

COMMUNITY EMPOWERMENT (SCOTLAND) ACT 2015

ASSET TRANSFER REQUEST FORM

IMPORTANT NOTES:

This is a standard asset transfer request form which can be used to make a request to any relevant authority. Relevant authorities may also provide their own forms in their own style.

You do not need to use this form or a relevant authority's form to make an asset transfer request, but using a form will help you to make sure you include all the required information.

You should read the asset transfer guidance provided by the Scottish Government before making a request. Relevant authorities may also provide additional guidance on their schemes.

You are strongly advised to contact the relevant authority and discuss your proposals with them before making an asset transfer request.

When completed, this form must be sent to the relevant authority which owns or leases the land your request relates to.

This is an asset transfer request made under Part 5 of the Community Empowerment (Scotland) Act 2015.

Section 1: Information about the community transfer body (CTB) making the request

1.1 Name of the CTB making the asset transfer request

Lucky Ewe

1.2 CTB address. This should be the registered address, if you have one.

Postal address:

15 Ceres Road

Cupar

Fife

Postcode: KY15 5JT

1.3 Contact details. Please provide the name and contact address to which correspondence in relation to this asset transfer request should be sent.

Contact name: Joan Brown

Postal address:

As above

Postcode: As above

Email: [REDACTED] and contact.luckyewe@gmail.com

Telephone: [REDACTED] and mobile [REDACTED]

✓ We agree that correspondence in relation to this asset transfer request may be sent by email to the email address given above. *(Please tick to indicate agreement)*

You can ask the relevant authority to stop sending correspondence by email, or change the email address, by telling them at any time, as long as 5 working days' notice is given.

1.4 Please mark an "X" in the relevant box to confirm the type of CTB and its official number, if it has one.

	Company, and its company number is	Lucky Ewe
	Scottish Charitable Incorporated Organisation (SCIO), and its charity number is	SC050034
	Community Benefit Society (BenCom), and its registered number is	
	Unincorporated organisation (no number)	

Please attach a copy of the CTB's constitution, articles of association or registered rules.

1.5 Has the organisation been individually designated as a community transfer body by the Scottish Ministers?

No

Yes

Please give the title and date of the designation order:

N/A

1.6 Does the organisation fall within a class of bodies which has been designated as community transfer bodies by the Scottish Ministers?

No

Yes

If yes what class of bodies does it fall within?

Community Controlled Body

Section 2: Information about the land and rights requested

2.1 Please identify the land to which this asset transfer request relates.

You should provide a street address or grid reference and any name by which the land or building is known. If you have identified the land on the relevant authority's register of land, please enter the details listed there.

It may be helpful to provide one or more maps or drawings to show the boundaries of the land requested. If you are requesting part of a piece of land, you must give a full description of the boundaries of the area to which your request relates. If you are requesting part of a building, please make clear what area you require. A drawing may be helpful.

All of the agricultural land owned by NHS Fife at Stratheden, near Cupar, Fife.

The 6 arable fields, 3 grass paddocks and the disused building (ex-mortuary) situated within an arable field, are the subjects of this asset transfer request.

The map of the fields and the floor plan of the building are attached for information.

The land area amounts to 26.57 hectares

2.2 Please provide the UPRN (Unique Property Reference Number), if known.

If the property has a UPRN you will find it in the relevant authority's register of land.

UPRN: Not known

Section 3: Type of request, payment and conditions

3.1 Please tick what type of request is being made:

for ownership (under section 79(2)(a)) - go to section 3A

for lease (under section 79(2)(b)(i)) – go to section 3B

for other rights (section 79(2)(b)(ii)) - go to section 3C

3A – Request for ownership

What price are you prepared to pay for the land requested? :

Proposed price: £

Please attach a note setting out any other terms and conditions you wish to apply to the request.

3B – request for lease

What is the length of lease you are requesting?

25 years

How much rent are you prepared to pay? Please make clear whether this is per year or per month.

Proposed rent: £ 52.00 per year

Please attach a note setting out any other terms and conditions you wish to be included in the lease, or to apply to the request in any other way.

3C – request for other rights

What are the rights you are requesting?

Lucky Ewe is requesting vehicular access through NHS Stratheden Campus.

The charity also requests a water supply, sewerage and drainage, an electrical supply and all local services.

Do you propose to make any payment for these rights?

No

If yes, how much are you prepared to pay? Please make clear what period this would cover, for example per week, per month, per day?

Proposed payment: £ N/A per

Please attach a note setting out any other terms and conditions you wish to apply to the request.

Section 4: Community Proposal

4.1 Please set out the reasons for making the request and how the land or building will be used.

This should explain the objectives of your project, why there is a need for it, any development or changes you plan to make to the land or building, and any activities that will take place there.

Lucky Ewe's objective is to provide, for people with additional support needs, opportunities in farming and food production, land management and environmental protection at a pre-entry level. Our aim is to allow people of all abilities and backgrounds access to farming to build skills and experience that will help them progress in their careers. Some of the 23 beneficiaries we have worked with so far during 2020 and 2021 may, perhaps, go on to find careers in farming, while others will develop self-confidence and the transferrable skills essential in any future career.

We know from consultation with statutory providers, as well as partner services, that there is a need for pre-entry level work placements. *(Please see the collated report from our 2020 consultation with partners submitted alongside this request)* People

with learning disabilities including autistic spectrum disorder, people who are care-experienced, those with chaotic backgrounds, perhaps because of substance misuse, as well as the growing number of people with mental health problems are benefitting and will continue to benefit from time at Lucky Ewe.

The agricultural land at Stratheden is currently farmed according to regular large farm practices, that is, growing extensive monocultures of arable crops. Lucky Ewe will develop and change this approach by adopting a new and more sustainable system of land usage. Working from the soil up, we will make improvements. Carbon sequestration, soil health and maximising biodiversity will be our targets, as we develop Stratheden into a smallholding-size food production system. Working towards these land management aims, Lucky Ewe will meet our most important target - that of providing meaningful, skill-developing work experiences throughout the seasons for our beneficiaries. So, for example, this means that a wet area or pond will be created, woodland and/or hedges will be planted, pollinator plant species will be grown. At the same time, mixed sward grassland will be sown and improved, and paddocks created for our small ruminant flock. We will grow various fodder crops and later vegetables and fruit. In this way, the activities on the land will change. Our beneficiaries will be out working in pairs and small groups, preparing to produce food from the land. So, the land at Stratheden will see a big increase from the current level of activity, (which presently is the intermittent appearance of a tractor or farm implement operated by just one single person).

Another development of note will be the construction of farm buildings, on a smallholding scale, for the housing and milking of animals and the storage of equipment and feed. A stock-tunnel and an implement shed will be erected from the start of the project. Later, the neglected ex-mortuary building will be repaired and redesigned to provide a community hub for the beneficiaries, volunteers and, going forward, the customers of Lucky Ewe. So, the buildings will form part of the learning environment for beneficiaries, for feeding and rearing sheep and lambs, for milking and processing dairy produce and in the longer term for welcoming visitors and selling the produce. The agricultural land and building belonging to NHS Fife at Stratheden will become a thriving hive of community activity and benefit.

Benefits of the proposal

4.2 Please set out the benefits that you consider will arise if the request is agreed to.

This section should explain how the project will benefit your community, and others. Please refer to the guidance on how the relevant authority will consider the benefits of a request.

If this CAT request is accepted, Lucky Ewe will make the land and building resources at Stratheden, which are currently **not** being deployed for public benefit, our home. In so doing, Lucky Ewe will enable NHS Fife to meet its priority, number 5 of the Fife Health and Social Care Plan – to avoid waste. These assets are currently being wasted since they are ‘looked after’ by a nearby farmer, in effect ‘given’ to private enterprise. Lucky Ewe, as a community controlled body, will bring these publicly owned resources back into the service of the public health and wellbeing of the people of Fife.

Our charity will promote and improve the economic development of Fife by providing a new and much needed accessible learning environment for disadvantaged and disabled learners. We aim to bridge the gap into volunteering placements, modern apprenticeships, college places and employment for learners who need additional support. As our plan progresses, Lucky Ewe will enhance the food production and retail environment locally. In year 5, the café and shop will become a visitor attraction, bringing new economic activity to the Springfield area.

Our plans to repurpose a derelict morgue building, which has been left sadly neglected for over a decade, will augment the much needed regeneration of the nearby NHS Stratheden Campus. Instead of remaining a dismal spot, a magnet for vandals, it will become a pleasant destination for walkers, staff and visitors to the hospital, as well as giving opportunities for recovering patients. Lucky Ewe will build up soil health and regenerate the land so that it can support the biodiversity needed to address some of the worst effects of climate change.

Public health improvements will be afforded by Lucky Ewe at Stratheden since it will offer various opportunities for outdoor work with its known benefits to mental health. Mental health practitioners will continue to be able to meet with their clients in a non-clinical setting, as they currently do on our rented holding at Bonnyton Farm, and offer their support for the healing process. The beneficiaries will also see improvements in physical strength as well as experiencing the benefits of team-working. In this way the project will address social isolation and disempowerment in the community.

By transferring the agricultural land and building to Lucky Ewe, the NHS will be affording a solid base for our charity which is aimed at improving the personal, social and educational wellbeing of the people of Fife. The transfer of the land to Lucky Ewe will take it out of mono-cultural production, which relies on chemical fertilizers and inhibits natural regeneration and biodiversity. It will become a farm system with good animal husbandry at its heart, and because of the animals present on the land, the insect life and bird life will thrive. Gradually, with careful management and considered planting of trees and other species, the environment around Stratheden Hospital will regenerate and biodiversity will increase.

The founding Trustees of Lucky Ewe have given decades of their working lives to public service in education, working with the less able and the less advantaged members of society, in learning support and basic education. The charitable work we are undertaking at Lucky Ewe is aimed to continue the work of social and

educational services, in reducing inequalities of outcome which result from socio-economic disadvantage.

Restrictions on use of the land

4.3 If there are any restrictions on the use or development of the land, please explain how your project will comply with these.

Restrictions might include, amongst others, environmental designations such as a Site of Special Scientific Interest (SSI), heritage designations such as listed building status, controls on contaminated land or planning restrictions.

There are no restrictions

Negative consequences

4.4 What negative consequences (if any) may occur if your request is agreed to? How would you propose to minimise these?

You should consider any potential negative consequences for the local economy, environment, or any group of people, and explain how you could reduce these.

The loss of rent, normally the most obvious negative consequence of asset transfer, does not pertain in this case. For the last 6 years, since the sale of adjacent Elmwood College Farm, the NHS Fife fields have been cropped under an 'informal agreement' with neighbouring farmer R Dawson, for which, we are informed by NHS Estates Team, he pays no rent. So, for the last 6 years this land has been removed from providing public benefit and has supplemented the private farming enterprise and income of the neighbouring landowner. Bringing the land back to the public good is a significant positive consequence of this proposed asset transfer.

However, in the Lucky Ewe system, a stock tunnel for animal housing and a shed for storing equipment and milking will be erected. The smallholding agricultural building plan will be discussed with NHS Fife to address and mitigate any potential negative consequences. There will be the usual waste products in the farming of dairy sheep e.g. dung, whey and feed wraps. These will be recycled in the normal way. The midden will be positioned to give the least negative impact to those living and working nearby. Traffic and vehicular access might have a negative impact on NHS Stratheden patients and other neighbours. Preferred routes for Lucky Ewe access will be agreed with NHS. All Lucky Ewe personnel and beneficiaries will be encouraged to travel actively, by walking or cycling from Cupar, or making use of the regular bus, services 64 and 94, from Cupar centre. A parking plan will be created as part of the ex-mortuary building renovation.

Capacity to deliver

4.5 Please show how your organisation will be able to manage the project and achieve your objectives.

This could include the skills and experience of members of the organisation, any track record of previous projects, whether you intend to use professional advisers, etc.

Lucky Ewe Trustees, Members and Employees offer skills and experience across teaching and supported learning, community development, farming and cheese making. Lucky Ewe is developing a strong track record of successful work with our beneficiaries.

- Chair of Lucky Ewe, Joan Brown, has a background in education and lifelong learning with a 35 year career in teaching that encompassed Learning Support teaching in both Secondary and Tertiary education.

Joan's doctorate in *Post-school Transitions for Young People with Additional Support Needs 2012* reflects one of the founding principles behind Lucky Ewe: the need to provide a bridge between leaving school and entering employment or tertiary education for people with additional support needs.

