="list-style-type: none"> <li>• 100 registered members (part of governance structure)</li> <li>• Approx. 1,652 registered participants, of which, 1,119 have termly what's on guides posted to their homes 3-4 times each year</li> <li>• Approx. 235 visits to the venue each week</li> <li>• Approx. 40 hours of creative and skills development workshops per week</li> <li>• Host for two third sector and creative office tenants and four third sector and creative co-working desk tenants</li> </ul> <p>Our well-used social media sites have over 7,000 friends and followers and we will use all these channels to articulate the positive impact of project enabled by Scottish Land Fund support:</p> <ul style="list-style-type: none"> <li>• 2,700 facebook followers</li> <li>• 2,427 twitter followers</li> <li>• 1,909 Instagram</li> <li>• 100 other social media</li> <li>• 1,026 mailchimp subscribers to whom our monthly newsletter is sent</li> </ul> <p>We will evaluate this work by:</p> <ul style="list-style-type: none"> <li>• Measuring the usage, engagement and activity numbers as listed above, ensuring information is shared in as many ways as possible, for example by word of mouth, at meetings, and through short films and visuals.</li> <li>• Working with partner organisations whose participants are minority or excluded groups, i.e SCOREscotland and Passion4Fusion, amongst many others.</li> </ul>

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	<ul style="list-style-type: none"> <li>Ensuring ongoing external interest in our work via social media coverage, speaking invitations, award nominations, and study visits to the venue. We will also be able to share the positive impact of our work nationally and internationally through our team regularly being asked to speak at conferences and symposiums, to write for specialist publications and by us hosting study visits.</li> </ul>
B13	<p><b>Please detail evidence of support from the appropriate <u>Neighbourhood Partnership</u>, Councillors, other community leaders and other relevant interests?</b></p>
	<p>Answer:</p> <p>Based on our Stage 1 CEC meeting with the elected members, we know we have full support for this proposal.</p> <p>Please see Section 1.5 of the Business Plan for information on local stakeholder interviews that were carried out as part of the consultation.</p>
B14	<p><b>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.</b></p>
	<p>Answer: No objections.</p>

	Financial Management
B15	<p><b>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.</b></p>
	<p>Answer:</p> <p>Multiple, but interdependent sources of income.</p>
B16	<p><b>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?</b></p>
	<p>Answer:</p>



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	There will always be a need for public funding to run Whale Arts, however we are intending to generate as much income as we can through the building whilst retaining it as a vibrant community-owned and loved space.
B17	<p><b>In relation to your plans for the asset, please evidence any trading and other efforts to generate income.</b> Please include any anticipation of bidding for public sector grants/contracts or other funding?</p> <p>Answer:</p> <p>The Chief Executive has over 15 years' experience of managing public funds the team have 30 years experience of fundraising and income generation. Over the past 4 years the organisation has grown significantly – the turnover has gone from £360,000 2019 to £754,000 in 2021 as per audited accounts. And the staff team has grown from 6 in 2018 to 20 in 2022, four of whom are local residents.</p> <p>We have a new salary structure in place to support the team with clear job role and responsibility expectations. We have a small management team supporting the staff team, focused on operations, facilities and enterprise and young people's and adult wellbeing programs.</p> <p>The staff team and the board have had responsibility for a number of large-scale projects working with partners on supporting people to develop businesses, food poverty, digital skills, and more. We are currently the co-lead partner and budget holder for a Culture Collective project with North Edinburgh Arts (£350,000 +), the co-lead partner and budget holder for Go Beyond Community Wealth Building project (£50k+) and the lead partner and facilitator of the new Creative Community Hubs Network in Edinburgh (£100k). The team have accrued the necessary human, financial, material and communication skills, expertise and resources to undertake this project successfully.</p>
B18	<p><b>Please describe below the financial relationship between your organisation and your plans for use of the asset.</b> 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 Section 5.2 and 5.7 of the Business Plan for Financial Stability and Risk Mitigation.</p>
B19	<p><b>Has your organisation ever been investigated on the basis of poor financial management or failure to demonstrate good organisational governance?</b></p> <p>Answer: No</p>

