DEVELOPMENT TRUSTS ASSOCIATION
transforming communities for good

To have and to hold

The Development Trusts Association guide to asset development for community and social enterprises (Second edition)

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Asset Transfer Unit
Inspiring people, transforming places

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01
Overview

Introduction

It is now five years since the Development Trust Association (DTA) published 'To have and to hold - the DTA Guide to Asset Development for Community and Social Enterprise'.

Since then, as always, only one certainty has existed - that things will change. The political, economic, social, environmental and technological context for asset development has completely transformed. New government initiatives and types of investment have been developed and new ones will take shape as the effects of the global financial crisis ripple across all areas of life. People are trying to respond positively to the shrinkage of the world's biodiversity and the effects of human activity that deplete the earth's resources across the world. The internet and new media continue to make a massive difference to the way we work, have fun, earn a living and communicate with each other at speed and across vast distances.

But some things have stayed the same - it is still difficult to bring about transformation in disadvantaged communities that lasts and goes beyond bricks and mortar. This seems to be true in both the UK and elsewhere. Discrimination continues to blight individual people's lives and their neighbourhoods. The gap between rich and poor has widened. The differences between the north and south of the UK remain entrenched.

> "The fact that we are here today to launch the Development Trusts Association is an indication of how far we have travelled in a short time. Supported by Government not as a charity but as a partner, recognised as a valuable element in the solution of community problems we have a responsibility to develop the skills of the market place to make the movement a major success.
>
> It is not a question of doing things a little better than we have done in the past but taking quantum leaps in community enterprise and remembering that where we land is not a resting place for contemplating your navel but only a launching pad for a bigger and better enterprise."
>
> **Paddy Doherty,**
> **President Development Trusts Association 1992**

It is however still possible for people to make a difference in their neighbourhoods and to learn from others who have done the same. Many DTA and Community Alliance members have been doing this for a long time, others have just started. Which means that the pool of people and experiences to draw on is greater than ever.

There are also opportunities now that did not exist in 2005 for local community based organisations to benefit in the long term from the development of land and buildings, to take responsibility for their ownership and control and improve and use them to meet community needs.

This publication aims to help people and organisations who want to do just that.

Who this guide is for?

Individual people or groups of people who want to organise in their neighbourhood to secure benefits from the development of land and building assets - they may want to save a local building from demolition and closure, to meet the need for housing on a site which is to be sold or redeveloped or create employment by creating space for new enterprises.

Community and voluntary sector organisations (for example neighbourhood community associations, civic societies and tenants/residents organisations) who may want to use land or buildings to give them a base for their own activities or property that will provide an income stream to support their activities.

Not for profit organisations and social enterprises who deliver local services supported with volunteers, grants and contracts with local councils, government and other statutory providers of public services (health, education and so on).

Local Authorities, Registered Social Landlords (housing associations) and funding bodies who are considering new ways to transfer assets in their own ownership that are under-occupied or in need of refurbishment or who want to develop new ones that enable long term regeneration through community led asset development and ownership.

Each of these groups can be an asset project champion or a stakeholder supporter. Each section of section 2 has a specific list of how our supporters can help a project - suggesting specific things they can do and help they can provide to ensure that the project makes progress.

A note on definitions

The subject matter of this guide is intentionally wide ranging. It reflects the fact that the audience for the guide will find themselves in a variety of circumstances in which individuals or organisations will want to pursue land and building assets of different kinds to meet different community needs and opportunities. Most terms which are not in common use or which have a particular meaning in the context of this guide are provided in the main text. There are other general terms used in the Guide however, which to avoid doubt, are defined below.

- **Affordable housing** - this is low cost and subsidised housing available to people who cannot afford to buy or rent a home on the open market. It includes intermediate housing which provides homes above social rent levels but below open market levels.

- **Assets** - refers to an interest in land or buildings (freehold, leasehold)

- **Asset development** - refers to the planning and implementation of projects which provide assets for the benefit of community based organisations.

- **Asset Champion/Asset project champion** - the main players in an asset project are most often the current owner and the prospective owner which is often the community based organisation. This can be an existing organisation, a group of people or an existing organisation that wants to set up a new organisation to do this. These community based organisations will often involve stakeholders who are supporting the project through its various stages of development. (see section 3 - Starting Points)

- **Asset transfer** - refers to the policies and associated procedures that public authorities (such as local councils) may use to transfer the ownership of an asset to a community based organisation.

- **Business model** - this refers to the way that an organisation generates income or value from its activities e.g. the income organisation earns from selling goods, delivering contracts, selling subscriptions, selling/ running franchises, charging fees etc.

- **Business plan** - A business plan sets out some business objectives, the evidence and reasons why they are believed attainable, and the plan for reaching them. It also contains information about the organisation or people involved in trying to reach those objectives.

- **Community** - used here to include communities of place (a neighbourhood, estate or town) or interest (people with common characteristics - age, gender, etc or an issue on which they feel strongly e.g. the environment) or common needs (people who need housing, employment, or public services). Most projects must define the community that they wish to benefit and how they will benefit as an important part of the process of developing their asset project.

- **Community based organisations** - this refers to any organisation which is not for personal profit or is a social enterprise and seeks to involve defined communities in its policy making, management and activities.

- **Community capacity building** - defined as 'Activities, resources and support that strengthen the skills, abilities and confidence of people and community groups to take effective action and leading roles in the development of their communities'

- **Feasible** - this refers to whether a project can be developed to meet the objectives of the project given its context and the resources available

- **Governance** - This refers to who makes decisions in an organisation (partly defined by the way an organisation is set up legally and what it has been set up to achieve) and how they make them (who is included in decision making and who gets to know about what decisions have been made).

- **Practitioners** - People who carry out activities that are necessary to implement an asset development or transfer project, particularly those from community based organisations.

- **Stakeholders** - people or groups who are directly or indirectly affected by a project, as well as those who may have interests in a project and/or the ability to influence its outcome, either positively or negatively.

- **Sustainable** - This term has become closely associated with the protection of the environment and the resources of the planet. In this guide, it is used to refer to whether an asset can be maintained and operated into the foreseeable future by an organisation. It is linked to, but different to viability which refers specifically to the financial requirements a project may have to sustain it over a specified period.

- **Transfer of ownership** - refers to a stake in the asset (freehold or leasehold) to be passed to a community based organisation, sometimes in exchange for funds, a peppercorn rent, an agreement to use the asset for specific purposes or a combination of these.

- **Viable** - This refers to the ability of an asset to cover all its costs with income over a specified period. This is usually 3 -5 years although larger projects may need longer to pay back loans that they may have needed to enable their development.

How to use this guide

How this guide is used depends on the people using it and their role in the progress of an asset project. Some people learn best by reading, others by doing and consulting books and others by seeking advice only as issues arise. So some people will read the guide in one go, others will just look for specific things.

This guide provides information, resources and contacts that can be used to develop a land or building project that is an asset for an organisation and local community. It includes the general guidance for most activities involved but also includes references to tools ('How to' guides), to publications and to other organisations. Much of this information is available online. This is the fastest way of collecting a lot of information which, with pressure on time for everyone is important, BUT it means that access to the internet will be necessary in order to access them. This is easily arranged through the local library or UK online centre (Visit www.ukonlinecentres.com to find the local centre). It may also be available locally through the local voluntary and community sector - contact the local council for voluntary service (available from NAVCA (National Association for Voluntary and Community Action) - see section 3 - Relevant Organisations) to find out. Payment is not always required.

This guide is presented in twelve sections. They are written as if they are separate but of course they overlap. As a result each section of the Guide often cross references to others, but this reflects real practice on the ground - many of the activities covered in each section will have to be carried out at the same time. So at the same time as an initial assessment of a project is being considered so it may be necessary to look at what is required to manage it successfully when it is complete.

This guide is not intended to be comprehensive, nor can it be relied upon as the sole source of advice and information for developing a project. It will be necessary to get professional advice and help from other organisations along the way.

But the guide can give a group of people and their supporters a place to start; help to solve problems and to ensure that the project can benefit from grant funding/financial assistance and other help along the way. It can also make a group of people more informed so that when they deal

with people who make decisions (in the local council for example) or deal with experts (like lawyers), they are not starting from scratch but can have a conversation as equals. All this will hopefully be useful to make projects happen.

An overview of the guide

This guide is focussed on land or building projects that involve a community based organisation that wants to take ownership of the land or buildings as part of the process (see definitions on page 6).

These projects may involve the development of new buildings on vacant land or the refurbishment and improvement of existing buildings or land. The projects may also involve the transfer of their ownership from a public authority. This may be done as a sale in exchange for money or for a promise to use the land or buildings for the benefit of a specific group of people (people with learning difficulties, elders, children etc) or the population of a whole area.

It covers the activities that any group of people or organisation may be involved in when trying to secure the benefits of ownership of land or buildings for their community. Throughout the guide the land or buildings concerned are referred to as a 'project' or 'the asset'. This is because it is helpful to separate the organisation responsible for the project and the project itself. Some organisations are actually established in order to undertake a project and others may have several projects and activities already in existence.

Even though the activities involved may not all be carried out by this organisation they are assumed to be the Asset Project Champion - the group who want to see its ownership transferred and its development/ improvement (where relevant or necessary) successfully completed.

Each of the sections of the guide is freestanding and will enable a group of people just getting started or an established organisation to gain an understanding of the process and what is involved.

In addition most sections from section 3 to 10 have a specific set of checklists that set out what stakeholders who are supporting an asset project can do from a practical point of view to help it succeed.

How the guide fits into the overall process is shown in the table on page 10.

