

# Asset Development for communities and enterprises

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NY I

HGUT

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# Asset Based Rural Development (ABRD)

Using what you already have!

Creating new value in existing assets.



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A stylized icon consisting of four vertical bars of increasing height from left to right, with a line connecting the tops of the bars, resembling a bar chart or a staircase.

# Appreciative Inquiry

Asset Based

Look at what we've got!!

Look at what we're missing!!



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# What do we need for 'development'?

- Imagination
- Creativity
- Enterprise
- But we need *something* to develop!
  
- What do we already have?

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# What do local people have to contribute?

- They have ***Assets***
  - Land
  - Knowledge
  - Ways of working together
  - Skills and Competence
  - Need and desire

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# Assets?

- Assets is a word taken from the financial world
  - If you have an asset, a bank or other institution will lend you money, with the asset posted as *collateral* against a default in repayment
  - Assets, therefore, are a way of building *trust*
- In our case, however, *assets* are the things which go into building community development

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# Assets?

- Assets (*ressurser*) are all the things needed to make development *sustainable*
- Thus, assets are much more than just money, or, to use another financial word, *capital*
- In our case, *assets* and *capital* are interchangeable.

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# Assets (*ressurser*)

- Assets are the things we (the community) already have, that we can bring to development.
- Assets are not just *things*.
- Indeed, *things* are often not enough!

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# Assets

Two types:

- **Tangible Assets**

- Material and environmental resources

- **Intangible Assets**

- Knowledges

- Relationships and networks

- Financial capital

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# Asset-based Rural Community Development (ABRCD)

- focuses on the *act* of development – development is a *process*.
- focuses on communities gaining and building assets.
- focuses on communities using assets as part of the development process.
- advocates trusting communities to develop themselves

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# ABRCD

- Requires communities to define what is valued and what is an asset.
- Puts communities in the driving seat with opportunities, rights and responsibilities.

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# But how can we do this?

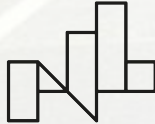
- We need a *method*, a *system* that we can use to identify Assets
- We need to develop a way to recognize the assets the community already owns
- And a way to get them to contribute these Assets to the development project.

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# The Five Capitals Model

- A Model we can use to understand what different types of assets we already have.
- It is a tool to identify things which have value, which are *taken-for-granted*, which people do not think have value

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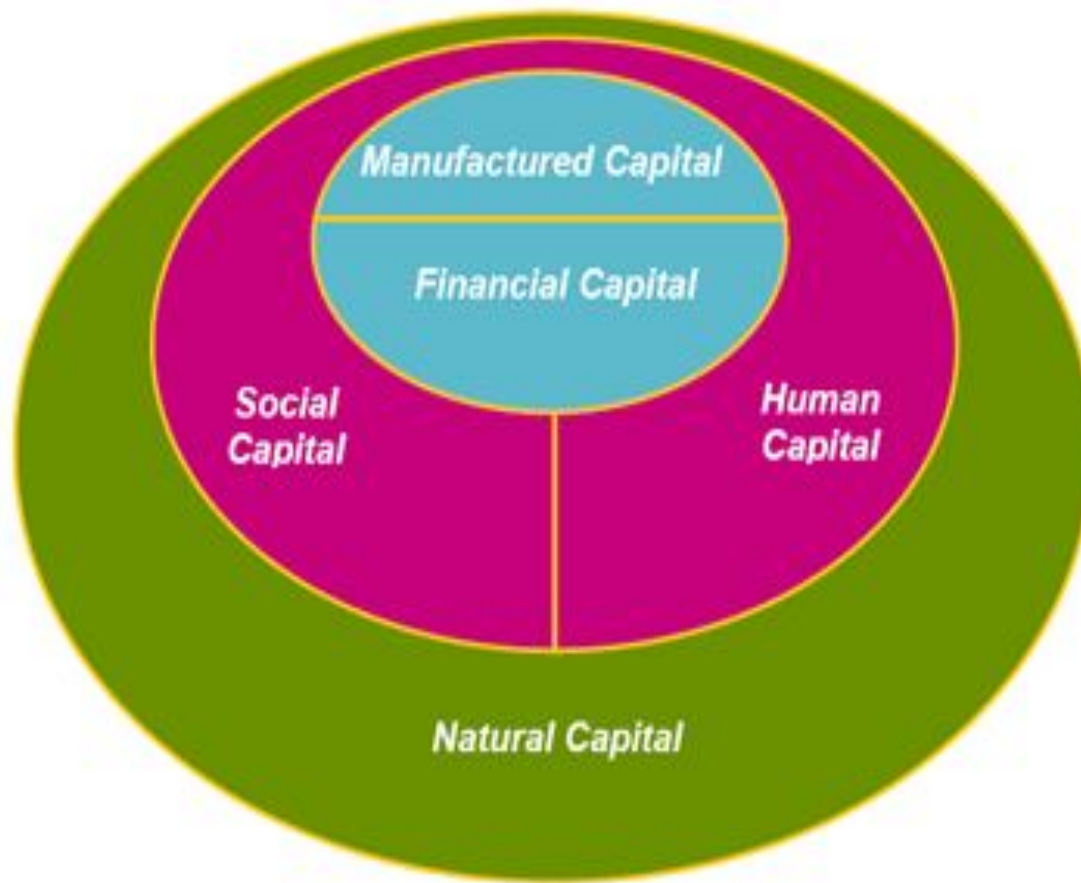