On retirement from teaching, with a view to creating a suitable learning environment to allow beneficiaries to thrive, Joan set up as a new entrant to farming in 2017 producing dairy sheep. She learned day-to-day animal husbandry, land management, the practicalities of food production, built up skills and took courses necessary to become a sheep farmer and cheesemaker. So now, Joan is able to manage and offer a land-based learning environment at Lucky Ewe. As a member of the British Sheep Dairying Association, the Specialist Cheesemakers Association and the Fine Cheesemakers of Scotland she has access to professional support. As a Trustee of Sustainable Cupar, Joan led the work in 2016 to renovate and restore the Old Moor Road footpath between Cupar and Ceres which is now a delightful walkable route between the towns. As a trustee of the Moncur Trust, former chair and now member of Sustainable Cupar, and a past committee member of Cupar Festival, Joan has a sound knowledge of the teamwork involved in running a charity and being a Board Member.

- Treasurer and Trustee, Jill Dawson is currently a Support Teacher at Auchmuty High School and thus has first-hand knowledge of the difficulties young people, particularly pupils with additional support needs, can experience in transition from secondary school to college or work.

Whilst pursuing her career in education, Jill also ran a conservation club in liaison with the Fife Ranger Service. This involved pupils from Glenrothes in conservation activities throughout Fife and many of her pupils gained John Muir Awards, some at Gold Level. The self-confidence and self-esteem these young people developed

from their volunteering activities - and which could lead to supporting a job application or college course - determined Jill to organise similar volunteering placements for Lucky Ewe beneficiaries. Her breadth of experience both in teaching and in carrying through successful projects is an asset in working with Lucky Ewe beneficiaries. Jill is an active volunteer with Lucky Ewe, working with the dairy flock in all aspects of their care.

- Secretary and Trustee, Mary Gibbon's working life has been in education as a secondary school teacher and as an adult literacies tutor for Adult Basic Education (ABE) in Fife.

After teaching English in secondary schools for twenty years, Mary moved into tutoring adults in numeracy, literacy and computing skills. The remit of ABE was to create a warm and welcoming environment for adults of all ages to improve their basic skills and then to move onwards to a job or a college course. Many had unhappy memories of mainstream education and needed encouragement and a sense of their own empowerment before they could begin learning. ABE tutors worked with small groups and on a one-to-one level with learners each having an Individual Learning Plan tailored to their needs. The majority of learners moved on either to follow relevant courses at college or into work. All gained in terms of self-esteem and confidence in their abilities.

Mary's experience of working with adults in this area of lifelong learning is an asset in working with Lucky Ewe beneficiaries aware as she is of the many barriers which can lead to disempowerment in the community. Mary is an active volunteer with Lucky Ewe, working with the dairy flock in all aspects of their care.

- Trustee, Alana Paterson-Brown was co-opted to the board in May 2020, (then elected in February 2021) due to her special interest in and knowledge of learning disabilities.

Alana has personal experience of learning disability and experience of advocacy for learning disabled groups through past membership of Enable. As a Supported Employment service user, in her work as a Catering Assistant at Ladybank Primary School, and as a member of Options in Life and S Club (supported sport group), Alana has direct connections with potential beneficiaries. She is an active volunteer with Lucky Ewe, and daughter of the Chair.

- Trustee Richard Young was elected to Lucky Ewe at our AGM in February 2021. Richard studied for a degree in Agriculture at Harper Adams University and with his background in the family beef, sheep and arable farm in Northumberland, Richard lends Lucky Ewe an agriculturally experienced voice.

Richard currently works as a Service Administrator at Reekie LTD Cupar. He is also the Chair of the local Scottish Young Farmers Club and volunteers at Lucky Ewe most weekends.

- Trustee Elizabeth Elliot (Libby) was elected in July 2021 at our Special General Meeting. Libby has a background in Community Learning, having worked as a Community Learning Co-ordinator, as a peer educator for Syrian refugee families and as an artist and tutor within the community. Libby is also the current President of Howe of Fife Rotary Club.

Libby's wide experience in working within the community, her extensive network, and ability in maintaining professional links, makes her an ideal trustee to help to bring Lucky Ewe forward into its new premises at Stratheden.

- Business Development and Fund Raising Manager, Alex Scott from Marcscott Consulting, St Andrews

Lucky Ewe Trustees make use of Alex's professional skills and knowledge. He has decades of experience of business development and a strong track record in supporting and successful funding of local charitable groups. Alex has, so far, helped us raise over £25k for Lucky Ewe.

- Education Officer Jenny Donoghue has been employed to lead activities for beneficiaries at Lucky Ewe since December 2020. Jenny works 12.25 hours per week

Jenny had a previous career as a nurse working in NHS and brings a caring and punctilious approach to her work with beneficiaries. Jenny owns her own flock of Shetland sheep and shares her skills in wool working.

- Education Officer Jen Gallier has been employed to lead activities for beneficiaries since January 2021. Jen works 6.75 hours per week.

Jen's previous career was in science teaching and she now runs her own gardening business and brings these skills to Lucky Ewe. Jen's teaching experience allows her to engage beneficiaries quickly and her ongoing membership of the Army Reserve gives her strong leadership and organizational capabilities.

- Administrator Alyssa Gowans has been employed since December 2020 and works 4 hours per week for Lucky Ewe

Alyssa built her admirable organizational, administration and communication skills as she worked for the port authority in Brisbane. Alyssa has 2 young children and also serves the community as a volunteer committee member of Ferryfield Playgroup, Cupar.

Lucky Ewe, a community controlled body, currently has 42 members who are committed to seeing this charity flourish. Kilmaron School in Cupar is also an Associate Member. For further information on our capacity to deliver please go to Lucky Ewe website where relevant documents, such as our policies and minutes of meetings, are freely available in the About Us section. www.luckyewe.org.uk

Section 5: Level and nature of support

- 5.1 Please provide details of the level and nature of support for the request, from
- 5.2 your community and, if relevant, from others.

This could include information on the proportion of your community who are involved with the request, how you have engaged with your community beyond the members of your organisation and what their response has been. You should also show how you have engaged with any other communities that may be affected by your proposals.

During 2020 Lucky Ewe consulted closely with 14 local organisations and 2 beneficiaries, asking essential questions, to find out the level and nature of interest and support for this educational SCIO. As a result of our ability to show strong local support for our plan, (see *report of responses doc, attached to this request*) Lucky Ewe has been able to fund the salaries (from grant making bodies) of 2 part time Education Officers and a part time Administrator. We offer placements (at our privately rented, small premises at Bonnyton Farm near Leven) across 15 hours per week, with Trustees offering an additional 3 hours of general volunteer activity on a Sunday.

The majority of our beneficiaries (23 to date) have come from Pupil Support Services in Schools and Off Campus Educational Support Services, as well as through NHS Fife's Child and Adolescent Mental Health Service. Interestingly, many of our beneficiaries are care experienced while others have learning disabilities. Feedback from these individuals has helped us shape our provision and also has helped us secure ongoing funding.

The Chair of Lucky Ewe has made presentations to Cupar Rotary Club and Howe of Fife Rotary Club. Both have been very warmly received and resulted in new members and a financial donation (£450.00). Springfield Community Council and Cupar Community Council have been updated on our progress, and articles about our activities have been published in the Fife Herald. Letters of support from all 3 local Councillors and our MSP also accompany our Community Asset Transfer Request, amongst others.

Fife Business Gateway has given financial and practical help. As a result of their financial support, Lucky Ewe was able to create a 2 minute professional video aimed at the wider public to engage a cross-section of the local population. It has been very well received and has prompted 76 responses to our online survey with 43 respondents seeking further interaction to support Lucky Ewe.

Please see Lucky Ewe Business Plan (*also attached*) which gives more information and detailed illustration of the support we are receiving from our community

Section 6: Funding

6.1 Please outline how you propose to fund the price or rent you are prepared to pay for the land, and your proposed use of the land.

You should show your calculations of the costs associated with the transfer of the land or building and your future use of it, including any redevelopment, ongoing maintenance and the costs of your activities. All proposed income and investment should be identified, including volunteering and donations. If you intend to apply for grants or loans you should demonstrate that your proposals are eligible for the relevant scheme, according to the guidance available for applicants.

Lucky Ewe will pay a peppercorn rent and has sufficient funds to get started at Stratheden, since we were successful applicants to the residual monies linked to the Douglas Bader Garden. Fife Council, who manages this fund, has awarded Lucky Ewe **£21k towards set up costs** at Stratheden. This will be claimed on the transfer of the asset to set up beneficiary access, toilets and to put in the basic equipment for sheep production.

As well as using the Douglas Bader Fund money to establish a 'bothy' for beneficiaries, we will begin by utilising the grass paddocks and nearby areas for animal housing, storage and a temporary accessible building if need be. The project will grow into the whole acreage of the new premises over the following five years. The **calculation of costs including redevelopment** is included on an excel sheet attached to this application. To meet these costs, Lucky Ewe will seek funding from various grant-making bodies. As this community project grows it will frame activities in terms of projects that meet fundable categories to maximise access to grant monies. That is to say, we will develop the project according to what our community and wider society sees as the gaps in provision for people with additional support needs. We will use the services of an experienced fundraiser to facilitate this.

Eligible grants: *Ernest Cook Trust* is prepared to **fund contributions, as a part-funder, to salaries of UK-wide organisations with good governance.** The *Outdoor Learning Officer Grant* will fund up to £15,000 per year (estimated as 50% of a full time salary including on-costs) and will offer multi-year awards. ECT also offers to fund **apprenticeships and scholarships.** Grants up to £10,000 are available to **support work-based training programmes and placements.** Lucky Ewe plans to apply for these.

National Lottery Improving Lives Fund will fund projects of constituted organisations which **strengthen the connections, organisation and resilience and enable communities to improve the lives of those in need.** Lucky Ewe has already received nearly £10k from NL Community Fund for staff salaries. *NLILF* will offer funds over 3 years to give stability to established organisations so they can develop vital community support and action to improve lives. Lucky Ewe has been accepted as an applicant and will apply for £25k each year for the next 3 years so that we can properly staff our charity.

Foundation Scotland is Scotland's community foundation, part of a national movement that undertakes strategic grant making, facilitates philanthropy and contributes to achieving lasting impact in communities. Lucky Ewe has received 2

grants from FS towards salaries and to provide increased sheltered accommodation to work with beneficiaries.

The Robertson Trust focuses on health and social inequalities. Their 'education and work pathway' supports access to education and skills. Robertson Trust works alongside organisations, such as Lucky Ewe, to support young people with experience of disadvantage to progress through education and into work. They offer up to £2,000 as a 'wee grant' and £75,000 towards creating a community hub.

With SCIO status, **Lucky Ewe is eligible** for all of the above funding streams, plus many others.

Business Gateway Fife is strongly supportive of Lucky Ewe and agreed, as a first step, to fund a promotional video in November 2020, to be used for promotional and fundraising purposes. The video may be used in a **crowdfunding** enterprise with Crowdfunding Scotland.

Employability Fife and Supported Employment responded positively to our plans and have agreed to **fund salaries**, at minimum wage, for suitable employees going forward.

Community Jobs Scotland may fund part and full time employment for those in the 16 - 29 year old group who may be facing disadvantages entering the workforce.

Crowdfunding Scotland has advised how we can make the most of communication and media and their webpage to maximise public **donation** to Lucky Ewe.

When claimable, the CAP Basic Payment on the land will accrue as **income** to Lucky Ewe and the farmer cropping the arable fields will be asked to make a **donation** for his use of the land, until such time as Lucky Ewe needs all 26 hectares.

Volunteers are the backbone of Lucky Ewe with currently 10 active volunteers offering together a total of 50 hours per week across admin and management as well as practical farming tasks. The aim is to grow the volunteer group, and seek one Trustee to lead on this, as the project expands. Lucky Ewe will also establish a fundraising committee of Trustees to update and refresh fundraising plans.

Please see *Lucky Ewe Business Plan* (attached) which gives more detail on funding, and the *Excel spreadsheet* also attached.

Signature

Two office-bearers (board members, charity trustees or committee members) of the community transfer body must sign the form. They must provide their full names and home addresses for the purposes of prevention and detection of fraud.

This form and supporting documents will be made available online for any interested person to read and comment on. Personal information will be redacted before the form is made available.

We, the undersigned on behalf of the community transfer body as noted at section 1, make an asset transfer request as specified in this form.

We declare that the information provided in this form and any accompanying documents is accurate to the best of our knowledge.

Name Joan Brown

Address [REDACTED]

Date 17th September 2021

Position Chair

Signature: *Joan Brown*

Name Jill Dawson

Address [REDACTED]

Position Treasurer

Signature: *Jill Dawson*

Checklist of accompanying documents

To check that nothing is missed, please list any documents which you are submitting to accompany this form.