Asset project champion	Advisors	Site	Ownership	Permissions	Funding/resources
Stakeholder Involvement in project development Gather information and advice Agree project objectives Develop the group or organisation to implement the project objectives and agree to pursue it Involve potential stakeholders Establish group's aims and legal basis if a new organisation is required. **Starting points, building support, feasibility and legal issues**	Lawyers for Legal structures of new organisations Business Advisors Organisational Development consultants	Costs Look for site if necessary - Local sources of land e.g. owners, public authorities Identify desired features to enable use to meet project objectives	Discuss potential for community ownership with landowners if possible		Volunteers Pro bono advice Grant to develop project Research on funds
Community involvement Research potential advisors, interview, agree terms and costs Explore the options for different uses and revenue to support the project on completion and meet project objectives Begin business plan Feasibility assessment (potentially report) **Feasibility, business planning**	Technical support for feasibility from land and building advisors Advice on VAT Loan agreements Land/building sales/transfer Consider construction contract opportunities for local labour and training	Site investigation Land survey	Consider terms of lease/sale/ transfer and agree timetable for formal agreement	Advice from all relevant statutory authorities	Estimate budget In principle agreements re grants and loans Secure resources to develop project in detail.
Develop detailed design Client agreed Stakeholder involvement Arrive at detailed brief Work with regulations **Starting points, design and construction process**	Sketch scheme though to detailed design Specification and drawings Land/building transfer/sales			Planning permission Building regulation approval	Detailed agreement on grants/loans

Tendering and contracts Tendering/negotiation with contractor Selection of contractors Programme of works **Starting points, design and construction process**			Book services connections		Funding and loans for works approved and available
Works on site Celebration Establish staffing for management of the project if required Implement promotion plans **Maintenance and management**	Supervise works Site meetings Certify payments Records		Site visits		Payment of contractors
Completion and Management Take handover of buildings **Maintenance and management**	Defects inspection Snagging and retention Issue completion certificates Record drawings to client.		Complete land/building ownership transactions	Notify completion	Final Accounts
Implement business plan People and resources for management and maintenance **Maintenance and management**	Retain professional advisors to manage the organisation and the land/buildings if appropriate				Receive funds from sales/rentals Re-pay loans Report to funders if necessary

Photographs: Ashfield Community Radio & Media Training (ACRMT), a participant in the Advancing Assets for Communities programme.

02
Context

What can Stakeholders do to support asset champions in relation to policy?

- Share details of the outcomes of their asset reviews and asset planning processes
- Provide opportunities for involvement in shaping of community asset transfer policy and associated procedures, particularly where they affect assessment of options for asset use/disposal and any assessment processes for community based organisations to qualify for transfer of assets
- Provide details and contacts for other organisations who have developed or accepted an asset transfer

Policy changes - from 'demand pull' to 'supply push'

Since 2005 the key shift in public policy as it affects asset transfer and development is that there has been a move from a 'demand pull' for transfer of ownership and control of assets from community based organisations to a 'supply push' from public sector bodies to transfer assets to community based organisations. As reductions in public spending and the need to consider the costs of running assets increases, more and more public bodies are likely to look to community based organisations to take on publicly owned assets to enable them to stay in local control and be used for wider community benefit.

In 2005 much of the policy environment for asset development and transfer had been underpinned by the then Government's vision for 'Sustainable Communities' with a strong thread of the importance of 'neighbourhood' and 'communities'. The focus was on work associated with:

- The provision of affordable housing;
- The design as well as care of parks and the 'public realm'
- Support for the voluntary and community sector;
- Support for the development of social and community enterprise;
- The reform of local government and citizen engagement;
- Community capacity building.

Up to 2010 there were a number of policy initiatives which provided an impetus for public authorities to look at the ways in which this work and public service could be delivered and the performance of public assets in providing what is needed in communities.

Amongst the most important policy documents for asset development and transfer was the publication 'Making Assets Work: The Quirk Review of community management and ownership of public assets' which was published in 2007.

This review looked at the opportunities for local government to enable local management and ownership of public assets in communities and neighbourhoods. It looked at how to optimise the community benefit of publicly owned assets by considering greater transfer of asset ownership

and management to community based organisations. The review found that up and down the country this has been successfully done with a wide range of organisations and covered the transfer of a wide range of asset types from community centres, office space and retail premises to housing.

The review also found a range of benefits to both community based organisations (that take on these assets) and other stakeholders, particularly local service providers.

For the organisations that take on assets there are benefits associated with the asset itself and for the organisation overall. The asset itself can address local needs, for example for workspace, housing or other facilities. If a process of transformation or physical improvement of the asset is required, it can also increase the capacity of the organisation and its skills base - for example partnership working, long term management planning and devolution of control of the use of the asset to local level. It can also produce very practical benefits for the organisation - a physical presence in their community, increased revenue streams, credibility with funders, and ability to plan for the long term and act independently in policy and development terms.

> “The benefits of community management and ownership of public assets can outweigh the risks and often the opportunity costs in appropriate circumstances. And if there is a rational and thorough consideration of these risks and opportunity costs, there are no substantive impediments to the transfer of public assets to communities. It can be done; indeed it has been done legitimately and successfully in very many places”
>
> **Barry Quirk 2007**

The Quirk review also addressed the obstacles and barriers that it had been suggested prevented the transfer of ownership and control of assets to local organisations. This included whether there was a lack of powers for local authorities and other public bodies to transfer ownership and management of assets to communities on preferential terms where they felt there was a case to do so. The Review’s conclusion was that ‘local authorities (and other statutory bodies covered by the same legislation) do have the powers they need. The barriers are the widespread lack of awareness of those powers and how they could be used and, in some cases, an unwillingness to make use of them’.

Central government from 2007 - 2010 responded to the Quirk Review by encouraging the transfer of assets through the establishment of the Asset Transfer Unit to get advice, and guidance on the process. It also supported a number of new initiatives to support the development and acquisition of assets, most notably capital funding provided via both the Big Lottery Community Assets Programme and the Communitybuilders

programme managed by the Social Investment Business. In addition, the Advancing Assets Programme was provided to local authorities to support them to develop policies and procedures for transfer of assets as well as individual pilot projects that they were looking to transfer to community based organisations. Similar initiatives have taken place in Wales and Scotland.

In addition to the policies that have specifically addressed asset development and transfer projects for local organisations, at national level there were a range of other policies that have had a particular effect to increase the attention given to the possibility of community ownership and management of assets currently held by statutory agencies.

These included:

- Performance frameworks for local government and other statutory agencies, in particular in relation to asset management planning. For example the adoption of national indicators in Local Area Agreements against which local statutory agencies' performance could be measured via a Comprehensive Area Assessment.

- Policies toward creation of sustainable communities through the statutory land use planning process in particular the development of the Local Development Framework (which controls the use of land and buildings within a local planning authority area).

- Procurement and Commissioning - how services are bought by government and other statutory agencies both from the third sector and the private sector. This has seen many community based organisations gearing up to tender for contracts and many statutory agencies learning to communicate what services they want delivered and under what conditions.

- Policies associated with support to the third sector and community empowerment. There has been a plethora of initiatives associated with capacity building local community based organisations to deliver public services and improve their internal systems of management and governance.

Section 11 and 12 includes publications and other resources that summarise the details of these policies and in 2010 with the election of a new coalition government it is clear that some of them may change. Indeed Regional Spatial Strategies towards land and building have already gone as have the performance frameworks and assessment regimes for local government and statutory bodies. Regional Development Agencies are also to be replaced by Local Enterprise Partnerships in most areas. It is clear however that asset development and transfer projects are likely to form part of the current government's 'Big Society' ambitions with its focus on putting 'more power and opportunity into people's hands'. Already the Coalition Housing Minister has announced a 'Community Right to Build' for housing projects in rural areas.

Developments in practice on the ground

These changes to policy and the support available from government have been matched by changes in the extent and range of asset development projects being developed by community organisations on the ground.

In particular there were 37 projects that benefitted from grant aid from the Big Lottery Community Asset Programme. This programme supported a wide variety of groups who wanted to use land and buildings for a range of uses.

The Advancing Assets programme, which provided support to local authorities and their Third sector partners to develop policy on community asset transfer and specific help for pilot projects that were being considered for transfer of ownership, have also added considerably to the pool of practitioners and projects that others can learn from. Details of these projects can be found at www.buildingcommunity.org.uk and www.atu.org.uk.

Since 2005 there has also been a lot of activity, particularly in rural areas, in relation to the provision of affordable housing and other facilities. This has been promoted through the establishment of Community Land Trusts, now recognised by the Housing and Regeneration Act 2008 as a model of community ownership for assets including land and also as a vehicle for the development of community enterprises. There is now a national network of Community Land Trusts - both established and new which can be contacted at www.communitylandtrusts.org.uk

As some of these projects have taken root another category of asset development has also re-emerged in the form of meanwhile space projects. These projects are about getting uses and activities going in formerly vacant properties, particularly in high streets and other shopping parades. They are given a meanwhile use until such time as viable and sustainable uses can be found for the properties. There is a national network of these projects which can be found at www.meanwhile.org.uk.

Existing practitioners

As these developments in practice on the ground show, there are a whole range of organisations that have been through the process of developing an asset project and who have experience which can help others. All of the networks referred to above offer help and practical guidance from spread sheets to help decide if asset development plans are financially viable to model leases and legal guidance on project and organisational development.

Many of these organisations are busy with their own projects and it is preferable and more productive to look at the online and published information about projects and then make a list of specific questions to ask them before making contact.

See section 12 for a list of relevant organisations and their contact details.

Photographs: Bridgewater Town hall, a pilot project for Sedgemoor District Council as part of the Advancing Assets for Communities programme.

03
Starting points

What can Stakeholders do to support Asset Champions in relation to the Starting Points?

- Assist with the setting of project objectives by providing a structured and independently facilitated discussion with all stakeholders
- Appoint a key contact within their organisation to support the project
- Agree processes to deal with conflicts or disputes in the process of developing the asset e.g. develop a partnership agreement or memorandum of understanding
- Make sure that the “Red Flags” of viability and sustainability are addressed throughout the process
- Provide training or advice on acting as client to professional advisors
- Recommend relevant professional advisors that they have used on similar projects
- Help with procurements processes e.g. sitting on a selection panel, providing input into selection criteria

There are some overarching activities or issues that run through the process of developing an asset project and enabling the transfer of its ownership to a community based organisation.

They are worth considering as starting points because they are either applicable to all activities (like knowing how to work with professional advisors) or need to be planned for at the start of the process in order for it to happen at all (like having clear project objectives). But some are about attitudes towards partnership working or a focus on specific outcomes like ensuring that an asset will be viable and sustainable that needs to be kept in the forefront of all stakeholders' minds as they work to make project ideas a reality.