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B20	<b>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?</b>
	<p>Answer:</p> <p>We are a going concern and have been operating for a number of years so your working capital is secure and in place. We have been operating the Whale Arts facility for many years and it is has been, and is, financially viable. Having full title to the asset will act as a financial anchor on our balance sheet which will enhance our future viability.</p>
B21	<b>Is the request for asset transfer being made in order to add to an existing property asset portfolio for the purposes of continued trading?</b>
	<p>Answer: For the purposes of continued trading.</p>
B22	<b>Please indicate with an example where the financial aspects of your proposal have been successfully applied elsewhere?</b>
	<p>Answer:</p> <p>We have track history ourselves of generating income through our building. Some examples of other such successful community based organisations with similar models are North Edinburgh Arts (Edinburgh), The Stove (Dumfries) and Kinning Park Complex (Glasgow).</p>
B23	<b>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?</b>
	<p>Answer:</p> <p>Our proposals will improve the finances of our organisation by giving us more opportunities to develop and support enterprise activity.</p> <p>Please see Section 5.7 of the Business Plan for Risk Mitigation.</p>

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B24	<p><b>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?</b></p>
	<p>Answer:</p> <p>We have a mix of restricted funding income from a wide range of funders, unrestricted fundraising from smaller trusts, and unrestricted income through the building (room rentals, office rentals) which means that we are not reliant on one income stream. This means that if one reduces we can focus on the other for periods of time, which makes the business model less risky should income streams not continue or become more challenging.</p>
B25	<p><b>What are your plans for the proposed asset should your organisation incur operational difficulties or cease to trade?</b></p>
	<p>Answer:</p> <p>We would be able to cut back on operations and staffing overheads should we face financial difficulties.</p>
B26	<p><b>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?</b></p>
	<p>Answer: Yes</p> <p>See Section 7.5 of the Business Plan and Appendix 1 (Cash Flow Projections).</p>
B27	<p><b>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.</b></p>
	<p>Answer:</p> <p>Plus see Section 7.5 of the Business Plan.</p> <p>WHALE Arts has a 20-year track record in managing, and maximising use of the current building whilst involving local people in the design, development and delivery of our priorities. And a longer 30-year track record in being one of a handful of key local organisations who work closely together on area-wide partnership projects.</p> <p>We cannot run a well-managed, financially sustainable space without a genuine, inclusive and nurturing relationship with members, participants and local people.</p> <p>We do this through:</p>

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	<ul style="list-style-type: none"> <li>• Community engagement - using a variety of engagement methodologies such a community feedback events, creative engagement, facilitated participatory sessions.</li> <li>• Growing our own artists and nurture and support local people – we support local people to connect with one another, build reciprocal relationships, and take forward a wide-range of activities. We encourage people to move from participating in groups to volunteering and occasionally to leading groups. Seven local residents have joined the WHALE Arts Board between 2019 – 2022, and four of these people have joined after having been participants, attendees or volunteers.</li> <li>• Socialising and learning together – our long-standing regular community meals (before lockdown) attracting 60+ people. Our expansive programme of community led workshops, exhibitions and events in the building and across Wester Hailes runs throughout the year.</li> </ul> <p>By bringing the land and building into community ownership we will increase the ability for space for activities, groups, enterprise, volunteering and new services. Currently our room bookings are very often at capacity, and the majority of our co-working desks are rented long-term. Both our tenant offices are rented long-term, and the majority of our rentable storage is in long-term use.</p> <p>An expansion of existing work will allow income to be generated from the bigger café, expanded co-working spaces, making workshop, riso studio and an additional meeting room. Combining increased income generation with existing revenue streams, good governance and partnership work will lead to less reliance on grants, and a move to increased financial sustainability.</p>
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**PART C - Sustainability Impacts**

C1	<p><b>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.</b></p> <p>Please detail below the impacts upon the following:</p>
	<p>Please see below for information on economic, social and environmental impacts.</p> <p>Also see Section 4 of the Business Plan.</p>
C2	<p><b>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:</b></p>
	<p><b>Economic</b></p>