# Capitals, Assets and Development

- If capitals are resources, then they are assets for development
- The range of assets for development goes far beyond financial capital
- Sustainable development requires all partners to contribute
- Exogenous assets are as important as endogenous assets

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## Five Capitals Mode

([www.forumforthefuture.org.uk](http://www.forumforthefuture.org.uk))



# The Five Capitals

- Five Categories of Capital
  - Natural Capital
  - Human Capital
  - Social Capital
  - Manufactured Capital
  - Financial Capital

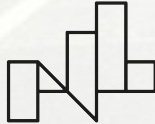
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# Natural Capital

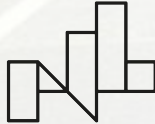
- Biodiversity
- Landscape character
- Soils
- Water
- Air and climate
- Minerals and other
- non-renewables

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# Human Capital

- Employment and Skills base
- Education and training
- Health and well-being

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# Social Capital

- Leadership and trust
- Political connections
- Community cohesion and sense of place
- Stakeholder networks and processes
- Institutions conserving the land

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# Manufactured Capital

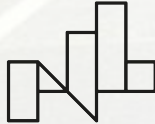
- Archaeology
- Buildings and built heritage
- Transport infrastructure, traffic and access networks
- Processes and waste products
- Energy production and Consumption
- IT and telecommunications

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# Financial Capital

- Public funding,  
e.g. for CAP or rural regeneration.
- Local authority expenditure.
- Conservation funding.
- Other (such as match funding).

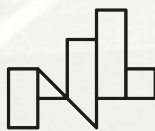
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# ABRCD

- Assets are things which already exist.
- Fortunately, many pre-existing assets can be *converted* from a prior use to a new one.
- Thus, an old small farm can be converted from its original use to a new one appropriate for the new economy
- Or old transportation assets supporting a dying resource economy can be converted to bring tourists in to an area.

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# Asset conversion

- Likewise, past experience in working together to accomplish a joint task can be 'converted' or used to accomplish new ones

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# Asset conversion

- Before a project starts, whether a community-based one, or a private enterprise – a full *inventory* of existing assets needs to be undertaken.
- Then each asset can be assessed to see what it can contribute (*be converted*) to the new endeavour.

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# Asset conversion

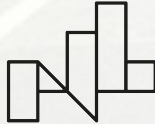
- Use the Asset Inventory table to identify assets
- Then, using the next column in the table, show how the asset can be converted.
- We will do this as a group exercise later today

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# Asset-based development and Communities

Specifically, landscape-based  
development

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# ABRCD

- When communities want to engage in land-based community development, they require *all* of the assets within the ABRCD model!
- As we have seen, without, for example, intangible assets such as ways of working together, or local knowledge, a development project is likely to not be sustainable, or, in other words, to fail once the money is spent.

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# ABRCD

- Thus, we need to see sustainable community and landscape-based development as something which happens around a table.
- And everyone at that table must contribute something – that is how local communities take ownership of the development
- And how they will continue to use and further develop it once the ‘project’ ends.