Leadership of the process

Experience from the Advancing Assets and the Big Lottery Community Assets Programme has found that asset development and transfer projects have a greater chance of being successfully completed if there are people who are prepared to take a leadership role in developing a solid partnership that can ensure the project happens. On the ground this means people who can motivate the stakeholders involved to act towards achieving their common goals in relation to the asset project.

This will mean ensuring that the right support is provided at the right time to both the organisation which wants to take ownership of an asset and its current owner. In practice this can be anything from technical advice on the law, clarifying and providing solutions to problems and mediation when there are conflicts. It may also be about acknowledging the value of the different things that are brought to the project by different stakeholders to ensure that they stay involved and keen to provide energy and activity as it is needed.But whatever the needs may be in relation to any project it is important that the main stakeholders agree a person who will take responsibility for communicating with and mobilising people and resources within their organisation in support of the project.

PROJECT OBJECTIVES

"A goal properly set is halfway reached"

Abraham Lincoln

COMMITMENT TO 'CAN DO'

"When you come to a roadblock, take a detour"

Mary Kay Ash

LEADERSHIP

"To get others to come into our ways of thinking, we must go over to theirs; and it is necessary to follow, in order to lead"

William Hazlitt

VIABILITY AND SUSTAINABILITY

"You can't overestimate the need to plan and prepare. In most of the mistakes I've made, there has been this common theme of inadequate planning beforehand. You really can't over-prepare in business!"

Chris Corrigan

PROFESSIONAL ADVICE

"In giving advice seek to help, not to please..'

(Solon)

Project objectives

To decide whether a project is feasible it is important to know what the project is to achieve and why at the outset - that is, agree the project objectives.

This does not mean that project objectives cannot vary as the feasibility process proceeds, based on the information and advice that is gathered over time. But being clear at the outset exactly what is to be accomplished will enable the consideration of all the options and opportunities which may be uncovered in the feasibility process and allow all the stakeholders involved to be accountable for any changes.

Project objectives are statements of what an asset project is to accomplish. They are developed and agreed to guide the activities of people and organisations so that they are working on the project in the same direction(s). They may be formulated and agreed for a project from a process of stakeholder involvement (See section 5) or developed by a single organisation.

It is possible to get extremely tied up in the process of agreeing objectives, particularly when people have different ideas about what an objective is and how detailed it should be. Diagram 1 shows a typology of objectives that can be used to guide the process of objective setting so that over time they can become more detailed and SMARTER.

Depending on the circumstances of the project its objectives may be very general or very specific at the initial stage - it may only be possible to know that an objective of the project is to save or improve a building or piece of land or that the project needs to cover its costs and make a revenue surplus to be used for other purposes.

TOP TIP

'The partnership process needs buy-in, commitment and leadership from the top - the Chief Executive of the Local Authority. Partnership thrives when the asset transfer agenda is understood and perceived positively by key stakeholders including council leaders, heads of property services, voluntary sector infrastructure support, etc. and is facilitated by getting all levels of management and all departments onboard and keen from the beginning.'

'It is important for the Local Authority partners to clearly articulate acknowledgment of the volunteer input. Partnerships involving paid staff and unpaid volunteers particularly need to recognise the value and time put in by the volunteers, and consider remuneration for travel and expenses.'

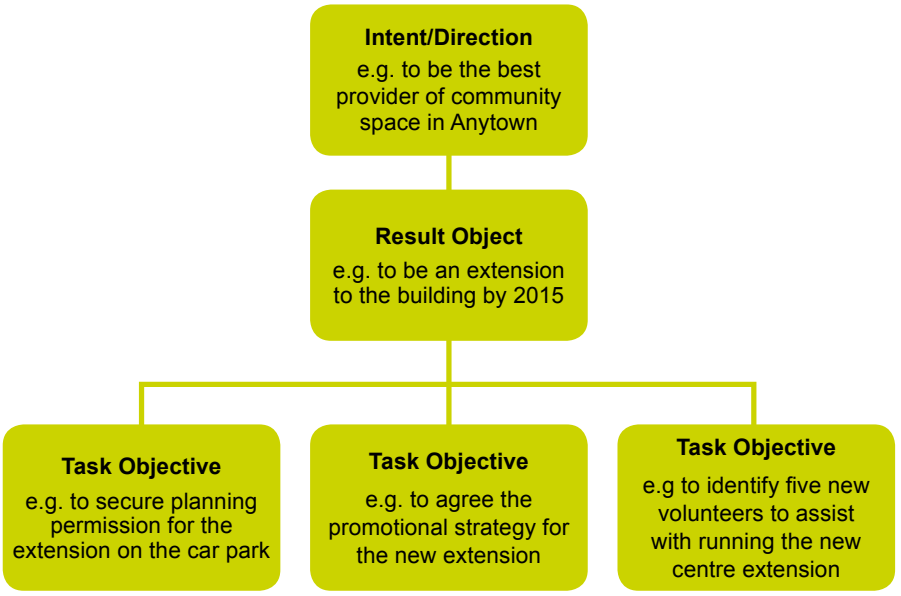
from 'Asset Transfer: A Partnership Routemap' (2009)

TOP TIP

Define your joint goals at the beginning, but allow for different aspirations.

from 'Asset Transfer: A Partnership Routemap' (2009)

Diagram 1: Typology of objectives



Thus project objectives may start as a general statement like 'the objective of the project is to save the town hall' As it is developed this project objective may become more detailed and others may be added like 'the objective of the project is to convert the town hall into community space on the ground floor with 6 two bed flats above' and 'the objective of our project is to constitute a new charity which will own the town hall so that the houses on it can be always be sold or let locally'.

Alternatively a general statement such as 'the objective of our project is to expand and improve the facilities for young people in our neighbourhood community centre' will develop into 'the objective of our project is to build a managed workspace annexe to the community centre by 2015. Surplus revenue from the rents of the workspace will pay for a youth worker to organise activities for young people in the neighbourhood'.

Whatever level of detail or type of objective is possible to adopt at the initial stage project objectives are ideally developed using the SMARTER acronym on page 23 to test that they are focussed and action oriented. This helps to avoid project objectives which are so general that it is difficult for a focus to develop which enables effective decision making and activity by everyone involved. Project objectives set in this way also contribute to clarity about the way that the benefits of the project can be measured and what records may need to kept or data that will need to be collected in order to check or monitor progress or evaluate the project at specified times against the objectives that are agreed. This is particularly important for securing finance and business planning (see sections 7 and 8).

TOP TIP

'Remember that you're all on the same side! It's not them and us, but benefit to the community that is important - and the partnership needs to jointly define that need and purpose'

from 'The Partnership Route to Asset Transfer' (2010)

It may not be possible for all the project objectives to be SMARTER until some of the feasibility research process is complete, but when it is, project objectives are used to inform the scope of the initial feasibility assessment and the development of the Business Plan (see sections 4 and 6).

It is worth spending time with stakeholders looking at objectives from the point of view of flexibility. Are there any that cannot be compromised and others that can be more flexible depending on whether they will affect the viability and feasibility of what the project is to achieve? For example an initial project objective may be that it will provide community space for hire cheaply to local groups. If however this means that revenue costs cannot be met by the income from hiring the space so that the idea is not viable then the objectives may have to be amended. For example a different model to run the space that focuses on volunteers will need to be adopted or a different pricing regime and inclusion of some commercial hirers may need to be incorporated into the project objectives. But the nice thing about this is that it is possible for project objectives to change in line with the opportunities and constraints as the project progresses. It provides opportunities to be both entrepreneurial and opportunistic.

The SMARTER acronym

Specific -	Objectives should specify what you want to achieve.
Measurable -	You should be able to measure whether you are meeting the objectives or not.
Achievable -	Is the objective you have set, achievable and attainable?
Realistic -	Can you realistically achieve the objectives with the resources you have?
Time -	When do you want/need to achieve the objective?
Evaluated -	Knowing how well you will assess how well it was done
Reviewed -	Assessing what has been learned and what should be improved for the future

Commitment to ‘can do’

Some asset development projects get mired in arguments between individuals and organisations involved and, as a result, never happen.

These arguments can take many forms - about uses of the land/buildings, about taking risks like borrowing money, about lobbying and campaigning to get decision makers like councils and landowners to take action or about points of principle like refusing to charge certain groups or individuals for services.

Most of these can be addressed by discussion and good communication to build understanding of what needs to be done to move projects forward and why. More difficult is when individuals or organisations refuse to forget events in the past or always characterise decision making organisations (the Council, landowners, Transport authorities etc) as the villains

of the piece that abuse their power and are unsympathetic to those who are affected by the consequences of their decisions. In these cases an agreed mediator or independent facilitator can be helpful.

Similarly projects can be delayed by a lack of urgency or priority being given to progressing projects by some stakeholders. For some projects this may not be an issue for others this may mean funding runs out or volunteers and supporters drift away leaving only cynicism as a legacy of the project.

One way to avoid this is to debate and agree a timetable with all stakeholders involved so that everyone is aware of the need to take action or complete tasks by particularly deadlines. Another way is to make sure is that all progress is celebrated and marked and everyone's contribution is acknowledged publicly.

Viability and sustainability

If projects are to last and be successful at delivering community benefit for the long term, every aspect of the process should ideally be seen through the filters of viability - whether the project will have the financial resources to stay alive and sustainability - whether the project is run by people with the right skills and attitudes to ensure that it grows and changes as necessary and appropriate.

It is easy to overlook or ignore viability and sustainability issues in the rush to secure an asset or funds to improve or develop them. Resources and time are often in short supply which means expert help, good research and detailed discussions between stakeholders do not take place. Instead there is an assumption that 'things will pan out OK' or 'it can be dealt with when the time comes'.

Obviously it is not always possible to cover every eventuality and some things will have to be done in the future BUT it is possible to avoid major mistakes and relevant sections of this guide particularly address these 'Red Flags' of viability and sustainability as a checklist to consider as the project progresses and each activity is undertaken.

TOP TIP

"Manage expectations and don't expect too much - all partners need to be realistic, realise they are there for the long term and remain positive and calm"

From 'Asset Transfer: A Partnership Routemap' (2009)

Dealing with professional advisors

At several points in the process of implementing a project it will be necessary to take advice from professionals who have information or skills that are not available to the project champion or other project stakeholders.