Section 1 – you must attach your organisation’s constitution, articles of association or registered rules

Title of document attached:

The Lucky Ewe Business Plan is attached with Appendices as follows:

Lucky Ewe SC050034 Constitution – Appendix A

Section 2 – any maps, drawings or description of the land requested

Documents attached: Documents attached:

1. Map of land - Appendix E
2. Floor plan of building - Appendix F

Section 3 – note of any terms and conditions that are to apply to the request

Documents attached:

Not applicable

Section 4 – about your proposals, their benefits, any restrictions on the land or potential negative consequences, and your organisation’s capacity to deliver.

Documents attached:

Not applicable

Section 5 – evidence of community support

Documents attached:

1. Consultation - Collated Responses – Appendix D
2. Online Survey Report – Appendix B
3. Letters of support x 5 – Appendix C

Section 6 – funding

Documents attached:

Business Plan

Excel Spreadsheet

[Message received from Supported Employment on receipt of Lucky Ewe Newsletter]



Lee-Ann Birse <[REDACTED]> Aug 18, 2020, 10:18 AM

to me

Hi Joan,

This is amazing, well done!! I absolutely love this!!

When are you starting to take on placements? And what would a placement look like in terms of hours, days etc and what would the tasks be? I am sure we will have lots of clients who would be really keen.

I will also pass this around our team.

Thanks,

Lee-Ann Birse
Supported Employment

		Year 0 06/04/2020	Year 1 06/04/2022	Year 2 06/04/2023	Year 3 06/04/2024	Year 4 06/04/2025	Year 5 06/04/2026	Year 6 06/04/2026	Comments
Expenditure	Carried forward			£4,472	£91,802	£66,295	£20,741	£529	
New Buildings	Storage Shed		£7,416						Assumption 4 shed
	Base (inc Labour)		£850						Assumption 5
	Footings + extending the stock tunnel		£1,320						
	Re-instating services		£5,370						There should be utilities running up to the old mortuary
	Building Upgrade			£50,000	£50,000				See Assumptions 1,2,3
	Portacabin rental		£3,900	£3,900	£3,900				Assumption 6, 7
	Base for Portkabin (inc Labour)		£1,000						Assumption 19
	Tractor					£6,750			Assumption 10
	set-up cheesery					£8,000			Assumption 30
	De Laval parlour				£10,000				Assumption 29
Running Costs	Livestock feed		£2,700	£2,835	£2,977	£3,126	£3,282		Assumption 24
	Veterinary expenses		£1,920	£1,728	£1,728	£1,728	£1,728		Assumption 23
	Contractors		£1,100	£1,100	£1,100	£1,100	£1,100		Assumption 8
	Fencing Contractor		£750	£750					
	Dairy Premises		£400	£400	£400	£400	£400		Assumption 9
	Tractor fuel etc					£700	£700		Assumption 15
Staff	Farm Manager / Education Officer		£30,000	£30,000	£30,000	£30,000	£30,000		Assumption 22
	Workplace supervisor	£1,560	£4,680						Assumption 11
	Administrator		£932	£1,025	£1,130	£1,243	£1,367		Assumption 12
	food production training supervisor				£14,000	£28,000	£28,000		Assumption 31
Rent	NHS		£52	£52	£52	£52	£52		Assumption 20
	Total expenditure	£1,560	£62,390	£91,790	£115,287	£81,099	£66,629		
Income									
Farm Equipment Transfer	trailer		£1,080						Question 2
	50ltr stainless steel vat with fittings		£834						This only acquires negotiable value if Lucky Ewe is liquidated.
	solar battery		£108						
	sheep handling equipment		£2,898						Assumption 27
	Stock Tunnel		£2,500						
	Electric Fencing equipment		£1,000						
	10 ewes @ £250		£2,500						
	Tup		£500						
	Transfer value		£11,420						
Sales	Cheese + lamb sales		£3,250	£3,738	£4,298	£4,943	£5,684		Assumption 25
	livestock sales		£900	£990	£1,090	£1,210	£1,340		
Grants	Lottery		£50,000	£60,000	£70,000				£0 assumption 13
	other, eg Ernest Cook, SDS, Robertson Trust					£15,000	£25,000		
Crowd Funding	Renovation fund			£100,000					
Other Sources	Farmer's Donation		£5,000	£5,000	£5,000	£5,000	£5,000		
	CAP		£6,032	£6,032	£6,032	£6,032	£6,032		Assumption 21
Training Placements	Apex		£1,680	£3,360	£3,360	£3,360	£3,360		Question 3. Assumptions 17 and 18
	CAMHS								
	DAPL								
	Gingerbread								
	Options in Life								
	Sunshine Kitchen								
	SRUC								
	3 local secondary schools – Kilmarnock School								
	Hillside School								
	Fife Employability Team, and Supported Employment Service								
	Total Income	£0	£66,862	£179,120	£89,780	£35,545	£46,416	£0	
	Balance	-£1,560	£4,472	£91,802	£66,295	£20,741	£529	£529	



LUCKY EWE BUSINESS PLAN

17 September 2021

Abstract

The founding principle of Lucky Ewe is that a bridge between the statutory provision of school and the non-statutory provision that is volunteering, apprenticeship, employment and tertiary education for people with additional support needs, must be built and strengthened. Lucky Ewe sets this work in an outdoor educational environment, an environment which offers the best support for the mental health of participants.

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Foreword

This Business Plan has been written by a cross-section of members. As well as the Chair, Joan Brown and Secretary, Mary Gibbon, the following 11 members of Lucky Ewe have also contributed: Products and Services was written by Trustee, Libby Elliot, based on a report by Education Officer, Jen Gallier; Susan Usher from NHS Fife provided the detail and illustration in the Partnership Working section. Business Planning adviser, Alex Scott pulled together Financial Planning, while Duncan Picard, member and farmer, detailed the Financial Plan for the farm. Heather Young, member and SRUC student provided the text and illustrations for the Wildlife section. Graham Dawson, member and aircraft pilot created the Safety Management System, while Alana Paterson-Brown wrote the Accessibility section. Education Officer, Jenny Donoghue wrote the appendix, Online Survey Report, and Treasurer Jill Dawson collated and wrote the appendix, Consultation with Partners. Our 42 members have also had the chance to contribute and our Administrator, Alyssa Gowans, pulled it all together. Lucky Ewe's Business Plan has been a community effort and within that community we hope to achieve our aims.



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1. Purpose

Lucky Ewe was established as a Scottish Charitable Incorporated Organisation (SCIO) in March 2020.

Its vision is to provide a safe space for beneficiaries to develop in confidence and self-reliance, to overcome those barriers, such as mental health, additional support needs, criminal justice issues and growing up in care, which can lead to disempowerment in the community.

One of the founding principles behind Lucky Ewe is to provide a bridge between leaving school and entering employment or tertiary education for people with additional support needs. Lucky Ewe offers placements in sheep husbandry as a first step towards employment; beneficiaries learn about caring for and working with animals, learn new skills and develop confidence in their abilities.

The benefits of working outside with animals are well documented and this is reflected in the

Mental Health Strategy 2017-2027 The Scottish Government's approach to mental health from 2017 to 2027 – a 10 year Plan:

Our vision is of a Scotland where people are more active, more often, in part because being active is good for mental wellbeing ...Inequality related to disabilities, age, sex, gender, sexual orientation, ethnicity and background can all affect mental wellbeing and incidence of mental illness. Some groups are more likely than others in our society to experience mental ill-health and poorer mental wellbeing - for example, people who have experienced trauma or adverse childhood events, people who have substance use problems, ... people who are experiencing loneliness or social isolation...amongst infants, children and young people, the highest rates of mental ill-health occur in those with learning disabilities and those with autism.

Lucky Ewe shares its vision with that of the Scottish Government. Addressing inequalities and enabling community members to gain skills and confidence to improve their quality of life is integral to Lucky Ewe's purpose, a purpose which aims to create an environment where people work together in harmony to enhance and empower their lives.

A long lease on agricultural land and buildings at Stratheden, Cupar, if Lucky Ewe's community asset transfer request to NHS Fife is successful, will enable Lucky Ewe to take a huge step forward in its plans for the future and allow us to expand and strengthen our vision. The area will be repurposed as a community learning hub with public access and a cheese making facility. New buildings for animal housing, milking and storage will be erected and an inclusive, community space in a location accessible to all will be established.

Lucky's Ewe's vision is to create a holistic environment which enables individuals from the community to benefit from and to contribute to all that Lucky Ewe has to offer and to become a fixed and productive feature of the Fife community.



Lucky Ewe aims to provide, for people with additional support needs, opportunities in farming and food production, land management and environmental protection at a pre-entry level.

The prime beneficiaries, learners with additional support needs, require consistent self-esteem enhancement, and Lucky Ewe will provide this through taking time to get to know their differing needs, offering tailored training placements and step-by-step work experience. Emotionally fragile learners need repeated trusted signals of their personal and vocational value (Rosenbaum;1999), alongside chances to develop resilience (Gilligan; 2001) and practise career skills such as team-working, time-management, communication and independent travel (Hodkinson;1996). Lucky Ewe will provide these opportunities.

We know from consultation with statutory providers, as well as partner services, that there is a need for pre-entry level work placements for those with learning disabilities including autistic spectrum disorder, for people who are care experienced and also for the growing number of people with mental health problems.

One associated aim of Lucky Ewe is to uncouple agriculture as a career or life choice from the need to be either born or married into it. Lucky Ewe will address the socio-economic disadvantage of ordinary, perhaps low income, individuals by offering them the chance to engage in agricultural work and so gain valuable experience, without the need to have personal connection to someone in the farming community.

A further aim is to restore the site at Stratheden to its purpose when the hospital was built – to provide a public benefit for the community. Lucky Ewe will uphold a tradition that was established in 1866 when what was then called the Fife and Kinross Asylum opened. Under the enlightened stewardship of Dr Tuke, patients were encouraged to work. By 1873 it was said that the hospital had achieved a 'very prominent place among the asylums of Scotland'. Commissioners noted approvingly how the patients had become 'more contented'. Their work was helping in their recovery. Lucky Ewe will continue to build on the

well-established foundation of the value to mental health of therapeutic work and public service.

The old mortuary building will be brought back from dereliction and repurposed, initially as a bothy with WC and change areas for the beneficiaries coming to the farm. We will then develop the building as a community learning hub with public access area and cheese making facility. Its surrounding laurel grove will be thinned to lift the gloom, allowing for external repairs, and its sunny southerly aspect will be exploited in the new design. New agricultural buildings of suitable smallholding scale for animal housing, milking, feed and implement storage will be erected.

Alongside the aim of restoring the community benefit of the land, Lucky Ewe will address planetary benefit by restoring the biodiversity of the site. The soil, flora and fauna will benefit from the inclusion of animals in the system, encouraging insect and microbial life. The non-intensive farming methods, utilizing permanent pasture and agro-forestry will also increase the carbon sequestration capability of the site. The land at NHS Stratheden will be managed to enhance biodiversity and address carbon reduction targets. The current monoculture arable field system will gradually be re-configured as a paddock-based small holding.



This will maximize the potential for a grass based micro-dairy. At the same time, the smaller fields will give a variety of habitats in hedging and areas of agroforestry or orchards. In the long term, as well as dairy produce, other human food crops, e.g. eggs, honey, hard and soft fruits and vegetables will be included on the holding, each with its own potential for training and work experience placements.

The location of the project is close by to the communities of Cupar, Cupar Muir, Stratheden and Springfield. It is a central location in NE Fife, with excellent transport links and good access to the wider conurbations of St Andrews, Leven, Methil, Buckhaven, Glenrothes,

Kirkcaldy and Ladybank. The objective at Lucky Ewe is to create a safe community space where people can easily come to experience active learning and outdoor work, with accompanying therapeutic benefit.

Currently local communities in Scotland are experiencing severe pressure economically and in terms of health and wellbeing because of the Covid-19 pandemic. Rehabilitation and regeneration is now and will continue to be needed to improve the capacity of communities to recover. Lucky Ewe will contribute to this regeneration and capacity building by establishing a community land holding. The SCIO will offer employment, volunteering opportunities and beneficial placements for those in need, all of which helps to develop resilience in the community. The outdoor nature of the activities will boost the mental health of participants. Similarly the locally produced food will support food security and contribute to the good food 'map' of Fife.

2. Products and Services

Lucky Ewe is a person-focused charity and the main benefit of this project will be the safe space it provides for all learners with employment barriers which may include mental health issues, low educational attainment or disability.