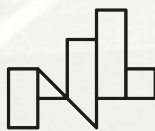
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# ABRCD

- The more of each type of capital can be mobilized, the greater the potential sustainability of the enterprise.
- Communities are central to this model because the wide range of development assets is best provided by a group, rather than one or two individuals

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# ABRCD

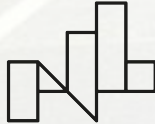
- Assets-based approaches to development are often used to provide *services*, whether retail services (i.e. outdoor recreation), or welfare services (i.e. care of elderly, employment of unemployable, etc)
- As such, this approach underpins the growth of the Social Enterprise sector (community-owned businesses delivering public goods through service delivery)

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# ABRCD

Community development usually happens in a vacuum – that is, the community steps in to provide something which is not currently provided (*market failure*)

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# ABRCD

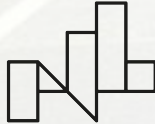
- Therefore it is likely that few individuals have all the necessary assets
- Spreading the load can help financially, in terms of complimentary skills, and in terms of simple manpower

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# community

- What do we mean by 'Community' in this context?

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# community?

- Actual geographic community?
- An extended family?
- A group of entrepreneurs, with complimentary businesses?
- A subset of a wider community which self-identifies?

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- Community is one way that individual entrepreneurs can reduce infrastructure costs (i.e. cooperatives)
- Community can ease entry into regulated environments

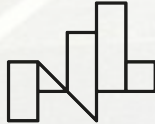
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# Examples of the development of landscape assets by Scottish communities

Abriachan

Tobermory Harbour, Mull

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# Local Landscapes --Virtuous forests



# Abriachan Community Woodland







# Abriachan

- Abriachan Forest Trust created in 1996
- In 1998 the community purchased 534 hectares of forest and open hill ground from Forest Enterprise

<http://www.abriachan.org.uk/>

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# Abriachan history

- “We decided that the way forward would be a radical development of the infrastructure of the forest to improve the amenity value for the general public, to naturalise the forest with native species and in the process to create jobs.
  - We also decided to retain part of the forest for commercial operations which would help sustain the Trust.
  - This course of action involved further grant applications for the substantial funding necessary to achieve these objectives.
- “

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- “Roads had to be built to extract our timber. Our consultant forester secured a contract to provide pulp timber from the clearing and thinning operations. This put the Trust on a more secure long-term financial footing. These operations were further boosted by the purchase of machinery including a mini-forwarder, tractor with chipper and firewood processor.

Through sensitive forest management and as much continuous cover thinning as the wind allows, we have created employment opportunities for local people and increased the biodiversity of our forest and surrounding ground. Local school pupils involved in Rural Skills and Skills for Work courses are involved in relevant forest improvement projects.”

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- To increase the amenity value of the forest, a network of path construction was started along with the provision of rain shelters, interpretation, car parking and toilet facilities
- Our education programme is flexible and works for mainstream schools but also meets alternative curricular requirements.

It always involves experiential learning, plenty of play and usually some physical activity which addresses the health and wellbeing of participants. A new classroom was built in 2007 and provides a base for user groups who are mostly regular visitors.

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# Abriachan

- Purchased land with donations and grants
- Gained government grants to develop basic assets
- Grant funding created new public goods, often enjoyed for free by the public
- Activity-based income (trading) from delivering alternative education venues to the public school system employs four.

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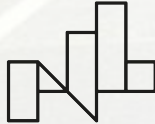
# Another Scottish example

## Isle of Mull



# Isle of Mull

- West coast Scotland
- Population 3000
- Ferries from Oban
- 40 km X 10 km
  
- “End of Road”

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# Isle of Mull – some problems

- Beautiful – “But you can’t eat beauty”
- Frictions of distance
  - Secondary school a ferry ride away – students leave for the whole week
  - Single lane roads restrict transport
- Tourist economy,
  - Only busy in summer
- Many holiday or ‘second’ homes
  - Housing shortage for young people

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# Community responses

- Tobermory Harbour Association
- Mull and Iona Community Trust
- Northwest Mull Community Woodland Company
- Local Housing development
- “Business Incubators”

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# TOBERMORY HARBOUR

ISLE OF MULL SCOTLAND



HOME

THE THA

NAVIGATION

FACILITIES

MAPS

## TOBERMORY

The THA

THA News

Staff

Directors

Minutes

Members

Future Projects

Mooring Holders

Waiting List

Fees Charges

Handbook Rules

Governance

Environmental

Logo

Funders

## ASSOCIATION (THA)

## STAFF

In September 2011 the THA assets were transferred to Alison Rimell who is responsible for a range of new projects and

running of the company and management of the THA assets. Alison is responsible for the day to day running of the company and management of the THA assets. The directors are still responsible for the day to day running of the company and management of the THA assets. The directors are still responsible for the day to day running of the company and management of the THA assets.