Given that this may happen at various stages in the process, as a starting point it is useful to know what different kinds of professionals do, what processes are available to select them and what project champions and stakeholders may need to think about before taking professional advice. What kind of advice may be needed will depend on:

- The kind of project being developed and its specific circumstances.
- The skills and resources available to the organisation or individuals championing the development of the project, and
- Whether an existing organisation is seeking to develop and implement the project or whether an organisation will need to be established.

The professionals that could be involved in most projects and the kinds of advice they offer are summarised in Table 1 along with their relevant professional association.

Before you think about appointing advisors you need to remember that there are European Regulations about the way that they can be selected and appointed, particularly if they are being employed on publicly funded projects. This is mainly determined by the size of the project and the amount of fees involved (see section 11 and 12 for relevant publications and organisations who can provide advice).

Identifying advisors

Most of the professional associations in the table can be contacted to find professionals in the area where the project is based who can be approached for information about the services they provide and their experience and qualifications. Some of these associations also provide examples of contracts or terms of appointment for professional advisors. All advisors will be accustomed to providing evidence of their qualifications and experience and will be reassured when it is asked for - it demonstrates a sensible and informed approach.

TOP TIP

If the partnership is embedded between the organisations it is more likely to succeed. If one or two people are effectively the only driving force, that undermines the sustainability.

Be prepared for the long haul - the details can take an age to iron out, and all parties realising this at the start will avoid (or at least mitigate) frustration.

From 'Asset Transfer: A Partnership Routemap' (2009)

Whatever the circumstances, the following general principles should be applied to the selection of all advisors and contractors to provide advice and services:

- They should be suitably qualified - This can be checked by ensuring that they are registered with a relevant professional body

- They should be suitably insured - Evidence (policy certificates) can be requested from potential advisors that they are insured against any liabilities arising out of the work they do. This may include professional indemnity insurance and collateral warranties[1] to provide protection from poor quality work and advice.

- They should have relevant experience - Projects are often complicated and advisors with experience working for not for profit community based organisations may not be easily available in every area. But it is important to have someone with relevant experience not only of what the project is intended to do but they way it is intending to do it.

Potential advisors with relevant experience can be found by researching who has worked on other similar projects (see sections 11 and 12) and speaking to people from the project to see if they were happy with the outcome.

Potential advisors can be asked for references from previous clients. These should be followed up in writing and over the telephone with the referee - preferably a person who had direct contact with the advisors concerned.

TOP TIP

Make sure you agree a set of criteria for choosing your advisors so that you can properly explain your decision and demonstrate an unbiased process to all stakeholders

Selecting Advisors

Once advisors have been identified who are qualified and suitably experienced one can be chosen using a number of methods:

Issue an invitation to tender for the work to be done to 3-5 advisors outlining the services required. The tender invitation should set out a brief (set of instructions) accompanied by specifications and drawings (if applicable). All advisors should be asked to provide their costs on the same basis, at the same time, using the same documents and set a deadline for their return.

Include requirements and timing for meeting with potential advisors as part of the selection process. Requesting a presentation on how they would tackle the work and key issues they think are involved in responding to the brief. The meeting is an opportunity to discuss the brief as well as assessing the suitability of the person(s).

1. Collateral warranties are contracts which generate obligations to other interested parties such as purchasers of a site, tenants or funders with respect to the quality of any work by professional advisors/contractors. They often stand alongside a main construction contract.

Negotiate a price for the work directly with a company or individual that has been identified, based on the same documentation prepared for a tender process.

A prevalent view is to appoint on the basis of the lowest price. Whilst this may be appropriate for well specified building works for example (even then it is questionable) it is not likely to work with design and legal advisors with whom more dialogue is likely to be needed about what is needed.

TOP TIP

"Ensure appropriate implementation support is included! Many organisations pay thousands of pounds for consultancy, particularly IT/ finance ones, and they are left without a clue as to how best to effectively implement the recommended solution. This needs to be built into the brief"

From 'Guidance on finding selecting and using Consultants'

Briefing and instructing advisors

It is worth remembering that professional advisors are specialists who often have their own jargon and ways of doing things. They are experts who may find it difficult to communicate in simple terms. Dealing with them will therefore require:

Preparation - a tailor made brief or instructions produced for the advisor based on the objectives of the project. All briefings/instructions to advisors should start with the objectives of the project and the issues that may be faced in implementing it. Section 9 and 10 deal with specific issues that may need to be addressed when briefing building design, but as a minimum briefings should include clear information on the following:

- What the advice asked for is to achieve for the project.
- Who the project is intended to benefit
- What problems the project is intending to solve
- What the future of the project may be
- What sort of resources are being targeted for the project
- The land and building assets that are to be acquired or developed as part of the project.

Any particular concerns or queries which need to be addressed should be highlighted as well as any ideas about the project that should be taken on board when giving advice.

SELECTING ADVISORS

▶ How accessible is the advisor - where are they located, will they come to where the project is located?

▶ Evaluate the quality of the response received from the advisor and any meetings that are included as part of your selection or tendering process. Will it be possible to form a good relationship with the advisor(s)?

▶ Is the advisor a clear communicator?

▶ Will the advisors go that extra mile, make an effort, and avoid jargon and being patronising?

▶ Is the advisor actively interested in what the project is aiming to achieve. Does the advisor have similar projects in their portfolio?

Clear communications - ensure that it is clear exactly who is empowered to issue instructions or receive advice from advisors for the project.

Table 1: Professional Advisors

Profession and advice available	Professional body/ies
Accountant Advice on financial accounting and tax (Corporation, VAT etc)	(Chartered Institute for Public Finances and Accountancy. Institute of Chartered accountants for England and Wales) www.cipfa.org.uk www.icaew.co.uk
Architect Design and layout of buildings. May also assist in community involvement in projects and development of brief for other advisors	(Royal Institute of British Architects, Architects Association) www.riba.org
Barrister Involved only in exceptional cases. Specialised legal advice arguing a case in court and at local planning enquiries.	(The Bar Council) www.barcouncil.org.uk
Building Surveyor Combination of architecture/surveyor and engineers services for small projects	(Royal Institute of Chartered surveyors RICS) www.rics. org
Building Contractors May provide project management, design and construction services.	Chartered Institute of Building - larger construction contractors. Guild of Master Craftsmen represents small and medium sized construction based businesses that want to demonstrate a high standard of quality National Federation of Builders (NFB) - trade association representing small and medium sized builders in England and Wales. www.ciob.org.uk www.findacraftsman.com www.builders.org.uk
Business Support Advisor Consultancy on setting up and running an organisation/business. May include business planning, setting up systems and policies and so on.	www.setas.org.uk www.socialenterprise.org.uk
Landscape Architect Design and budget costs for landscape or public realm works	(Landscape Institute) www.landscapeinstitute.org

Lawyer Solicitor Legal structures for organisations Legal implications of finance Advice on Tax (corporation, value added, stamp duty) Insurance Contracts/debt collections Franchising Licences and leases Employment	(The Law Society) www.lawsociety.org.uk
Letting/estate or property agent Will provide a range of advice and services related to renting and selling property. Including market research and valuations of land and buildings where professionally qualified to do so.	(Association of Residential Letting Agents, RICS) www.arla.co.uk www.rics.org
Mechanical & Electrical Services Engineer Advice on design of air conditioning heating lighting etc in buildings	Chartered institute of Building services, Institute of Mechanical Engineers www.cibse.org www.imeche.org.uk
Planner Planning system and legislation, planning applications and consents May also assist with community involvement in project and development of brief for architect/design team	Royal Town Planning Institute www.rtpi.org.uk
Planning Supervisor Health and safety	Association for Project Safety formerly Association of Planning Supervisors www.associationforprojectsafety.co.uk
Quantity Surveyor Building costs Running/maintenance costs	(Royal Institute of Chartered Surveyors) www.rics.org
Structural Engineer Advice on land and building conditions	(RICS, Institution of Civil engineers) www.rics.org
Valuer/surveyor Can advise on land and building values	Royal Institute of Chartered Surveyors www.rics.org

Costs of advice

Some professional advisors offer pro bono (free) advice for the initial assessment stage of projects (see section 11 and 12). It is important that no formal commitment to appointment to work on future stages of a project is made to professional advisors as this may not be acceptable to funding bodies that may have very specific requirements for a selection process and agreement of fee costs for projects.

Different professionals also charge in different ways. Professional fees for land and building professionals are covered in sections 3 and 10 and are mostly related to the total costs of the building contract.

For other professional advice, different rates may be used - charging for advice by the hour or day and seeking reimbursement of a range of expenses associated with the work (for documents, travel expenses, subsistence etc)

It is possible to ask for the work to be quoted for on a fixed fee basis and what hourly and daily rates would apply for extra work not covered by the fixed fee. An estimate of the expenses that will be payable in addition to the fee can also be requested. Most of these charges will be subject to VAT.

Whatever the rates being charged they should be put in writing and agreed before work is carried out.

WHY EMPLOY BUILDING AND DESIGN PROFESSIONALS?

One of the problems of the St Werburgh's Centre in Bristol was that it was expensive to run, particularly in heating costs. Taking advice on the green features they could incorporate in their buildings refurbishment means that they have better insulation in the roof and windows, a more efficient heating system and have included some photovoltaic panels that will mean they generate some energy of their own.

WHY USE A PROFESSIONAL ADVISOR?

The Goodwin Development Trust is a locally accountable development trust and registered charity responsible for a number of buildings in Hull. They have been involved in a number of new construction projects, including the £5 million Octagon Centre. Their bill for professional advice on VAT for a number of projects was £100,000. BUT that advice meant that they saved over £500,000.

04
Maintenance and management of assets

What can stakeholders do to support asset champions in relation to maintenance and management of an asset?