Lucky Ewe aims to tackle social exclusion through offering placements for disaffected and disadvantaged learners, and giving them the skills and confidence to develop their own career aims. Learners can develop new practical work skills, learn better self-regulation and build self-esteem as they get ready for the next step into training or work. The inclusiveness of Lucky Ewe will help ensure that people with any kind of additional support need will have the chance to plan their own individual targets and progression routes.

In recent years, local vocational courses at SRUC Elmwood, for students with additional support needs, have been replaced by a more academic style of learning. Lucky Ewe will help to bridge the gap for learners towards the end of, or who have left statutory education, but are not yet able to progress onto college courses, into apprenticeships or to advance in their careers. People with learning disabilities will benefit from placement at Lucky Ewe forming part of their progress towards the world of work.

When established in new premises, Lucky Ewe will give opportunities to recovering patients as therapeutic stepping stones back to the world of work. Community psychiatric nurses agree they are keen to see this type of provision nearby for their patients. As outlined in Fife Health and Social Care Plan, for people on a drug or alcohol rehabilitation pathways, a placement at Lucky Ewe might well contribute to their recovery. Contact with local GPs has been made and Lucky Ewe placements prescribed. In this way Lucky Ewe contributes to supporting the positive mental health and wellbeing of the people of Fife.

Lucky Ewe already works in close partnership with CAMHS as well as other support organisations, local school support services and Skills Development Scotland, amongst others.

Lucky Ewe has obtained the required food hygiene registration and accreditations, and has built up a customer base for sheep's cheese, so, in this practical respect is 'ready to roll'. Beneficiaries will gain a sense of their value and self-worth by contributing to the success of this local not-for-profit food production business which produces award-winning artisanal sheep cheese.

With some similar aims to the Loch Arthur Community near Dumfries, Lucky Ewe aspires “to enable each person who comes to the project to give and to receive in ways which enhance their personal development”. Our project will provide a level of support for individuals with health issues within the community. Members and friends of Lucky Ewe will be able to volunteer in their community and so the charity will address issues of loneliness and social isolation.

Lucky Ewe will make use of resources at Stratheden, currently not being deployed for public benefit, as premises for the charity. In so doing Lucky Ewe will enable NHS Fife to meet its priority 5 (avoiding waste) of the Fife Health and Social Care Plan, by bringing these publicly owned resources to the service of the health and wellbeing of the people of Fife.

Tailored to individual beneficiaries needs, Lucky Ewe's educational packages develop practical work skills as an entry level into employment or tertiary education. Our packages are aimed at improving mental health, gaining work experience and enhancing life skills. This is provided presently at Lucky Ewe in the environment of a working sheep micro dairy where beneficiaries learn all aspects of animal management from lambing to milking ewes whilst working in a tranquil, rural environment. Volunteers work alongside our beneficiaries: Lucky Ewe is a person-centred and consultative environment and volunteers improve their own wellbeing in helping others and enriching their own lives, physically and mentally.

Year 1 at Stratheden: 2022

We will transfer all our animals and stock tunnels to Stratheden once we have made good the ex-mortuary building, or put a portacabin in place, to use as a temporary bothy. We will then begin to develop the land to suit our requirements. This will all be done to support our beneficiaries' learning outcomes and individual learning plans. We will continue our drive to find new beneficiaries and volunteers. Our first Stratheden lambs will be born.

Year 2: 2023

We will convert the ex-mortuary into an educational facility, with potential for public access, where we will enhance the learning of our beneficiaries. Cheese production will be relocated there and cheese making skills will be added to our training packages. Market garden skills will begin on the land with sustainability and organic practices high on our priority list. Our flock should provide us with enough wool to offer wool skills, craft classes and manufacture needlefelt and craft kits for sale.

Year 3: 2024

We will continue to develop the size of our flock as the land at Stratheden is adapted for our purposes, and upgrade our milking parlour and dairy in line with commercial practices. This will facilitate beneficiaries learning about good animal husbandry in a modern, safe, non-judgemental environment. We will continue to work in partnership with agricultural professionals in Fife to secure onward work placements.

Year 4: 2025

Cheese production will be diversified adding blue, semi and hard varieties. Vegetable, fruit and herb production will be prioritised so that we achieve a healthy marketable outcome alongside a growing and increasingly productive dairy flock.

Year 5: 2026

Our Lucky Ewe visitor and education centre will be opened with a cafe staffed by volunteers and interns, which will further enhance our training placements to hospitality and retail.

Lucky Ewe at Stratheden will offer the whole of Fife an accessible educational venue and a welcoming drop-in facility which celebrates diversity and allows patrons to enjoy the beautiful outdoors that Fife has to offer.



3. Partnership Working

Lucky Ewe has consulted extensively with local service providers to help identify the gaps in local provision which we can gainfully fill. This has developed our contacts in Health, Education and Employment Support services. We continue to develop our network of links to associated statutory services and the voluntary sector.

Our aim is to embed Lucky Ewe in our local community and create clear and simple access routes for referring services. Going forward, we will bear in mind that collaborative practices lead to the greatest advantage for our beneficiaries, and so we will continue to refine our referral processes to facilitate partnership working.

Education: Through steady communication and flexibility in meeting times, Lucky Ewe has made solid partnerships with local Pupil Support education services in schools and off-campus provision. Teachers and support workers have visited Bonnyton Farm at times to suit them. Lucky Ewe staff and volunteers have made time to show visitors round, answering all their questions and entering discussion on the points raised. This has all served to reassure partners that Lucky Ewe will live up to its promise. We have emphasised our aim and

purpose, which chimes with their own, of supporting people with additional support needs as they attempt to stabilize their mental health, progress in their learning and vocational education.

Employability: Our trustees have been in discussion and attended meetings with Fife Council Employability Service. Our aim has been to enhance our understanding of the ways in which we can provide a bridge into work or further training for our beneficiaries. Lucky Ewe has joined Fife Council's Rural Skills Consortium and aims to consolidate this partnership and the network it affords, through the course of the coming year.

Health: Perhaps the most fruitful partnership Lucky Ewe has developed to date is that with NHS Fife's Child and Adolescent Mental Health Service. We made early approaches in 2019 through the Community Psychiatric Nursing team, and these early efforts have now blossomed into a regular weekly CAMHS session at Lucky Ewe. The health service professional, Susan Usher, has written in support of our work:

I feel fortunate to say that I have been attending Lucky Ewe with children and young people from CAMHS for approximately 6 months. My experience of Lucky Ewe is very positive, it is a unique, safe and containing environment for children and young people to recover from mental health difficulties, let off steam and de-stress from the worries, frustrations and pressures of school and everyday life.

Some of the children and young people attending have autism and during a normal day will experience heightened sensory processing issues, they will often internalise these difficulties, resulting in them having a melt down at home after a difficult day at school. Lucky Ewe provides a perfect environment to de-escalate and come back to the present moment, spending time outdoors and with animals is a full sensory experience, connecting with the animals enables the children & young people to calm their heightened anxieties and stresses and put their worries behind them.

Often the first thing some children do when they arrive is to jump over the gate and sit in the middle of the field, several inquisitive lambs will come running across, in particular Pompom and Blossom who appear to love the attention, and for which they will inevitably receive some treats. Quite often Pompom will just settle down and cuddle up beside the boys and relish being petted. It is a wonderful sight to see the children visible relaxing and laughing as the lambs seek their attention. Lucky Ewe has become their 'safe place', where they can connect with animals and nature, meet new people and have lots of fun learning new skills, providing a perfect distraction from all their worries and angst.

Lucky Ewe also provides opportunities for young people who might have left school and are unsure where their path lies or are struggling to get into school because of their mental health difficulties, by attending Lucky Ewe they can gain qualifications, and build self-confidence which can help them progress onto work or further education.

Some of the therapeutic benefits of attending Lucky Ewe (spending time with animals, connecting with nature and being in green spaces):

- *team building - working together on tasks*
- *learn new skills,*
- *build self confidence and self-esteem,*
- *help with emotional regulation*
- *help to overcome social anxiety*
- *teaches responsibility and how to be nurturing*
- *make new friends*
- *improve physical health*

- lift low mood
- reduce anxiety
- learn life skills
- safe and non-judgmental environment
- become more socially connected and less isolated

The service can be easily accessed by parents or individuals who can self-refer via the website by completing the intern form, we recommend some of our CAMHS children to access the service via this route as they require less support and will benefit from attending independently of the CAMHS service.

For children / young people who require more support I hold sessions on a Wednesday afternoon. This is done collaboratively with Lucky Ewe staff where we all work together, sometimes with others from out with of the CAMHS service. For referrals from the CAMHS service, I have a conversation with Lucky Ewe staff; we discuss individual needs and any specific requirements or difficulties. By attending sessions with the individuals, I am able to make ongoing assessments of their mental health in a relaxed and contained environment. Sessions are attended independently without parents / carers (unless there is a need) which is empowering and builds self-confidence. At the first session they have an induction and are shown around when they make a decision whether it is going to be something they would like to do, if so, health and safety requirements are discussed. Ongoing sessions run every week, but staff are always flexible and accommodating if there is a need to attend at different times or days.

All of the staff working at Lucky Ewe are friendly and accommodating, they are always supportive and considerate of each individual's needs and the daily tasks are easily adapted according to ability. All safety policies and procedures are adhered to, and appropriate insurances have been obtained.

My colleagues within the CAMHS service also recognise the unique opportunities that Lucky Ewe offers, and have offered their supporting statements:
 "We are able to extend an opportunity to children and young people who have more complex mental health needs or do not fit into a routine therapeutic structure such as talking therapy"

Susan Matson
Clinical Nurse Specialist
Child/Adolescent Mental Health
NHS Fife

"Lucky Ewe provides meaningful occupation for Children and Young People who have become socially isolated, Lucky Ewe is a great way for them to gently start to re-integrate into community activities and relationships, which is needed for good mental health"

Dr Lynn Brown (she/her)
Consultant in Child and Adolescent Psychiatry
NHS Fife CAMHS

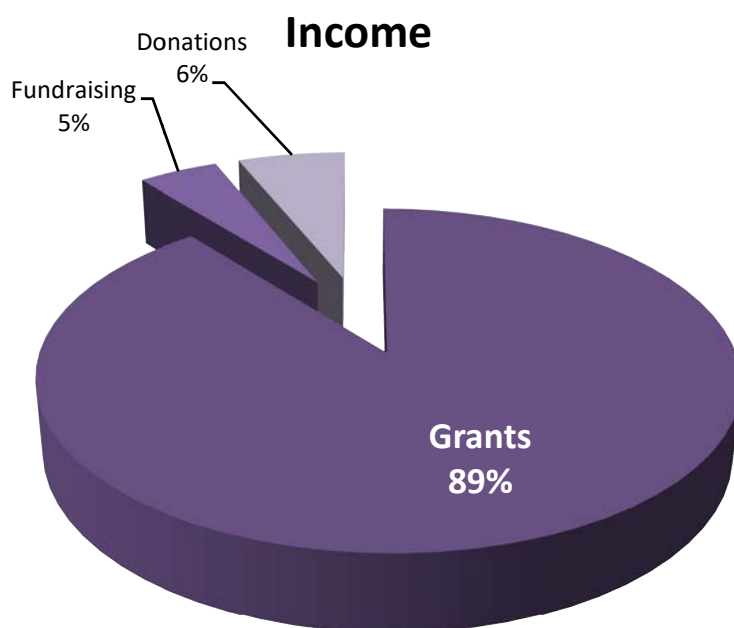
4. Financial Plan - Funding

4.1. Plan

The focus of this plan will be on the creation of a sustainable service initially with an increased focus on fundraising and progressing through a gradual exploration of the potential to establish new and stable income streams.

4.2. Current Situation

Lucky Ewe is currently heavily reliant on grant funding and given that we were only established in 2020 we have used and will use grant funding to establish and facilitate the development of our services. We need to and are planning to develop our products and introduce strands of work to attract further grant funding to solidly establish our services. The chart below shows current grant funding as a proportion of our overall income.



As part of this financial plan, in parallel to increasing our grant funding we will also build alternative means of income generation to support our services. This will include an in-depth investigation into the possibility of using government funds in the form of SDS to run our activities (See 9 below).

Our three-year medium term financial projection in section 11 below, inevitable shows an annual increase in both grant funding but also shows our planned development of new income streams, demonstrated in the following table.

Grant income is projected to be £50k in 2022-23, £60k in 2023-24 and £70k in 2024-25.