## BUSINESS MANAGER



Alison Rimell joined the staff in March 2008 on a part time basis. In January 2011 she became the full time Business Manager and is responsible for the day to day running of the Harbour Building alongside her overall business role. In addition she liaises with the Marine Manager and THA board of directors.

Alison has lived on Mull since 1989 and moved to Tobermory in August 2007. She has a Post

NEWS

LINKS

FEEES

FERRIES

FISHING

TIDES

HISTORY

FUNDERS

WEATHER





# Private goods / public benefit

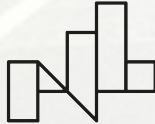
- The Tobermory Harbour Association is a member-based community group representing a specific interest – boaters
- By providing services for the boaters, they also provide the same services to the wider community – laundromat and showers, public benches, signage for the town, meeting rooms
- They are funded by moorage rents on the grant-developed harbour

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# Public Goods – Private enterprise

- Mull Seafood
- Mull Pottery
- Mull Weaving
- Toberan Culture Centre

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- **KILLIECHRONAN PONY TREKKING**  
**ISLE OF MULL**





Tel: 01680 300514



Rectangu

## Properties

- [The Boathouse \(sleeps 4\)](#)
- [Riverside Cottage \(sleeps 4\)](#)
- [The White House \(sleeps 6\)](#)

## Other Information

- [Isle of Mull](#)
- [Estate Information](#)
- [Testimonials](#)
- [Booking / Pricing](#)
- [Winter Breaks](#)

## Luxury self catering accommodation on The Isle of Mull

Nestling in a quiet secluded corner of Mull, set in some of the most stunning scenery is The White House of Aros Estate, within easy access to Tobermory and Salen and only a few miles from the ferry terminals at Craignure and Fishnish.

The self catering holiday cottages on this Estate offer a unique opportunity to experience true peace and tranquillity, spectacular panoramic coastal views and the sheer magic of nature in the ultimate contemporary luxury and comfort.

If your interests lie in Walking, Fishing, Bird watching or just relaxing and getting away from the pressures of everyday life, then this beautiful part of Mull can provide just that.

We would love to hear from you so if you would like to know more about Luxury Mull or to book one of our luxury self catering cottages contact us.



Golden Eagle



# Mull Magic Wildlife Walks and Tours



- Home
- Walks and Tours
- Private Guiding
- Isle of Mull
- Contact
- Information



Mull Magic,  
Tel: 01688 301213  
Mob: 07923 153976  
E-mail:  
[enquiries@mullmagic.com](mailto:enquiries@mullmagic.com)



## Welcome to Mull Magic Wildlife Walks and Tours of Mull, Iona and Ulva

All our Wildlife Walks and Tours will provide you with:-

- Door to door service. We are happy to collect you from your accommodation
- Ferry collection from Craignure and Fishnish to suit your needs
- The services of a local Wildlife Guide and Walk Leader, with over 20 years of experience, who will highlight the islands' rich history and diverse wildlife
- The renowned Mull Magic lunch, homemade soup, filled rolls, fruit, homemade cake and bottled water
- Binoculars for guests' use
- Afternoon tea and shortbread at the end of the walk
- A souvenir map
- A photographic record of your day out



After fourteen years as a Walk Leader, administrator and director of an international walking holiday company, Ruth Fleming founded Mull Magic in 2005. She is now able to pass on her wealth of experience on the scenery, wildlife, flora, fauna and history of the island to anyone who wishes to spend a day on the highways and byways of Mull, Iona and Ulva.

# ABRCD

- Communities in Scotland, developing landscape-based assets
- Also delivering public goods whilst trading in a responsible and profitable way
- Joint grant funding/trading income model for sustainability
- Repurposing landscape assets to create new models of enterprise.

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