Stakeholders can:

- Set up learning events between Facilities Management or Maintenance professionals from within their own organisation to support project champions
- Facilitate meetings /visits to other similar projects to talk about practical aspects of taking on land/building responsibilities
- Secure resources for formal training for the group who is proposing to take ownership of the building/land
- When appropriate, provide free promotional opportunities to ensure that the business(es) associated with the asset can thrive

VIABILITY AND SUSTAINABILITY RED FLAGS

- Have all of the costs associated with managing the asset been identified to include in revenue projections?
- Have all of the costs associated with maintaining the asset (and therefore its value) been estimated based on a whole life costing?
- Have service charges to tenants (where appropriate) been calculated to recover all costs?
- Have hiring/rental levels been set to cover all costs and make a surplus?
- Have all of the tasks associated with maintaining and managing the asset been allocated to staff or contractors with relevant skills and expertise?
- Have procedures been agreed for decision making about the management and maintenance of the asset?

Maintenance and management of asset

The importance of the way that an asset is managed and maintained to its value, as the quote from Price Waterhouse suggests, cannot be overestimated. Although land and building assets cost a lot to create or improve, they often cost a lot more in total running costs over (say) 20 years. There can be an assumption that buildings can earn money for owners just by being let to others. That might be true for short periods of time - and there is no doubt that the first owner of a new building asset, can sometimes make a lot of money - but it is also the case that land and buildings can be liabilities, partly because they cost a lot to run and maintain.

This is because land and buildings are easily neglected. As inanimate objects they tend not to be the focus of very much interest unless something is wrong. They take a while to deteriorate but when they do they quickly become unfit for the purpose they were intended. Dirty community centres and parks are eventually abandoned by their users, outdated workspace and shops are quickly vacated and neglected housing becomes unfit to live in. They cease to be assets. Since many asset development and transfer projects are made possible by voluntary action and other public support including funds, this is to be avoided.

> “The success of some forms of property .. clearly owes more to the flair of the operator than demand in the marketplace... it is the business, not the value of the structures that often defines value”
>
> **Price Waterhouse et al 1994**

The key to avoiding this is thinking ahead - planning how the assets will be managed to a high standard and ensuring that the decisions that are made when it is built or improved are aimed towards creating a viable and sustainable future for the project and the organisation running it. After all, once it is built the costs of running it are pretty much set, so thinking about what will be needed to manage and maintain a building up front will help to ensure better decision making in the design and construction process and enable the organisation which is to take on ownership to make sure they are ready with the skills and knowledge to do so effectively.

Types of assets

The asset that is the start of any project obviously makes a difference to the scale and complexity of the job of transforming it, bringing it into community ownership and ensuring that it delivers community benefits into the future.

Asset transfer and development projects have covered the complete spectrum of types of business and kinds of buildings or spaces - so lots of things are possible.

But some assets will not lend themselves to all kinds of uses. Heritage assets for example, that may have special historical or architectural features that cannot be changed present some challenges to find viable uses. Similarly some kinds of uses will be more expensive to manage and maintain than others. The needs of a warehouse for example in management and maintenance terms will be very different to that of a sports hall or swimming pool. Completely vacant land is also a different proposition to an existing building or a space that already has a function (like a woodland or cricket ground).

It is helpful at the start of any project to get a feel for what is going to be involved in taking it on. This helps define project objectives (See section 3) and provides a good background for the initial assessment of the project's feasibility and viability.

Fortunately there is plenty of experience to draw on for running almost any kind of activity in any kind of building.

The table of types of asset use is based on what the land use planning system calls "use classes" but it also lists community based organisations and social enterprises who are current putting land and buildings to these uses. This means that a project champion and project stakeholders always have somewhere to visit and learn from. All project champions should try to visit people who are running an asset or an enterprise similar to their own project and in addition to the ones in the table, with a little research (see section 3) , there are many other examples to choose from.

Types of asset use - community run or owned examples	
Class A1 Retail uses including shops, retail warehouses, hairdressers, travel agents, undertakers, dry cleaners, sandwich bars, pet shops, showrooms, hire shops and post offices	Edinburgh Bicycle Cooperative, Edinburgh www.edinburghbicycle.com Gabriel's Wharf London www.coinstreet.org Soundbites Derby www.soundbitesderby.org.uk
Class A2 Professional and financial services which the public regularly visit including banks, building societies, estate agents, betting offices and agencies	Fair Finance, London www.fairfinance.org.uk
Class A3 Businesses selling food and drink, including restaurants and snack bars.	The Garden Cafe, Edinburgh www.thistle.org.uk Waterhouse Restaurant (Shoreditch Trust) www.waterhouserestaurant.co.uk www.shoreditchtrust.org.uk/Water-House-Restaurant
Class A4 Public houses and bars	Old Crown Pub, Cumbria www.theoldcrownpub.co.uk
Class A5 Businesses providing hot food to takeaway	Karibuni, Shetland www.cope.ltd.uk
Class B1 Offices not open to regular public access such as research institutions, studios, laboratories, hi-tech businesses and light industrial units which don't cause nuisance through noise, dust, smell or grit.	Fourways, Amble Cumbria www.ambledevelopmenttrust.org.uk
Class B2 General industrial uses	Hill Holt Wood, Lincolnshire www.hillholtwood.com

Class B8 Wholesale warehouses and distribution centres	First Fruit warehousing, London www.firstfruitwarehousing.org
Class C1 Hotels, hostels, boarding houses and guesthouses.	Methodist International Centre, London www.micentre.com
Class C2 Residential schools or colleges, hospitals and convalescent or nursing homes.	St Katherine's Foundation Limehouse London www.stkatharine.org.uk
Class C3 Houses and flats occupied by a single person, family or not more than six people living together as one household	Holsworthy Property Trust, Devon www.communitylandtrusts.org.uk Iroko Housing Cooperative, London
Class D1 Churches, church and public halls, clinics, health centres, crèches, day nurseries, consulting rooms, museums, art galleries, exhibition halls and non residential education and training centres.	St Lukes Parochial Trust, Islington London www.slpt.org.uk Burton Street Foundation, Sheffield www.burtonstreet.co.uk Hull Community Church, Hull www.community-house.co.uk
Class D2 Cinemas, sports, music, concert and dance halls, swimming pools, casinos, gymnasiums and other indoor and outdoor sports and leisure uses.	Lexi Cinema, London www.thelexicinema.co.uk Lenton Centre, Lenton Nottingham www.thelentoncentre.org.uk Milton Keynes Parks, Milton Keynes www.theparkstrust.com Rockingham Forest Park, Northamptonshire www.rockingham-forest-trust.org.uk
Sui generis: Theatres, houses in multiple paying occupation, hostels providing no significant element of care, scrap yards, petrol filling stations and shops selling or displaying motor vehicles. Retail warehouse clubs, nightclubs, launderettes, taxi businesses, amusement centres and casinos	Theatro Technis, London www.home.btconnect.com/theatrotechnics/framset/ Boundary Estate Launderette, London www.boundarylaunderette.wordpress.com/

Management of assets

The activities involved in taking ownership responsibility for land and building assets can be categorised broadly as Facilities Management. This encompasses both the management and maintenance of the physical fabric of the asset and the management of uses of the asset.

Facilities management	
Activity	**Potential tasks**
Strategic Facilities Management	Property Policies - who may rent or use an asset and on what terms. Capital strategy and asset management planning - how the asset is invested in. Capital programme management - managing the investment in the property. Corporate Landlord responsibilities - insurance, statutory compliances. Business Risks and Continuity - making sure that the bills are paid and that the land/building remains usable
Site Maintenance and Management	Officer in charge (Fire H&S) Grounds maintenance Security Health and safety compliance Parking
Building Maintenance	Repairs Cyclical preventative planned maintenance
User/Customer Service	Reception Tenant/user liaison
Contractor/Staff/Volunteer Management	Negotiating contracts Cleaning Catering Grounds maintenance Security Repairs

Any organisation can essentially make choices about how many of these tasks they take direct responsibility for through the employment of specific staff and how much can be provided by contractors who will be paid to take on the responsibilities.

The volume of these activities will differ from project to project depending on their objectives and overall size and complexity. Some asset

development projects may require and generate enough revenue to pay for dedicated property management staff for these activities; others may have to use volunteers or absorb these activities within existing staff roles or the recruitment of new staff and/or service contractors.

The checklists and a whole life costing for an asset project can help asset champions decide what they are going to do and to project the costs of this for an initial assessment (see section 6) or Business Plan (see section 8).

They will also inform consideration of design and construction work particularly in relation to items such as security alarm arrangements, the amount of communal space and facilities that will need to be cared for, and so on (see section 9).

However every organisation proposing to develop an asset or to accept an asset transfer, must consider in detail activities that, due to the legal responsibilities involved, will need specific advice on the exact requirements:

Licensing

There are legal requirements associated with the use of assets and the equipment associated with them. Although individual users of assets may need licences and permissions themselves, building owners and managers will also need them to fulfil their duties of care. Playing music, serving food and alcohol, performances - all these activities have specific licensing requirements (see sections 11 and 12 for more information)

Health and safety

Adherence to the Health and Safety at Work Act and the Management of Health and Safety at Work regulations that are in force are a legal requirement. These cover first aid, hazardous substances and fire safety. Like fire precautions, adherence to the regulations requires regular inspections and risk assessment, formal reporting procedures and evidence that members of staff, volunteers and users of buildings are both briefed on the policy and practical issues involved for any project.

Fire precautions

The Regulatory Reform (Fire Safety) Order 2005 sets out requirements for the appointment of a special person (Officer in Charge), risk assessments, equipment and procedures associated with a building's use.

Children and vulnerable adults

Providing space for these users involves addressing specific requirements about access to areas that they may use and the people involved in providing activities for them.

Disability and access

The Disability Discrimination Act 1995 requires that employers and providers of services do not discriminate against those with disabilities (e.g. impaired mobility, hearing or vision) and require them to make "reasonable adjustments" where necessary. This is particularly important for community centres that are deemed to be service providers and must comply with requirements. An access audit is a key tool for satisfying the requirements that all issues have been addressed and an informed view taken of what may be considered "reasonable adjustment" under the Act.

Insurance

Insurance is not just a good idea it is sometime compulsory. It is not just relevant to the physical fabric of an asset but also its use. These insurances are in addition to those that may be needed by the organisation running the asset for employees, public liability etc.