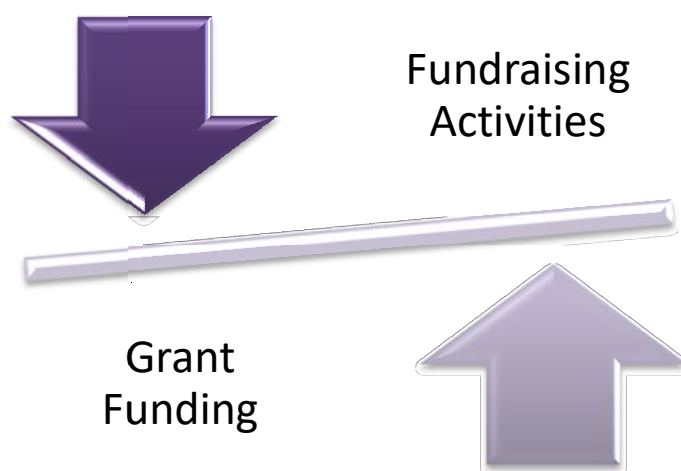
4.3. Grant Funding

Grant funding will be used to acquire income to fund specific developments and project work. The key developments and projects that we will seek grant funding for over the next few years are as follows:

- Service development and increased support for the learning disabled
- New projects in supporting those with mental health issues
- Support for employability
- Land and property developments to serve our aims.

4.4. Fundraising

Grant funding will have a significant impact on our organisation and has proved for us and for others to be an effective means of financing new project developments. Whilst being a viable facilitator of development work our grant funding will not replace the need to generate income to cover our core operating expenditure. Grant funding is a medium-term solution at any point in our development intended to prime our growth and prove our service value, but to sustain and complement that growth we need to improve our own fundraising activities so that we prepare for the inevitable decline in grant funding we will experience over the years.



We are developing a strong management team capable of taking on strategic roles in respect of developing the future of Lucky Ewe. Part of that process includes developing a Fundraising Committee, will be responsible for the development of a structured annual fundraising strategy. Their duties will include, but are not limited to, the design, implementation and management of any activities forming part of that strategy.

The Fundraising Committee will have the power to delegate duties to staff and volunteers as required so long as those duties do not interfere with the staff and volunteers performing their day-to-day tasks. The expected outcome of developing a structured approach to fundraising is that we will achieve a higher level of annual income that will help to sustain our core activities as we reduce our reliance on grant funding.

By “structured approach to fundraising” we mean a consistent series of fundraising events/activities that are repeated annually. The following table shows an example of how this might look:

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

Keys					
Major Fundraising Event		Minor Fundraising Event		Individual Sponsored Event	

The above table shows a standard layout for how fundraising events may be spread throughout the year.

A Major Fundraising event will have a significant number of people attending and will take time to organise. The scale of these events indicate that it would be advisable to hold only one or two of these events each year. Although these events are about raising money, they are also about promoting the Charity, and the time and effort put into the event will influence the community's view of Lucky Ewe.

A Minor Fundraising event will be less formal and much smaller scale, and the aim will be to hold a minor event several times each year. Again, these smaller events are good for publicity as well as fundraising, so it's appropriate for participants to wear a Lucky Ewe T-Shirt and take the opportunity to distribute promotional material if possible. Individual Sponsored events are most commonly organised by the individual volunteering to raise money and since they don't put a big organisational strain on the Management Committee, we will aim to encourage people to take part in these as often as we can. This can be achieved by simply approaching individuals and asking if they'd be willing to do something for the Charity or by other means, such as advertising or incorporating it into the Peer Mentor Task sheet (See 7.5.2). For more detail on the type of events we are discussing in this section see 8.3.1 below.

4.5. Events

The events can be split into three categories Major Fundraising events which will be large scale and expected to raise large sums of money, Minor Fundraising events which will be smaller scale, easier to organise and expected to bring in a moderate sum of money and finally Individual Sponsored events which will in most cases be left to the individual taking part to organise and will be expected to raise just a small sum of money. Below are some examples of the type of event that may fall into each category:

Major Fundraising Event (Target £4,000+)	Minor Fundraising Event (Target £500-£3,999)	Individual Sponsored Event (Target £50-£499)
<ul style="list-style-type: none"> • Golf Tournament • Dinner/Auction • Band Night 	<ul style="list-style-type: none"> • Bag Packing • Ceilidh • Coffee Morning 	<ul style="list-style-type: none"> • Sponsored Walk • Half Marathon • Sponsored Cycle

4.6. Gift Aid

Gift Aid increases the value of donations to Charities by reclaiming basic rate tax on the gift. The Gift Aid scheme is for gifts of money by individuals who pay UK tax.

Gift Aid donations are regarded as having basic rate tax deducted by the donor. Lucky Ewe will take the donation (which is money that the donor has already paid tax on) and reclaim the basic rate tax from HM Revenue & Customs (HMRC) on its 'gross' equivalent. In order to receive a Gift Aid donation Lucky Ewe must first obtain a declaration from the donor.

(Source: HM Revenue & Customs)

4.7. Registering for Gift Aid

HMRC's Guidance:

Step1. (if you have not already done so)
Complete the Charities Application Form (ChA1) available to download from the HMRC website.

Step2. Select your preferred online Gift Aid management Company.

Step3. Follow the steps to register on your chosen company's website and create a Lucky Ewe gift page.

Step4. Complete the HMRC Charities Variations Form (ChV1) to confirm an outside agency is processing donations on Lucky Ewe's behalf.

Step5. Ensure all gifted income goes through the website so that tax can be reclaimed.

4.8. Making our Money Work Harder

As a Charity we know that every penny counts and although we don't expect to generate large sums in investment income it is still a worthwhile venture for just a moderate annual return.

In the 12 Months prior to April 2021 Lucky Ewe had raised £29,305 in Grant funding. Lucky Ewe therefore has a substantial starting point which will be used to generate further income for the Charity. A current plan is for the Chair and Treasurer, to speak with the Charity's appointed financial advisor to establish a low-risk investment plan. Whether it involves opening an instant access savings account or investing in company stock, Lucky Ewe will benefit from making its money work rather than sitting dormant in a current account.

4.9. Self Directed Support (SDS)

Public services are faced with major demographic changes and new, higher expectations about citizen choice, control and responsibility. Old models of service provision are no longer sustainable and more of the same will not do.

SDS allows people to choose how their support is provided to them by giving them as much ongoing control as they want over the individual budget spent on their support. In other words, SDS is the support a person purchases or arranges to meet agreed health and social care outcomes.

Using the Governments SDS strategy, voluntary organisations like Lucky Ewe who meet with social care outcomes can charge for the service they are providing without any personal cost to the Service User. Any individual in receipt of SDS can use Government funds to access services like those that Lucky Ewe is providing. This effectively means that Lucky Ewe could be paid indirectly by the Government to run our activities.

SDS could be a significant contribution to Lucky Ewe's long-term sustainability but it is not without its complexities. SDS initiative took over from other models of support as far back as 2014 but the predictability and eligibility of beneficiaries qualifying for support remains unclear and seems to be subjective for many, as is the fact that many people are unaware that it is an option for support. We encourage service users and generally their families to seek this funding where we believe they should be eligible to apply SDS to pay for our services. In due course we may have to engage directly as a Management Committee with the appropriate representatives managing the SDS model in Fife.

4.10. Social Impact Bonds (SIBs)

The first Social Impact Bond was issued in 2010 and the first trial in Scotland was launched in 2012. So far, social impact bonds have only been issued by the public sector, but in theory, private sector organisations can also issue them.

The trend of investing in the social environment and society has risen in recent years and has become a way for investors to give back to the community, as well as a way for companies to expand their social responsibility. It's a way to increase community involvement and awareness of social issues. Most social impact bonds seek to involve environmental, social, and governance issues.

Evidence to date suggests that the scale of Social Impact Bonds is beyond Lucky Ewe's scope in the direct sense envisaged by the original government thinking on SIB's. However, the principles, of engaging with the private sector and public sector combined, of preparing beneficiaries not ready for the labour market, of looking at Social Economy issues - are developments that are permeating other models of investment and Lucky Ewe will be exploring these issues.

4.11. Reserves Policy

While it is still early in our operating history to achieve this, Lucky Ewe will aim to build sufficient reserves in this plan period and then as an ongoing policy, to cover between 3-6 months operating costs to resource unexpected contingencies

4.12. Getting Started at Stratheden

Lucky Ewe will pay a peppercorn rent and has sufficient funds to get started at Stratheden since we were successful applicants to the residual monies linked to the Douglas Bader Garden. Fife Council, who manages this fund, has awarded Lucky Ewe **£21k towards set up costs** at Stratheden. This will be claimed on the transfer of the asset to set up beneficiary access, toilets, etc and put in the basic equipment for sheep production.

As well as using the Douglas Bader Fund to establish a 'bothy' for beneficiaries we will begin by utilising the grass paddocks and nearby areas for animal housing, storage and a temporary accessible building if need be. The project will grow into the whole acreage of the new premises over the following five years. The **calculation of costs** including **redevelopment** is included on an excel sheet attached to this application. To meet these costs, Lucky Ewe will seek funding from various grant-making bodies. As this community project grows it will frame activities in terms of projects that meet fundable categories to maximise access to grant monies. That is to say, we will develop the project according to what wider society sees as the gaps in provision for people with additional support needs. We will use the services of an experienced fundraiser to facilitate this.

Eligible grants: *Ernest Cook Trust* is **prepared to fund contributions, as a part-funder, to salaries of UK-wide organisations with good governance.** The *Outdoor Learning Officer Grant* will fund up to £15,000 per year (estimated as 50% of a full time salary including on-costs) and will offer multi-year awards. ECT also offers to fund **apprenticeships and scholarships.** Grants up to £10,000 are available to **support work-based training programmes and placements.** Lucky Ewe will apply for these.

National Lottery Improving Lives Fund will fund projects of constituted organisations which **strengthen the connections, organisation and resilience and enable communities to improve the lives of those in need.** Lucky Ewe has already received nearly £10k from NL Community Fund for staff salaries. *NLILF* will offer funds over 3 years to give stability to established organisations so they can develop vital community support and action to improve lives. Lucky Ewe has been accepted as an applicant and will apply for £25k each year for the next 3 years so that we can properly staff our charity.

Foundation Scotland is Scotland's community foundation, part of a national movement that undertakes strategic grant making, facilitates philanthropy and contributes to achieving lasting impact in communities. Lucky Ewe has received 2 grants from FS towards salaries and to provide increased sheltered accommodation to work with beneficiaries.

The Robertson Trust focuses on health and social inequalities. Their 'education and work pathway' supports access to education and skills. Robertson Trust works alongside organisations such as Lucky Ewe to support young people with experience of disadvantage to progress through education and into work. They offer up to £2,000 as a 'wee grant' and £75,000 towards creating a community hub.

With SCIO status, **Lucky Ewe is eligible** for all of the above funding streams, plus many others.

Business Gateway Fife is strongly supportive of Lucky Ewe and agreed, as a first step, to fund a promotional video in November 2020, to be used for promotional and fundraising purposes. The video may be used in a **crowdfunding** enterprise with Crowdfunding Scotland.

Employability Fife and Supported Employment responded positively to our plans and have agreed to **fund salaries, at minimum wage**, for suitable employees going forward.

Crowdfunding Scotland has advised how we can make the most of communication and media and their webpage to maximise public **donation** to Lucky Ewe.

The CAP Basic Payment on the land will accrue as **income** to Lucky Ewe and the farmer cropping the arable fields will be asked to make a **donation** for his use of the land, until such time as Lucky Ewe needs all 26 hectares.

Volunteers are the backbone of Lucky Ewe with currently 10 active volunteers offering together a total of 50 hours per week across admin and management as well as practical farming tasks. The aim is to grow the volunteer group, and seek one Trustee to lead on this, as the project expands.

5. Financial Plan - Farm

The main enterprise of Lucky Ewe is the production of sheep's milk and expanding that will be our priority for the farmland at Stratheden. The current assets of the sheep unit are worth about £11,500. The number of milk sheep will be increased from the present 13 ewes to 50+ over the next 5 years with access to more land for grazing and providing fodder for the winter. The retention of female lambs will provide for the increase in the number of ewes and the replacement of the old ones.

The male lambs and any surplus females will be reared on the farm and sold for meat which will produce additional income. Any females not required as ewe lamb replacement breeding stock will be mated with 'meat' rams to produce higher quality lambs for meat. The total number of breeding females owned by Lucky Ewe at the end of 5 years is anticipated to be between 50 and 80 and the potential profit per year from cheese sales of £12k and from meat of £10k.

After the land asset transfer is complete, the income from government subsidies will become available to Lucky Ewe. This is currently approximately £6k per year. Although the subsidies related to production of crops and livestock are anticipated to decline, payments for benefits to the environment will increase. Lucky Ewe will create an environmental and habitat improvement plan to attract these subsidies

The area of land currently farmed by Robert Dawson will gradually be occupied by Lucky Ewe as the sheep enterprise expands and land is needed for the production of vegetables and fruit. The arable land not immediately used by Lucky Ewe will be managed by Lucky Ewe using contractors to carry out all the cultivations and harvesting. Crops will be sold at harvest avoiding the need for storage. The profit from this is expected to be about £5k per year.