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	<p>15 people per year will become more economically active through running their own enterprise from the new co-working space, or using the other enterprise spaces to be developed, the bulk of which will be third sector, social enterprises or local sole traders.</p> <p>Creating a café attended by an estimated 750 regular customers will allow us to increase the staffing and turnover of the organisation as well as creating a stronger and larger volume local supply chain. We are linked into Community Wealth Building in the city (we have co-delivered a local CWB pilot with partners across South West Edinburgh through the network Go Beyond) and view this as a vital route to re-invest directly into the local economy.</p> <p>Establishing a growing and plant sales service will also increase our turnover and commercialise a currently therapeutic project, while still retaining the social aspect. Though the green space will be open to all, we will also use it for income generation and the development of wellbeing activity that can be sustained from charging, grants or contracts.</p> <p>Creating different work and social spaces for current tenants SCOREscotland and Starcatchers will continue to make working from WHALE Arts desirable, while continuing to bring in unrestricted income.</p> <p>We will offer performances and creative workshops that will engage local groups and individuals while generating an income for WHALE Arts. The new Riso Studio and print facility will start to fill a niche in the specialist printing sector in the city.</p> <p><b>Social</b></p> <p>Through events, activities in our performance space, the café and many other initiatives, we aim to have direct contact with at least 30% of the community which will stimulate a greater sense of belonging and social cohesion. Crucially this will be inter-generational and between people of very varying backgrounds. We currently view the building as open to all, but the café will create a new perspective on that. The café will be a natural gathering space while the performances will involve local people in discovering their creative talent.</p>
C3	<p><b>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:</b></p>
	<p>Answer:</p> <p><b>Environmental</b></p>

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	<p>WHALE Arts raised the money for and built their own building but it is currently on City of Edinburgh Council land for which there is a nominal ground rent. Transferring the entire asset, land and buildings, to the local community via WHALE Arts will bring the whole asset into the community and will allow local residents to have a say over the development of this asset long term.</p> <p>We estimate that during the next phase 150 local people will attend regular, well-advertised, information sessions, design meetings and consultation events to contribute ideas and thoughts to the vision and plans for capital development. There will be a feeling that this is “our building”.</p> <p>We will increase local representation on the board (which is already high) and create sub-groups, advisory panels and other mechanisms allowing 25 local people from all backgrounds to be directly involved in decision making. This community, through bodies such as the historical Wester Hailes Representative Council, has a history of community activism and there are already a range of community organisations active in the area, including the currently active Wester Hailes Community Trust.</p> <p>WHALE Arts has become one of the key anchor organisations for the community and the focus of broad community resilience activity, with creativity at its heart but with a much broader scope than a typical arts centre.</p> <p>We will build on our membership, currently sitting at around 100 members. We want to do this in a genuine and sustainable way. We have monthly breakfasts with our members covering topics such a Community Asset Transfer, building design, café menu planning, rebranding and a recent canal festival. In collaboration with our members we organise trips with them.</p> <p>An estimated 10 young people will be invited onto a supported youth panel to ensure direct and relevant influence on the way WHALE Arts progresses. Young people will report a sense of ownership, as community contributors, not service recipients.</p>
C4	<p><b>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:</b></p>
	<p>Answer:</p> <p>The building renovation would be done with the highest energy efficiency possible. We plan to appoint two Green Champions - 1 staff member and 1 board member and use the Creative Carbon Scotland Green Arts Portal to measure and reduce carbon emissions. We are highly committed to minimising our carbon footprint through reuse, recycling and reducing our consumption as an organisation. We already minimise printing and recycle our paper, plastics etc.</p>

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	The outdoor space is a vehicle to encourage better understanding of bio-diversity in the local community. We already have local residents involved in growing and understanding the power of the green environment on wellbeing. Our aim is to work with around 500 people on the land but substantially more than that will use it for walking and free play even when the centre is closed. Extending the space backing onto the woods, currently still owned by the Council, will offer further space for leisure.
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**PART D – Summary Budget Information**

D1	<b>If appropriate, please summarise the budget arrangements for the requested building/land:</b>		
		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
	Children and Families	30,000	Groups, activities and events with young people, children and families
	Culture – Creative Community Hubs project	100,000	Facilitating the new Creative Community Hubs network



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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?		

**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>	

**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	x	
	Most recent Full Year Accounts for your organisation	x	
	Articles of Association/ Constitution/Governance Document for your organisation	x	



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	Supporting material from community members or other interests	x	
	Have you read the Council Policy on Asset Transfers?	x	
	Have you read the Guidance for completing the application?	x	
	Have you read the Scottish Government Guidance for Community Transfer Bodies?	x	
	Are you able to prepare public briefing material on your proposal and present at committee	x	

Signing Off

	Please get the following to sign-off your application*:	
		Signature
	Chairperson of your organisation	
	NAME: Grant Williams (chair of the board)	
	DATE: 12.07.22	
	Senior Director/Committee Member	
	NAME/POSITION: Ross Campbell (board member)	
	DATE: 12.07.22	
	Name of person submitting the application:	
	NAME/POSITION: Leah Black (chief executive)	
	DATE: 12.07.22	

\* 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.