Formal agreements with land and building users

Asset owners need to protect their own and others' interests when they make an asset available for use. Their exact responsibilities will depend on the nature of the asset, but it is important to manage the expectations of users and to be clear about the terms on which their use is made possible. This will need to be done via formal agreements which may take the form of a lease, licence or hire agreement (which may also be accompanied by Rules of Hire) for users. What kind of agreement is entered into will be determined by the nature of the asset, the legal structure of the organisation managing/owning it and the conditions under which they are allowed to make it available to others given their own interest in the asset (e.g. lease terms for the freeholder) (see section 10)

In addition some assets may require that service charges in addition to rent/hire charges need to be agreed with users which will also be the subject of formal agreement.

All activities require an element of administration - for example, payments for services will have to be processed, correspondence with contractors/ insurers and so on.

The checklists in this section are provided for an asset champion to consider all these management and maintenance activities in detail. It also looks at the kinds of capabilities the organisation taking on the asset will need to do the job effectively.

Managing physical care and maintenance - checklist

Maintenance task	Decision required			
	What is required?	Who will arrange it?	Who will do it?	Staff member or contractor
Cleaning For example: Development of specifications and contractor/employee supervision				
Gardening For example: Develop specifications and approved contractors for work Supervision of contractors/employees				
Cyclical maintenance (decoration etc) For example: Development of specifications and approved contractors for works Supervision of contractors/employees				
Health and safety For example: Development of risk assessments and policy Inspections				
Repairs and renewals For example: Development of specifications Approved contractors for works				
Security For example: Development of specifications and contractor/employee supervision				
Rates For example: Registration of property Payments				
Utility fire and health and safety compliance For example: Certifications and inspections, development of specifications				
Administration For example: Dealing with correspondence related to maintenance activities, complaints etc Keeping records, collecting monitoring information				
Others (specify)				

Checklist: managing the use of the asset				
Activity	**What is required?**	**Who will arrange it?**	**Who will do it?**	**How will they be employed and by whom?**
Insurance (Land/Buildings/public liability/employers liability/contents) For example: Develop specifications, Inventories, Risk assessments Negotiate and secure cover, administer renewals				
Marketing/Letting For example: Preparation and agreement of terms for tenancies/ leases and licences Development of booking hiring policies and prices Sales of property interests (leaseholds/ freeholds) Specification of service contracts employees and contractors				
Promotion/publicity For example: Advertising Development and production of publicity materials, web sites				
Tenants liaison For example: Support programmes - individual support to tenants of housing and workspace on lettings and management issues. Inspections Credit control Liaison over repairs/improvements				
Administration For example Rents/Services charges administration and credit control Keeping records Collection of Monitoring information - building users, numbers of enterprises, employees etc.				
Others (specify)				

Checklist: managing the organisation responsible for the asset				
Activity	**What is required?**	**Who will arrange it?**	**Who will do it?**	**How will they be employed and by whom?**
Management of staff Development of contracts and supervision and management processes				
Management of contractors Development of contracts and supervision and management processes				
Governance of the organisation Developing any membership of the organisation; supporting its governing body or developing outreach or consultative events to inform future plans.				
Administration Maintaining an office/address, and communications (IT, Telephone etc) company and charity reporting correspondence etc				
Financial administration Collecting rents and other income, bookkeeping, administering expenditure and income, audit and reporting/ accounting for grants, loans and so on				
Legal compliance For example: Health and safety as an employer, VAT/ Company/charity annual returns etc.				
Management of projects Projects made possible by other fundraising or income generation from assets				
Record keeping, impact monitoring Keeping records and collecting monitoring information				
Others (specify)				

Photographs: The Priory Centre, Great Yarmouth Community Trust, a particpant in the Advancing Assets for Communities programme.

05
Building support from stakeholders

What can stakeholders do to support asset champions in relation to building support from stakeholders?

▶ Help to promote the benefits of the project through their own networks and associations.

▶ Secure in kind support for design of publicity/web site presence/provision of venues for events

▶ Ensure attendance at all public events/launches associated with the project

▶ Provide positive input to discussions with other stakeholders who are not supportive to the project to resolve conflict and build consensus

VIABILITY AND SUSTAINABILITY RED FLAGS

▶ Are there enough volunteers on board to help make the organisation that is to take ownership of the asset a strong and well governed body?

▶ Are there sufficient supportive stakeholders to ensure that key project requirements can be achieved e.g. planning permission, funding

▶ Are stakeholders prepared for the long period of time that some asset development projects need?

▶ Have enough opportunities been created by asset champions to provide meaningful involvement for stakeholders?

The need for stakeholder involvement

Different projects will start in different places but are likely to start with a lack of provision of land or buildings to meet community needs in a neighbourhood.

The opportunity to raise these concerns and consider the development of land and buildings to address community needs may be triggered in a variety of ways which will ultimately affect the stakeholders that will be involved and the extent of their involvement. Some may react to a threat or an opportunity others may actively seek out possibilities to develop an asset project.

Stakeholder involvement is also essential for building consensus about proposals and addressing objections or concerns in advance. From this point of view any local politicians, local community groups and organisations that are likely to support the idea of community owned land and buildings are essential to the process, particularly as asset projects often take a long time to implement.

Whatever the initial trigger and whether a project is being promoted by an interested group of individuals or an existing organisation(s); to be successful the project and the project champion will need stakeholders to support it because involving stakeholders helps to

> "The difference between commitment and involvement is illustrated by the bacon and eggs breakfast - the chicken was involved but the pig was committed!"
>
> **Anon**

TOP TIP

Community consultation is essential - an understanding of community needs and early acknowledgement by the Local Authority team of the value from the third sector partners are both integral to the process of asset transfer and community ownership.

From the Partnership Route to Asset Transfer (2010)

- Create value and wealth - value is not just about money but about relationships and reputations that can create fruitful collaborations that are about money
- Reduce risk - many asset projects will need political support and many public bodies require projects to be promoted by people or organisations that are seen to have a mandate from other stakeholders if they are to be credible.
- Tap opportunities for innovation - the more stakeholders involved the more resources, skills, ideas are available to contribute to the project
- Improve sustainability/ resilience - there is nothing like involvement to create agreement on aims and objectives, commitment to making a project happens and understanding of what needs to be done. Both the project and the organisation promoting it can benefit from this

Identifying stakeholders

To secure the benefits of involving stakeholders who can make a project happen, thought needs to be given to identifying all stakeholders and planning ways in which they can be involved in the development of the project.

It is not possible to be prescriptive about how stakeholders should be defined or identified in order to involve them in developing a project; it really does depend on where the project started and what it involves..

But from a practical point of view stakeholders cannot be involved in developing a project if it is not known who they are and why they should be involved. So initially projects will have to define their stakeholders. This can be done in a in a number of ways, see 'Identifying Stakeholders box to the right.'

Once stakeholders have been identified in this way for a project it is worth analysing where they are in relation to the project - are they actively for or against the project or uncommitted one way or another? Some key stakeholders will be more important to secure support from than others dependent on the nature of the project. This can provide a useful campaigning base for the involvement of other stakeholders.

It is then possible to think about how stakeholders can be moved from a position of being against to being supportive. This may simply be a question of information about the project or may be a question of consultation on the details of the project.

STARTING POINTS FOR STAKEHOLDERS

▶ Existing community based organisations may be looking to develop a project which secures a land or building asset or improves an existing one to help them achieve the objectives of their organisation (social and community enterprises, voluntary and community groups).

▶ Existing organisations (local government, private individuals and companies) may be looking to transfer land and building assets into community ownership (community centres, housing, vacant buildings/land) and have asked local organisations to respond.

▶ Proposals for a new road;

▶ A planning application for development;

▶ The publication of a land use planning policy at regional or local level (the Local Development framework, a site specific planning brief or supplementary planning guidance) which guide the development of land

▶ Proposals for sale and/or development of land and buildings owned by public agencies (local government, health authorities and so on);

▶ Concern about lack of local affordable housing provision, community facilities or employment opportunities for local residents identified by a process of neighbourhood or community planning. (For example a parish or village appraisal).

IDENTIFYING STAKEHOLDERS

▶ **By Type** - decision makers, the public, a defined geographic area, age gender, ethnicity etc

▶ **By Issue** - groups and individuals already involved in the issues the project is concerned with (Saving heritage assets, generating sustainable energy, creating green spaces etc)

▶ **By 'Stake'** - groups and individuals who may be affected positively or negatively, directly or indirectly.

Planning a process of stakeholder involvement

The major pitfall of consultation and involvement processes are that they can be inconclusive, consume a lot of time and can be quite unpleasant and challenging.

The more planning that goes into the process the more likely that this can be avoided. There are now large amounts of guidance available to assist with planning these processes and most start with the need to ensure that the involvement process is tailor made to the needs and interests of stakeholders and is relevant to the project which is the subject of their involvement.

The purpose of stakeholder involvement

The stakeholder involvement plan will need to be clear about the purpose of involvement and the Continuum of Engagement is a helpful tool for this since it will help to determine the kinds of information that is produced, the format and numbers of people involved in discussions and the time and resources the process requires.

The continuum of involvement	
⇩ **Information Giving**	To provide people with information to assist their understanding
⇩ **Information Collecting**	To collect information about attitudes, opinions and preferences that will assist your understanding and decision making
⇩ **Consultation**	To obtain feedback on specific policies and proposals
⇩ **Participation**	To involve people actively at all stages to ensure that their concerns are understood and considered and to give them some influence on and ownership of decisions
⇩ **Collaboration**	To bring people into active partnership and agree sharing of resources and decision making
⇩ **Delegated Authority**	To transfer resources and decision making

Based on Dialogue by Design 2008

Key public sector stakeholders in asset development and transfer projects	
Central Government	as funders and regulators, particular in relation to disposal of public assets, application of EU procurement and State Aid rules both members and officers have a key influence on projects
Local Government	as funders and regulators particularly in relation to land use planning policy and approvals both members and officers have a key influence on projects
Other public service providers	Health, housing, education and police service providers from the public and social enterprise sectors. Organisations like Registered Social Landlords, local government service departments and local regeneration agencies and partnerships. The local voluntary and community sector is also likely to be a key provider of support to asset development and transfer projects.