Since Lucky Ewe is a beneficiary-centred charity, our interns, volunteers, partners and members will have input to the direction the farm management plan takes. Our aim will be to ensure that beneficial work is available throughout the year. The plan will be based around an incremental five year incorporation of each field or area into the overall Lucky

Ewe holding. We will set up an annual planning event where our members will have direct influence, within practical constraints, on this process. This people-centred, consultative approach will help satisfy grant funding bodies, such as the National Lottery, that we are putting people at the centre of our charity.



5.1. Wildlife

In order to determine if there are any species or habitats of significance on the land, a survey of the area will be conducted.

This survey – a Preliminary Ecological Appraisal (PEA) – will seek to scope out the habitats present, and if there are any protected species on site – such as bats. It is likely that this survey will be carried out by a qualified Ecologist from an institute such as The Chartered Institute of Ecology and Environmental Management (CIEEM).

The key objectives of a PEA (as noted in the Guidelines for Preliminary Ecological Appraisal (2nd E.) by CIEEM) are to:

- identify the likely ecological constraints associated with a project;
- identify any mitigation measures likely to be required, following the 'Mitigation Hierarchy' 2
- identify any additional surveys that may be required to inform an Ecological Impact Assessment (EclA); and
- identify the opportunities offered by a project to deliver ecological enhancement.

The wildlife survey will primarily look at the size of the land and its location. It will look at the habitats, any evidence found which tells us of species present such as bats or badgers.

Once it has been established what is already present on site, Lucky Ewe can put plans into place for further surveys to be carried out as necessary and begin the creation of projects

which will increase and promote the biodiversity on site. This will allow Lucky Ewe to also create new activities for interns to be part of and develop new skills.

Potential projects based on site needs could involve:

- Tree planting: The Woodland Trust has free tree packs available for schools and communities, including copse, wild harvest, and wildlife varieties allowing Lucky Ewe to choose what will work best going forward. There is long-term potential for creating dead hedges and allowing dead wood to stand to further enhance the biodiversity of the site and show interns the different species that thrive in these habitats.
- Wildflower meadows: The creation of a wildflower meadow will allow interns to cultivate and grow the flowers as well as see the pollinator species that are attracted to such areas. It will also allow for scything demonstrations. When combined with tree planting, this could create valuable wildlife corridors on the site.
- Possible apiary options in partnership with Fife Beekeepers.
- Habitat creation: If no ponds or wetlands are on site, the creation of ponds can provide a valuable project for interns at Lucky Ewe. Alongside building a pond, hibernaculae can also be created as well as bug hotels to attract further wildlife and diversity to the site.

6. Safety Management

6.1. Safety Management System (SMS)

Lucky Ewe operates at Bonnyton Farm, Leven, Fife, which is an active farm environment to which clients have access with levels of supervision being provided appropriate to the needs of the client themselves. Clients may be individuals such as those on work experience or small groups never exceeding eight persons and preferably fewer, not including any supervisory personnel arriving with each group.

6.2. Purpose of the SMS.

The SMS is designed to facilitate a practical and active means by which Lucky Ewe is able to receive, consider, mitigate and review observed and identified safety risks and issues with disabled access. The system is considered be a 'living' one in that it is flexible to change depending on priorities as they arise and to meet ongoing needs as services develop or change.

6.3. Open reporting.

This is to encourage as many stakeholders including staff, volunteers, clients and visitors/neighbours to draw attention to any observations, errors and incidents (especially those of the reporter themselves) and general concerns, to Lucky Ewe.

Relationship of SMS to the statutory requirement of reporting accidents.

It is important that the SMS is not used to replace the statutory accident* reporting requirement which is not affected by the presence of the SMS. The essential difference is that the statutory accident report essentially waits for an accident to occur. By contrast the SMS is very much about an internal effort to prevent accidents by mitigation following reports of incidents and observations which may lead to an accident occurring.

*HSE definition of 'Accident'.

Any unplanned event that resulted in injury or ill health of people, or damage or loss to property, plant, materials or the environment.' Lucky Ewe accepts this definition.

6.4. SMS Logic.

It is generally accepted that the majority of accidents are avoidable. An accident usually follows a series of identifiable events which, if acted upon in a timely manner would likely have stopped the final accident occurring.

The SMS operates alongside but does not affect the statutory accident reporting requirement. Whilst the latter can form part of an action to seek to apportion blame the SMS is never for that purpose. The SMS actively seeks to encourage open and honest reporting by accepting that it is human nature to make mistakes. Rather than reporting being seen as a risk to the reporter's position or status, the correct action is to make a report at an early stage to allow others to learn. By encouraging this open attitude the SMS 'harvests' safety critical information which might otherwise be lost.

6.5. Feedback.

A reporter need not identify themselves as reports are just as acceptable with or without a reporter name. However should a reporter want personal feedback they will, of course, need to leave contact details. In all cases open feedback will be published for the benefit of all stakeholders and contacts on a yearly basis.

6.6. Risk Assessment and Route Cause Analysis.

The primary action may be immediate but more commonly will be initially subject to a route cause analysis. This simply identifies the cause(s) of the incident/occurrence and, following this Risk Assessment using a risk grading grid, grades each occurrence in terms of severity of danger and likelihood of repetition.

Based upon this assessment and grading, Lucky Ewe will determine what action(s) if any shall be taken. This ranges from simply recording for statistical purposes through mitigation and monitoring and in the most serious situations, stopping an activity all together.

Records are maintained for accountability and monitoring purposes as well as allowing full and accurate feedback reports to be prepared

6.7. Immediate stopping of activity.

In this rare event, it is critically important that supervisory and/or voluntary staff have the absolute authority to call an immediate halt to any activity which suddenly gives rise to what they determine is a dangerous situation which cannot be mitigated at the time. A report through the SMS should then be made to allow a re-examination of the occurrence and to review the onward provision or otherwise of the activity.

6.8. Accountability.

Lucky Ewe is a Charity established in the public interest. The SMS is one means by which the charity can demonstrate its ongoing duty of care to stakeholders. The SMS allows openness and thereby assists the all important issue of accountability. The SMS is fundamental to encouraging a holistically caring and safe environment for all.

Example of process.

1. Presence of 'Call it in' book/register in the operating environment, supported and encouraged by posters and notices where it is likely stakeholder will see such.
2. Occurrence/incident
3. Report, preferably by a named person, but not necessarily identified
4. Regular extraction of reports by responsible person
5. Root cause analysis followed by grading considering severity of risk and likelihood of repetition
6. Mitigation where necessary. Stop where necessary.
7. Monitoring of mitigation
8. Yearly Safety Management meeting or extraordinary meeting if required
9. Feedback of Safety Management activity to stakeholders

6.9. Master Risk Register

This register is where any and all identified risks are noted. It is also the method of recording accessibility issues of people with disabilities attending, or attempting to attend Lucky Ewe. The register, as in the case of all SMS documents is 'living'.

Method: Identified risks resulting from the initial safety audit conducted in September 2020 and all subsequent safety audits in addition to any extra safety or accessibility related information received by other means shall be entered into this register. If an identified risk ceases to present concern the Safety Manager may elect to remove it from the register. The method for removal is not to obliterate/remove the original entry but simply to draw a single red line through all pertinent text thereby allowing sight of the old text itself whilst being clear that the subject no longer presents any hazard. This maintains accountability.

REGISTER

Reference (Audit number or other identifying note)

01/2020 access paths and grounds

02/2020 machinery

03/2020 livestock
 04/2020 sheep/disease transfer to humans
 05/2020 chemicals and veterinary medicines
 06/2020 not knowing who is present
 07/2020 fire risks
 08/2020 effects of weather
 09/2020 electric fencing

The Master Risk Register and Incident Log will be reviewed annually and a report given to Trustees. This is to prompt safer, more accessible working practices.

Please also see *Lucky Ewe Health and Safety Policy* www.luckyewe.org.uk

7. Accessibility

Our plan is to make the land and buildings at Stratheden as accessible as possible for people with disabilities. The main points are:

- Make sure the disabled toilet is wheelchair accessible
- Make sure the path surfaces are as even as possible
- Make sure there is a ramp at one entrance
- Use the safety management system for recording all access problems and difficulties
- Keep the signage clear and simple
- Make sure work areas are well lit.
- At induction and at every visit remind learners of health and safety rules
- Tailor activities to suit learner ability and preference
- Use pictorial learning aids, etc, when need be
- Give the chance to gain skills by repetition

All reasonable adjustments will be made at Lucky Ewe to allow as broad an intake of interns and volunteers with disabilities as possible. We will address disabled access issues as they occur and fix them if we can. If we can't we will ask for help from health and social services. We will review disabled access annually.

8. Appendices

Appendix A: [Constitution](#)

Appendix B: [Online Survey Report](#)

Appendix C: Letters of Support from:

[Willie Rennie](#), [Cllr Kennedy](#), [CAMHS](#), [Skills Development Scotland](#), [SRUC](#)

Appendix D: [Consultation with Partners](#)

Appendix E: [Map](#)

Appendix F: [Plan](#)