Stakeholders and the development of the project

The involvement plan will need to consider how development of the project - from the initial setting of project objectives through to its final completion - will take place and how stakeholders may be involved at each stage. Section 3 of this guide outlines the process of setting objectives and ensuring that they are clear. To involve stakeholders in these discussions is important and will differ from project to project but is likely to include discussions on:

- Needs that the project will meet - for housing, community facilities, workspace, surplus revenue to support or carry out other activities etc.
- How the project will meet them - the project objectives - what kind of asset will be developed, who will benefit, who will own it, who will occupy it and how it will be run and maintained.
- The design and construction of the project - preparation of a brief and the appointment of professional advisors
- Securing support for the project - identifying other stakeholders who might support the project with the resources or skills needed to make the project happen.
- Developing, if necessary, a new organisation to make it happen and agreeing its legal structure and governance (who its members are, how it makes decisions)
- Stakeholders' role in the project when it is complete.

How this work with stakeholders takes place will depend on the specific circumstances of the project and the resources and skills available. A detailed process usually involves a combination of methods that address the following:

People - stakeholders that have been have identified
(the wider public or smaller groupings)

Product - what is to be produced as an outcome of the process?
(An agreed design, an agreed process or procedure etc)

Pace - the time available and when things will need to happen.

Price - how much will it cost - time and money

Process - the method that will suit stakeholders and get the desired outcome

The table below describes some specific techniques which have been used in other projects and there are a large number of guides, toolkits and publications which can help to plan a process and implement it for any project (See section 11 and 12).

Techniques to involve communities
Planning for Real®- a tool for considering all the needs in a neighbourhood. It is particularly appropriate for considering land and buildings since it is based around a scale model. The model of a neighbourhood/village/building is created by the community and often toured in the area to promote a Planning for Real ® event or series of events where the model is used to draw out views and ideas that can then be prioritised and acted upon. The packs include model making instructions, templates for publicity and agendas for events.
Village/ Parish Appraisals - A series of community surveys are undertaken to consider all aspects of village life and encourage action by local volunteers and statutory agencies. A report of the process is then produced and launched to guide future local action and review progress.
Community planning weekends or Charette - a widely publicised weekend of design exercises, presentations and meeting site visits and discussion with professional advisors. The purpose is often to come up with a draft plan for a building or area within a weekend and present it back to the public who have participated in the events to agree how to make it happen.
Action Planning Workshops - an action plan on an agreed issue or concern is developed in structured workshops which are devised to include as many people as possible and result in positive proposals for action.
Visioning - A conference or event which aims to develop and agree a shared vision of the future by people who attend. It may be focussed on the future of a neighbourhood, village or site; or on a policy issue such as affordable housing or workspace in a locality.

Sustaining stakeholder engagement

Most asset development projects start with their community of stakeholders - its ideas, needs and aspirations. As part of the development of a project it will be necessary to consider ways in which they can be involved in the management of the assets once they are acquired and developed.

This can be achieved through their membership of the organisation that takes ownership of the asset (see section 10), as shareholders (see section 7) or through other mechanisms, such as involvement as volunteers, members of project working groups or via local forums where it is possible to report the activities of the project, celebrate success and gather further support for other projects and initiatives.

These activities have been included in the checklists related to management and maintenance of the asset since they will have to be planned and resources identified for their implementation as part of the business planning process to keep an organisation sustainable.

Support from stakeholders and evidence that the project will provide benefits to them are an important element to securing support for the development of the organisation and enabling its growth. This can include the opportunity to consider what will happen if the project and the activities associated with it do not happen (the 'do nothing option') which can often have greater costs associated with them that have to be met by the public purse. (e.g. crime, vandalism, teenage pregnancy)

There are a variety of tools that are now available to help measure and continuously improve the impact of a project to maintain support from the community of stakeholders that helped to make it happen.

These tools should also be considered at the initial assessment and feasibility stage of the project's development to enable collection of the relevant information for monitoring purposes that will help to measure the social, economic and environmental impacts of the organisation that will be managing the assets for the benefits of the community.

Some of these are methods are linked to quality standards which involve an external assessment and accreditation, others are meant to be planning tools to be used by organisations as part of their internal planning to improve their impacts in the community and collect evidence to prove that they do (see section 3 for relevant organisations and other impact measurement information)

Impact and performance measurement

Social Accounting and Audit - enables organisations to measure their impacts in terms of their performance against social environmental and economic objectives with all their stakeholders. There is a particular focus on involving all stakeholders in the auditing process.

Social Return on Investment - This helps organisations understand and quantify the social value they create. This tool expresses this as a monetary value and can be used to compare this value with the investment required to achieve it.

Tell Your Story - Community Impact Mapping - A simple approach to basic impact mapping proposed as a five question conversation held with stakeholders. Vision - what did you want to achieve for your community? What did you use - Staff? Volunteers? Money? Activities - what did you do with the resources? What happened because of what you did? What difference did your actions make to your community

Change Check - A Practical Guide to Assessing Impact - A systematic approach to looking at impact based on a review that considers survey information collected for the purpose. Addresses four questions: What do we want to achieve? - the core mission of the organisation? What levels of impact are we having in our work now? - Social economic environmental cultural. Where do we want to strengthen our impact - and are there any areas of impact we are making that we do not want? Identifying potential improvements. What changes are necessary to strengthen these impacts? - Prioritising and planning action

06
Feasibility

What can stakeholders do to support asset champions in relation to the feasibility process?

- Assist wherever is appropriate in answering and gathering evidence to address the project “make or break” questions.
- If they own the asset provide as much information as possible on previous development proposals, current condition etc
- The local planning authority can provide free access to planners to discuss the planning constraints and opportunities associated with the asset (e.g.availability of community infrastructure levy funds).
- Provide offers to co-locate or merge services with other providers from the statutory and third sectors if appropriate to improve the viability of the project.
- Provide assistance with research or professional advice on estimating costs and outlining what is needed to run the completed project.

VIABILITY AND SUSTAINABILITY RED FLAGS

- Have similar projects been visited and examined to benchmark against as part of an initial assessment of feasibility?
- Has comprehensive research into the target market users of the asset been undertaken?
- Have all the “make or break” questions been answered to a reasonable degree of certainty?
- Are all stakeholders satisfied that costs and income have been projected in enough detail?
- Are all stakeholders satisfied that the asset can be secured on the right terms and conditions?
- Are all stakeholders satisfied that any capital costs required can be secured?

There are many types of feasibility study but in the context of this guide it refers to whether a project can be developed to meet the objectives of the project given its context and the resources available.

A feasibility study is not a business plan. Instead a feasibility process answers the question “Is this a viable business venture?” from a number of financial, operational and technical perspectives and provides a plan that outlines the actions needed to take the proposal from ‘idea’ to ‘reality.’

A feasibility process may outline several alternatives or methods of achieving the project objectives. This helps to narrow the scope of the project to identify the best business model. By contrast the business plan deals with only one model. The feasibility study may narrow the scope of any project to identify and define two or three scenarios or alternatives from which the “best” alternative can be chosen. This becomes the basis of the business plan.

> “It is difficult to say what is impossible, for the dream of yesterday is the hope of today and the reality of tomorrow”.
>
> **Dr Robert Goddard, Physicist**

It is important to remember that a feasibility process is just that - to see if a project is feasible - and it may not be. Legal constraints, technical difficulties, high capital costs, limited revenue generating possibilities and lack of energy and commitment by project champions may all provide insuperable barriers. Careful consideration will need to be given to the risks and liabilities and the time and energy that may be needed to make things happen: the bureaucracy that will have to be waded through to do so should not be underestimated. The important thing is not to pursue hopeless causes and try to balance being optimistic with being realistic and prudent throughout the process.

The main activities of the feasibility process are research which should focus on answering the following questions for the project:

- Is the project desirable?

(from all stakeholders points of view)

- Can the project be accomplished?

(from a legal point of view and with the time and resources available)

- Is the project viable?

(will it cover its costs and make a surplus over a defined period)

At this stage of a project, resources may be needed to appoint professional advisors and enable processes of stakeholder involvement in the project.

Alternatively, this stage may be delivered by volunteers working with professional advisors or other local organisations that are deferring fee payments or providing services at no cost to the project.

Whichever way the project feasibility process is devised and implemented, the process will enable significant opportunities to engage with stakeholders in its development.

Conducting an initial assessment

This involves gathering information and advice which can support the project proposals and show how the objectives for the project can be accomplished from a technical, legal, financial and operational point of view.

To do this at such a level of detail that funding could be secured for project implementation will require significant resources and it is worth considering project feasibility as a two stage process - an initial assessment and a detailed feasibility study which will require resources to pay for more advice.

There is a tendency at this stage to assume that a lot of professional help is required to make an initial assessment of the project. This will depend on what support and skills are available to the asset champion, but an initial assessment is intended to be broad brush - based on some professional advice, local research and budget estimates rather than professionally verified market information or construction cost estimates which would be part of a detailed feasibility process.

An initial assessment of a project usually takes place when:

- A site or building has been identified for the project
- Project objectives have been agreed
- A group of people or organisation(s) are identified who can manage the process and report back to all stakeholders.

An initial assessment will include the inception and feasibility stages of the design and construction process described in Section 9 when there are opportunities to involve stakeholders in development of a brief for the physical transformation of the land and buildings associated with the project. This process also provides the basis for estimating capital costs

that can inform both the initial assessment (see below) and, later on, the detailed feasibility and business plan (see section 8).

The main purpose of the initial assessment is to:

A) *Test whether the project objectives can be put into practice and to refine them in the light of the information and advice that is gathered.*

The initial assessment will allow for a process of refining the project's objectives to improve its feasibility (whether it can be done) and viability (whether it can survive by generating income to cover its costs).

For example, it may be the objective of a project to provide a community centre or workspace that is affordable to local organisations and businesses. This objective may be at odds with the need to re-pay a loan needed to build them because the capital costs of their acquisition and development could not be entirely funded from grants. Alternatively it may not be a problem if it is considered that a subsidy to those organisations and businesses can be met by other grant fundraising efforts or from other income generating elements of the project.