Registers of Scotland
ros.gov.uk

Registers of Scotland Plan Assistance Service

Scale: 1:2,500 @A2

0 30 60 90 120 Metres

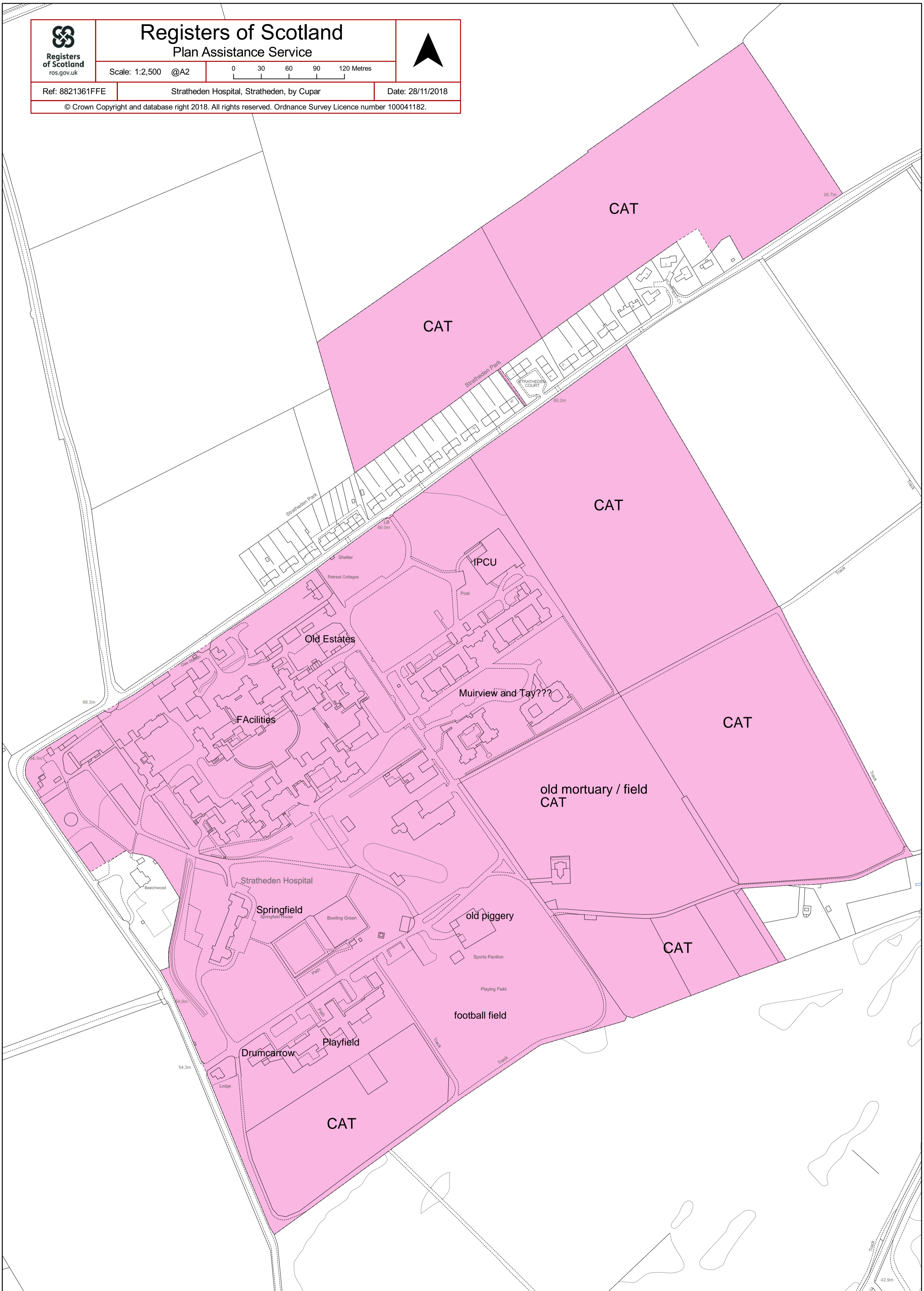


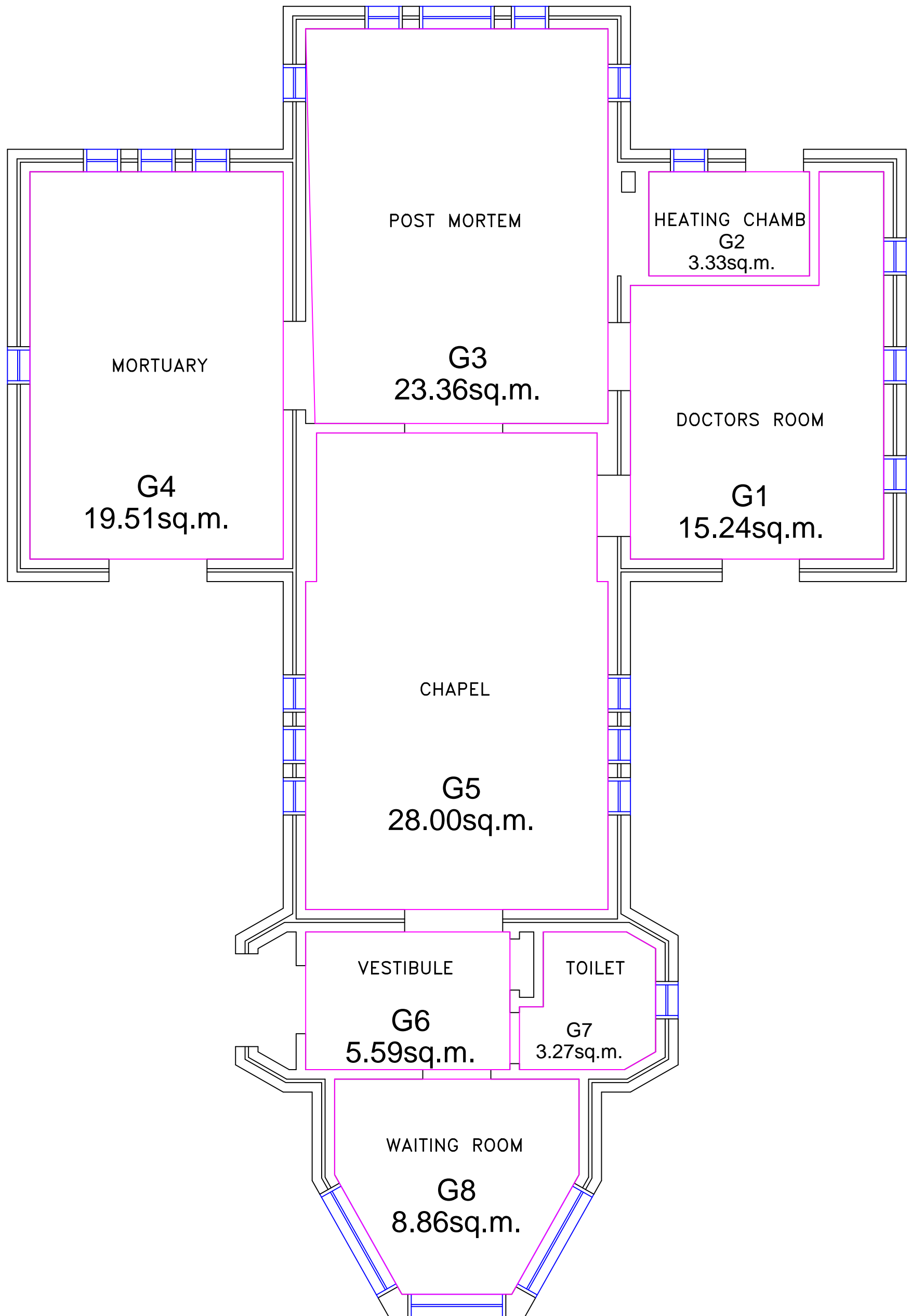
Ref: 8821361FFE

Stratheden Hospital, Stratheden, by Cupar

Date: 28/11/2018

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GIA.115 Sq.m



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Project Title
**STRATHEDEN HOSPITAL, SPRINGFIELD
OLD MORTUARY (BLOCK BG)**

Drawing Title
FLOOR PLAN

Date	FEB 18	Rev
Drawn	RS	
Scale	N.T.S. @ A3	

Drawing No SEH_BG_00_A3

Lucky Ewe

Collated responses (16) from a cross-section of relevant organisations and individuals at 13th September 2020



1. Do you think Lucky Ewe, as described, is a good idea?

- a) Yes
- b) Yes
- c) Yes
- d) Yes
- e) Yes
- f) Yes
- g) Yes
- h) Yes
- i) Yes
- j) Yes
- k) Yes
- l) Yes
- m) Yes
- n) Yes
- o) Yes
- p) Yes absolutely

Summary:

All 16 respondents thought that Lucky Ewe as described is a good idea.

2. Would you consider any of the following?

Being a service user. Bringing a service user. Being a volunteer helper.

Being a Member of Lucky Ewe. Being a Trustee of Lucky Ewe.

- a) Bringing a service user.
- b) Bringing a service user.
- c) n/a
- d) Bringing a service user. Being a Member of Lucky Ewe.
- e) Bringing a service user.
- f) Bringing a service user. Being a volunteer helper.
- g) Being a volunteer helper.
- h) Bringing a service user
- i) Bringing a service user.
- j) Bringing a service user. Being a Member of Lucky Ewe.
- k) Will certainly spread the Lucky Ewe word when all up and running again.
- l) Bringing a service user. Being a volunteer helper.
- m) Being a service user; being a volunteer helper; being a Member of Lucky Ewe.
- n) Being a service user. Bringing a service user. Being a volunteer helper.
Being a Member of Lucky Ewe. Being a Trustee of Lucky Ewe.
- o) I would like to talk further with you regarding some kind of partnership working. Supported Employment Service would be interested in your placements.
- p) Being a service user, a volunteer helper, a Member of Lucky Ewe, a Trustee of Lucky Ewe.

Summary:

11 out of 16 respondents would consider bringing a service user/arranging a placement.

4 would consider being a volunteer helper.

4 would consider being a Member of Lucky Ewe.

2 would consider being a Trustee of Lucky Ewe.

One would like to discuss a partnership working arrangement.

One will spread the word about Lucky Ewe.

One individual had been a Lucky Ewe service user prior the Covid-19 crisis and wanted to continue this when possible.

3. Would you consider being involved in a Lucky Ewe pilot?

a) Yes

b) Yes

c) No due to work commitments as it's not my area of expertise.

d) Yes

e) Yes

f) Yes

g) Yes

h) Perhaps

i) Yes

j) Yes

k) n/a

l) Yes

m) n/a

n) Yes

o) Yes

p) Yes

Summary:

13 out of 16 respondents would consider being part of a Lucky Ewe pilot.

4. What sort of people/how many people do you know who could benefit from a Lucky Ewe placement or experience?

- a) High School pupils who need an alternative curriculum activity and/or have a vocational interest in this sort of work.
- b) Around 40 young adults with autism/learning disabilities.
- c) Anyone who has a land-based interest, community service candidates who meet a minimum risk criterion.
- d) School pupils from Madras DAS, dependent on staff availability/class cover implications.
- e) My son Patrick would be interested in attending as would some of his peers. Patrick has a moderate learning disability and would need to be supported during the visit. Would sufficient support be provided by Lucky Ewe or would it be expected that Patrick, and others like Patrick, bring their own support workers. This will have an impact on how much I believe can be charged for a session.
- f) I work in the Department of Additional Support at Bell Baxter High school (currently 25 pupils). I believe that many of our young people could benefit from this experience.
- g) Lots
- h) Adults in mature recovery from substances looking for confidence building and enhance skills.
- i) Young people looking to improve skills, build confidence and self-esteem, work as part of a group.
- j) A handful of care experienced youngsters – maybe 4 or 5, but new referrals come through all the time.
- k) Younger children, teenagers, schoolchildren, adults.
- l) Giving people experience of the natural world. A chance to experience outdoor work. Getting people away from their current life experience which in some cases can be chaotic.
- m) Not many – most friends are still at school, or in work. Anyone who wants to work with animals, who wants hands on work and is struggling to have structure would benefit. It will help their social and physical skills.
- n) Several pupils at my school (Special education for pupils with learning barriers) would benefit from this placement.
- o) Supported Employment would benefit from this activity, not in huge numbers but I would like to chat with you about running specific programmes.
- p) Loads from Options and S Club, roughly 8 people.

Summary:

Pupils and young people including children in school support departments, children in special education residential school or younger children. Young people looking to improve skills including group working/confidence/self-esteem. Care-experienced youngsters. Young people with autism/ learning difficulties/moderate learning difficulties.

A teenage Lucky Ewe service user said most friends are still at school or in work but anyone who wants to work with animals/who wants hands on work/who is struggling to have structure, would benefit and it would also help their social and physical skills.

Adults recovering from substance misuse. Anyone with a land-based interest. Community service candidates. People with a possibly chaotic current life experience. Supported Employment, perhaps in specific programmes.

5. What would you see as the purpose for a visit?

- a) Teamwork, confidence building, new ideas for post-school college courses.
- b) A learning and team building experience.
- c) To learn about the production of cheese and animal care. To improve mental health and wellbeing whilst feeling connected.
- d) Experiential learning/work experience.
- e) Increase experience with animals, thereby building confidence/self-esteem. Interaction with peers /group leaders, providing additional social contact. Providing a fun learning experience in the outdoors.
- f) To consolidate learning from topic work (e.g. in health and wellbeing on life cycles, 'farm to fork' etc). Also to develop skills and attributes for the workplace- we have a number of young people who wish to work with animals when they leave school.
- g) To support emotional regulation and improve wellbeing.
- h) Introduce young people and adults to farm life, being disciplined, caring for an animal.
- i) Confidence building, therapeutic benefits of working with animals. Reducing anxiety and expand knowledge and experience.
- j) Find out about sheep, learn something completely new, do activities, get life skills.
- k) A good idea for several groups and individuals...younger children just doing a petting visit, teenagers on work experience, or as a school project, and adults who just want a different day out.
- l) Giving people experience of the natural world. A chance to experience outdoor work.
- m) The purpose of the placement for me was that it gave me a routine and a structure to the day, and the week. **What benefit did you get from your placement?** I learned a lot about sheep, feeding during pregnancy, foot-care, electric fencing etc. Emotionally, it helped me clear my head. It gave me an idea of work and helped me see the bigger picture.
- n) Gain empathy and good knowledge of animal husbandry when working with animals. Gain endurance /character building skills working outdoors. Enjoyment and calming experience.
- o) Work placements, volunteering placements, providing references to future employers, qualifications.
- p) To learn about farming and to get some new experience, and get qualifications.

Summary

Social and emotional: Self-esteem, confidence, anxiety reduction, emotional regulation, wellbeing, being disciplined, improve mental health, teamwork skills, useful social interaction, therapeutic benefits, empathy, gain endurance /character building skills through working outdoors. **A teenage Lucky Ewe service user** said it gave him a routine and a structure to the day and week, and helped his clear his head.

Course/work related: College course ideas; develop workplace skills; work experience; introduction to farm life; learning about cheese production/animal care/animal husbandry/farming; work/volunteering placements; providing references to future employers; qualifications.

A general learning experience: experience with animals, fun outdoor learning, experiential learning, expanding knowledge/experience, consolidating learning from school topic work, school project, finding out about sheep, learning something completely new, doing activities, getting life skills, petting visit for younger children, experience of the natural world, a different day out, experiencing the natural world, experiencing outdoor work, enjoyment and calming experience.

A teenage Lucky Ewe service user said he learned a lot about sheep: feeding during pregnancy, foot-care, electric fencing etc, and it gave him an idea of work and helped him see the bigger picture.

6. What start/finish time and length of visit would be ideal?

- a) Arrive at or after 1pm leave by 3pm.
- b) 10.30 am for 2-3 hours including time for lunch.
- c) It depends on your target group.
- d) 9.30/10am until 2/2.30 pm.
- e) 9am – 12 noon or 2pm to 5pm.
- f) Could be flexible- 2 hour sessions would probably be good to start with (e.g. 9.30 - 11.30 am). Morning sessions would be easier because of transport issues at the end of the day.
- g) 10-12pm
- h) Late morning till late afternoon or 2-hour information, starter sessions.
- i) Min 2 hours. Ideally half day with lunch and informal chat.
- j) Afternoon is best, since APEX clients don't like getting up. You have to see how they are engaging to work out length of taster – 2-3 hours max.
- k) -
 - l) It depends on where they are coming from and numbers. A whole afternoon would be good for a big group, who could be split into smaller working groups, rotating tasks.
 - m) 2 – 3 hours is ok, and 2 days a week, over 3 – 4 weeks, or more. But it depends on the person, what they are capable of.
 - n) Afternoon visit of no more than 2 hours.
 - o) Supported Employment would be happy with a morning or afternoon slot. I would be looking for a few full days per week per person and I would like to chat further about how this could benefit you and the client.
 - p) 2 hours in the morning.

Summary:

2 to 3 hour sessions were generally preferred, some requesting inclusion of information/informal chat periods/a lunch break.

Preference for morning or afternoon visits often depended on the circumstances of the participants e.g. school pupils need to get back by end of school day.

A whole afternoon was suggested if the group is large, with a rotation of tasks. Fife Council Employability Team were also interested in full days.

Teenage Lucky Ewe service user response: 2 – 3 hours and 2 days a week, over 3 – 4 weeks or more. But it depends on the person, what they are capable of.

7. Would a £15 per learner charge for a session be reasonable/too little/too much?

a) Reasonable

b) Too much

c) Seems reasonable - depends on your target group. Students have access to free work-based opportunities. Could it be a registered charity and be funded and supported by the local authority? Perhaps sponsorship could be considered?

d) Too much.

e) The price you can charge would depend on what is being offered. Just the learning experience without additional support, then in my opinion £15 is too much.

If adequate support is provided then £30 per session would be acceptable.

f) Too much

g) Reasonable

h) Too much for most of the 3rd sector to fund for each client and too much for clients on benefits.

i) Reasonable.

j) Too much. Apex clients, and Apex as a service do not have money for training placements

Clients are used to receiving payments from social work for no work or volunteering.

k) I think it reasonable to make a charge depending on the length and complexity of the visit.

l) It depends on the circumstances of the group. Hopefully funding would subsidise the cost and participants would pay perhaps £2-3. I could also work with you as a partner, enabling you to draw down available funding. Too much for most people, but depends on how passionate they are.

m) Too much for most people, but depends on how passionate they are.

n) Reasonable

o) I think you will find it hard to get any money per person. I would suggest you look at funding bodies for larger sums of money.

p) reasonable/too much (for some)

Summary

A £15 learner charge per session was considered reasonable by 6 respondents and too much by seven (e.g. too much for most of the third sector/for clients on benefits/for Apex clients used to receiving payments from social work for no work or volunteering).

A number of respondents pointed out that charges should reflect the circumstances of the group, what is being offered, how long the sessions last and what support is available. One respondent suggested that even £30 could be charged if adequate support was provided.

There were also suggestions that funding or local authority support could subsidise the cost. Participants could then pay perhaps £2-3 per session.

An activity facilitator for local charities said he could perhaps work as a partner, enabling Lucky Ewe to draw down available funding.

A teenage Lucky Ewe service user said what people would pay could depend on how passionate they were about it.

8. **Would you/you clients be accompanied?** Please give details.

- a) 1 to 3 pupils accompanied by a member of school staff.
- b) I would expect 10-12 young adults accompanied by 4-5 support staff.
- c) N/A
- d) Yes – teacher and/or support staff.
- e) Please see answer to question 7. If sufficient support provided by Lucky Ewe then Patrick would not have his own support. If insufficient then a support worker would accompany him.
- f) Our young people would be transported and supported by school staff until it was decided by all relevant parties that this support was no longer required.
- g) They could be if needs be.
- h) Yes.
- i) Yes.
- j) Accompanied at the beginning, for the taster, with a plan for independent attendance.
- k) -
- l) I can help support and organise the participants I bring.
- m) Maybe to start with.
- n) Pupils would be accompanied by a teacher or pupil support assistant.
- o) None of our clients will be accompanied, they are expected to make their own way there and back as they would do in Employment. They do receive one to one travel support if needed.
- p) Yes, parent or carer till they get used to it and feel confident.

Summary:

Respondents advised that the majority of participants would be accompanied, some until they were confident/it was no longer needed.

One respondent offered to help to both support and organise the participants he brings.

Fife Council Employability Team advised that their clients would make their own way there and back, with 1-to-1 support if needed.

9. Have you any other comments/suggestions/questions?

No answer in this section from a), f), g), h), i), n).

b) What is the maximum group size that you can accommodate? If you can accommodate 10-12, plus 4-5 support staff, would they be split into separate, smaller groups doing different activities, or would they all be working together? On cost, we would expect to be able to negotiate a group rate.

c) If you do get funding from the local authority or sponsorship you could consider investing in iPads which could create on-line logbooks in a learning environment that would be more sustainable. This would introduce your cohort to their digital capabilities - just a thought... you do get basic level apps.

d) Is protective clothing/equipment supplied? Lunch/Snacks? Risk Assessments? Access to Cheesemaking Facility? Maybe a good idea to construct a list of jobs/tasks in addition to 'typical day'.

e) The issue of support provision is crucial to success. You want all parties to have a safe and rewarding experience. I would recommend that you have a trial day with prospective clients and assess the level of support required. Based on this information you could set your fees dependant on the amount of additional resources you will have to provide.

j) Apex has Found Lucky Ewe experience to be very supportive, proactive and positive for client. It may suit only a minority of Apex Clients.

k) Doing RDA, I guess the most important thing will be the risk assessments for each activity, PGV for your helpers, and all other health and safety issues.

l) Art groups etc could pay more to subsidise the cost for disadvantaged groups.

Cleaned wool from the actual sheep could be used for artwork for children, or spinning activities etc. Post- Covid-19, people may well feel a need to restart their lives and visiting Lucky Ewe could help - activities could reflect this e.g. to reconnect with nature or remember a loved one they have lost, visitors could, for instance, adopt a dairy lamb or put up a bird box.

m) I also enjoyed petting the dog and the ponies. The farm track condition (very stony / bumpy) might put some people off coming.

o) Do you have a constitution? are you set up as a charitable organisation? Are you looking to employ anyone? This could be yourself starting to receive a wage, as long as it's a new job then there is some funding available.

p) I think it's a good idea and I hope it works out. If the client finds the ground too uneven to walk on safely, could Lucky Ewe improve that?

Summary:

Questions about: group sizes; splitting into smaller groups for tasks; protective clothing; lunch/snacks provision; our constitution and charitable status. If a client finds the ground too uneven to walk on safely, could Lucky Ewe improve that?

Suggestions: Have a look at investing in iPads; create list of jobs/tasks; consider linking up with Elmwood College - certificated training opens up opportunities to more funding; it could be hard to get any money per person. Look at funding bodies for larger sums of money,

website https://fife.fundingscotland.com/fund/a0R3z0000Jdj73EAB/inspiring-scotland-organised-outdoor-community-play-fund?utm_source=alert&utm_medium=email if you sign up it will give you regular updates on funding available; have a trial day then base fees on resource provision needed; risk assessments for each activity; PGV disclosure; considering all health and safety issues; some groups could pay more to subsidise disadvantaged groups; cleaned wool could be used for artwork/spinning activities; activities could reflect post Covid-19 needs e.g. reconnecting with nature or remembering a lost loved one by adopting a dairy lamb or putting up a bird box.

Funding might be available to provide a wage if we are looking to employ anyone.

Comments:

APEX found Lucky Ewe to be **very supportive, proactive and positive for their young adult client.**

The **teenage Lucky Ewe service user** they brought said that, apart from the work, he enjoyed petting the dogs and ponies. He also said he thought the stony/bumpy farm track at the current Bonnyton site might put some people off coming.

10. Respondents and contact details

- a) **Auchmuty High School (Glenrothes)** [REDACTED]
- b) **Options in Life (a charity supporting young people with autism and learning/other disabilities).** [REDACTED]
- c) **SRUC (including Elmwood College, Cupar).** Alison Boyle SRUC AEL – Student Journey, Ann Wood Academic Liaison Manager
- d) **Madras College (St. Andrews)** [REDACTED] Madras College pupil support [REDACTED]
- e) **Sunshine Kitchen (a Kitchen Project for young adults with Additional Needs.** Brenda Steffens [REDACTED]
- f) **Bell Baxter High School (Cupar) Department of Additional Support.** [REDACTED]
- g) **CAMHS (Child and Adolescent Mental Health Services).** Eugene Adams CAMHS [REDACTED]
- h) **DAPL (based in Fife, offers one to one counselling, support and advice to young people, adults and families in relation to drug and alcohol issues).** Susan Innes [REDACTED]
- i) **Fife Gingerbread (single parent family charity)**
Cyrese Ross [REDACTED]
- j) **APEX Fife (offers employability support for Fife care leavers).** [REDACTED]
- k) **Riding for the Disabled Association, Fife.** Marlene Rowan. [REDACTED]
- l) **Jimmy Connolly, retired Fife Coast and Countryside Ranger, currently volunteer countryside activity facilitator for local charities.** [REDACTED] [REDACTED]
- m) **Steven, teenage Lucky Ewe service user.** Was living at Tarvit Cottage residential home for young people, Cupar, which is run by the Carolina Trust.
- n) **John Beaver, (Craft Teacher), Hillside school, Aberdour**
Hillside School is an independent residential school for boys aged 10-18, with additional support needs ranging from issues such as childhood trauma, gaps in school attendance, ADHD, ASD, learning difficulties; and social, emotional, and mental health needs.
[REDACTED]
- o) **Andy Brown, Fife Council Employability Team** [REDACTED]
- p) **Alana Paterson-Brown, young adult and Lucky Ewe Trustee, with moderate learning/physical difficulties.** [REDACTED]

Eugene Adams

Nurse Consultant

CAMHS

Playfield House

Stratheden

To whom it may concern,

As the Nurse Consultant of the Child and Adolescent Mental Health Service, based at Stratheden, I support the Lucky Ewe project wholeheartedly.

As an advocate of positive emotional health and wellbeing I have engaged in many similar outdoor activities that promote recovery and enhance good mental health.

Lucky Ewe is an innovative and valuable project that will provide therapeutic opportunities and a validated experience that will compliment emotional regulation.

This experience has the potential to introduce life skills that are highly transferable and will help increase confidence and competence in society.

As a service we are excited about this project and committed to supporting it any way possible.

Please do not hesitate to contact me should you wish to discuss further.

Eugene.



Skills Development Scotland
29 East Port
Dunfermline
KY12 7JG

Lucky Ewe Project
Cupar
Fife

16 July 2020

Dear Sir/Madam

To whom it may concern

I write to support the application by the Lucky Ewe Project who as I understand it, are seeking transfer of the agricultural land at Stratheden NHS through a community asset transfer. This project offers the potential of long-term opportunities for a very wide ranging client group to access a taster and work experience of the agriculture environment. This project sits best at the pre-employment stage of the employability pipeline and can support a variety of clients with additional support needs who require a nurturing and caring environment to develop confidence and the basic skills necessary to progress in the labour market, e.g. establishing independent travel, timekeeping, team building and communication skills. In addition, it can provide a location for those who are aspiring to apply for veterinary medicine and vet nursing to gain the (at present very difficult to access) necessary work experience.

The project requires to develop funding applications to take forward this ambitious project and I have provided details of possible sources. I have suggested that the project could usefully forge links with similar projects and employability groups across Fife to widen their understanding of how they could contribute to the complex training landscape.

The location of this agricultural land if transferred would clearly allow the development of an additional project which would serve the local community and in particular those with additional needs, a clearly marginalised group.

Yours faithfully,

Heather Tytler
Area Manager



12th June 2020

Elmwood Campus
Carslogie Road
Cupar
KY15 4JB

To whom it may concern

In May 2020, The Dean and Academic Liaison Manager at the Elmwood Campus met with founding members of the Lucky Ewe to hear about their business plan and to discuss opportunities for joint working.

Although the Elmwood Campus is not at this point, in a position to work alongside Lucky Ewe due to the current curriculum offering, there may be opportunity at some point in the future for combined activities.

In the meantime, we would like to offer this as a letter of support to Lucky Ewe's business plan and wish them well in their endeavours.

Kind regards

Ann Wood
Academic Liaison Manager
SRUC – Elmwood Campus