In addition the project objectives may have implications for the operational requirements of managing the assets into the future. For example if the project involves providing housing for people on low incomes to rent or to buy it may be necessary to support them through the process of buying or renting the property by providing information and one to one advice and help.

The important thing is to be as clear and specific as possible about what the project is to achieve and how the social and community objectives (for affordability for example) are balanced with the financial requirements to cover costs and liabilities with income. This will enable the feasibility study process to identify alternatives that can accommodate all project objectives.

B) *Test whether the project is viable and sustainable and shows enough potential for success to conduct a detailed feasibility study.*

Photographs: Elsie Whiteley Innovation Centre, Halifax Opportunities Trust.

The initial assessment is a process of gathering information and predicting likely costs and income for both capital expenditure on the land and buildings involved and the revenue costs of running and maintaining them into the future.

It will be necessary to undertake research into all these questions and then bring the results together to consider a final view on whether the project has enough potential to be developed in more detail and to secure the resources that might be needed to investigate feasibility fully.

The initial assessment for the project should at a minimum research and answer the ‘Project Make or Break Questions’. The answers that are possible initially will become more detailed as more research is conducted. Considering all of them at the initial stage and filling in the feasibility checklists in order to address the questions however will demonstrate very quickly how much research needs to be done. This will enable answers to be generated that are supported with evidence that can be relied upon to make the initial assessment of whether the project is feasible, viable and sustainable and to make a decision about proceeding to a detailed feasibility process and Business Plan (see section 8).

Project make or break questions	
Is the potential land/building asset available? If so, on what terms - costs, conditions (For example whether a lease or freehold on land or buildings is proposed, or whether there are limitations like restrictive covenants on their use and development)?	**Is this certain?** Has a legal search been done, is there a written confirmation from the owner
Can the asset be developed to meet project objectives from a technical point of view? (For example, is it possible to fit what is wanted on the site/building, will it meet planning standards and policy and therefore get planning permission)?	**Is this certain?** Has an architect looked at it? Has a surveyor looked at site/building conditions?
Is there sufficient demand for what is proposed to make the project viable? For example is there a demand for workspace, shops or housing at the right price to enable the project to cover costs.	**Is this certain?** Have property agents been asked about the market and prices locally?
Are permissions necessary and are they likely to be given (planning permission or listed building consent for example)?	**Is this certain?** Have discussions been held with local planners or local planning policy documents been examined? Has English Heritage been consulted?
Is there sufficient stakeholder support?	**Is this certain?** What consultation has taken place about the project? Is the local council on board? Are there funders that can be approached?
Is there an organisation or individual people who can make it happen?	**Is this certain?** Who is the asset champion? Does an organisation need to be set up? How much time and resources do they have to pursue the project?
Does the organisation (if applicable) promoting the project have the legal powers to do what is proposed and is it prepared to champion the project through the process?	**Is this certain?** Have the governing documents of the organisation been checked? What discussions have there been about the process of pursuing the project and what it may involve?
Is there likely to be financial support available to implement the project? Is it available on the right terms and conditions?	**Is this certain?** Has anyone done any research or spoken to funders or other local organisations who have successfully raised funds for a similar project
Is there enough time to plan and implement the project? For example is it possible to plan and fundraise for the project before it is proposed to be demolished/ sold/falls down?	**Is this certain?** Have the key external dates for the future of the building or land been identified? How firm/flexible are they?
Any there any other barriers? How can they be overcome?	**Is this certain?** Is there a way around or a way to address the barriers that have been identified?

Feasibility Checklist : What is needed to implement the capital development process for the project (the land or building acquisition and its development or improvement)?		
	Costs £	**Income source**
Land/Site acquisition		
New or revised legal body and/or policies		
People (project manager)		
Construction		
Insurance		
Fixtures/fittings/equipment		
Advisors (Professional fees)		
VAT		
Any other needs? (specify)		

Feasibility Checklist: What is needed to run and maintain the project when it is complete?		
	Annual Costs	**Income Source**
People/skills (staff salaries)		
Running costs (see section 1.4 and 2)		
Insurance (employers, public, professional indemnity)		
Contractors (service agreements)		
New or revised legal body (administration)		
Finance Costs (loan repayments)		
VAT		
Any other needs (specify)		

The initial assessment should also include a 'time line' or Gantt chart for the project. These chart a specific timescale for the project against the tasks that have to be completed to enable planning to meet deadlines (for example funding deadlines or construction contract periods) and monitor progress. Particular care should be taken when estimating the time needed for design and construction processes as they are dependent on other bodies (for example securing planning permission) and may be subject to delay and agreement on design details and contract arrangements can be protracted (see section 9).

Assessing the viability of the project

Projects that are not viable are simply those that cannot meet all their costs over a specified period. In a land and building project that means that the finance cannot be raised to acquire and develop the asset (the capital development process) or enable the project to be used by the project target market at a price that covers the costs that have to be paid to provide it. (The revenue costs and income associated with the project when the assets have been acquired and developed). It is perfectly possible to have a project which will take some time to become viable - there may be a need for some grant subsidy or other sources of working capital to cover this gap until income levels grow. But this must be shown this clearly in the assessment and outline how the risks of the funding necessary to bridge the gap and cover the repayments of any loans etc have been addressed.

If income is greater than costs then the project is potentially viable (given that this is an initial assessment).

Using the information that has been gathered from the initial assessment (See the Feasibility checklists for capital and revenue funding) to consider whether there is evidence that:

- The Capital funds can be raised to acquire the land and buildings that form part of the project and improve or develop them to meet the project objectives. A key element of this is any subsidy available to the project from paying less than market value for the land and buildings or from grants to meet the costs of development or improvement.
- There is sufficient demand for use of the project that it will generate revenue from sales or lettings to cover all the costs of running and maintaining the project when it is complete. This is particularly important if all the capital costs cannot be met from grants and subsidies and there is a need to borrow and commit to loan repayments.

Checking the sustainability of the project

The initial assessment of the project may show that it is viable in financial terms. For example a project involves the building of 10 houses which are to be owned by a Trust and let to tenants at intermediate rents. All the capital costs of acquiring and building the housing can be met with a loan and grant. The revenue costs of managing the houses and the loan repayments will be met by the rents.

How sustainable this arrangement will be depends on whether all the operational implications of maintaining and managing the housing and administering the Trust that owns and manages it have been considered in sufficient detail. If the financial assessment of viability does not include all these implications both viability and sustainability is undermined.

The initial assessment will need to convince all stakeholders that any obstacles to the project can be overcome and that in the end a viable and sustainable asset will emerge from the process. The assumptions in the assessment about costs and income will be rigorously tested by potential funders and if the project requires revenue subsidy initially to work towards viability, it will be necessary to specify the particular community benefits and impacts that the project will offer in the long term.

If all stakeholders and the asset champion are satisfied that the project is a viable one on the basis of the initial assessment it is possible to proceed with a detailed feasibility study of the project.

Detailed feasibility

If an initial assessment results in the decision to move to a more detailed feasibility investigation, agreement will be needed on the further work that will be required and how to secure the resources necessary to make it happen.

The information gathered for the Initial Assessment will have to be researched in more detail and verified with the benefit of professional advice. This will provide important information to be included in the project Business plan.

A Feasibility Study report can help an asset champion to seek support, but it is also possible to simply include results of the detailed feasibility process for the project into the Business Plan.

Photographs: Holy Island of Lindisfarne Community Development Trust

Either way the feasibility study or business plan should draw on research or other evidence which supports the assumptions that are made about the projected capital and revenue income and expenditure and the proposals to manage the project when it is complete.

An historic pub in east London was acquired with the objective to refurbish it as a community centre by a charitable company established by a local group to do so. As feasibility and fundraising research progressed, they realised that there were many community facilities in the areas already which were underused. The opportunity to acquire at no cost the adjacent parkland as a garden for the ground floor of the building also became possible.

As a result the objectives for the project changed and the building was converted to a café with a garden terrace and the first floor was refurbished for workspace. The revenue income - approximately £30,000 per annum - from letting the café and workspace to other tenants means that surpluses are distributed as small grants to groups in the area.

SETTING AND CHANGING PROJECT OBJECTIVES

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PROJECT OBJECTIVES AND VIABILITY

Community Land Trusts in the US provide opportunities for renting and buying housing to people on low incomes. Since their viability is affected by residents turnover and ability to pay and because they want to be fair and transparent, some trusts provide “resident orientation and education” programs to ensure that applicants for housing understand the process of buying and selling their property with a Community Land Trust and whether they can afford to do so.

07
Finance for asset development and transfer projects

What can stakeholders do to support asset champions in relation to finance?

- Provide professional advice on the establishment or improvement of financial management practices
- Write letters of support to accompany funding applications
- Assist with publicising the project to other potential investors/funders
- Provide assistance with projecting capital and revenue costs based on land and buildings in similar use
- Where appropriate provide commitments to contracts and grants for activities associated with the project
- Where appropriate provide free advice on VAT and other financial matters relevant to the project
- Where the current owner of the asset is a supportive stakeholder, seek to provide the best possible terms for acquisition/transfer in terms of conditions and costs to the project

VIABILITY AND SUSTAINABILITY RED FLAGS

- Do the asset champions understand all the figures for their project and the assumptions on which they are based?
- Are good financial management practices and procedures agreed or in place?
- Are asset champions able to communicate succinctly the benefits of the project to potential funders and investors?
- Is it clear to all stakeholders where the income to cover costs is going to come from to run the project into the future?

The basics

Asset development and transfer projects can carry significant financial risks. Before undertaking projects it is worth considering the key building blocks that are necessary to enable a project to be implemented and successfully managed from a financial point of view. This is true for both existing organisations looking to develop a project and new organisations that are established specifically to take on ownership and management of a land or building project.

> “Money is not the only answer, but it makes a difference”.
>
> **Barack Obama**

These building blocks are relatively straightforward and should feature as standard practice for most organisations, but the addition of a major capital budget to implement a project and the management of the costs and income associated with it when it is complete mean that it is worthwhile revisiting or giving particular care to the creation of financial management arrangements. Consideration will also need to be given to sustaining any existing operation while managing a major capital project, and any loss of income or impact due to building works

Understanding the business model

The business model of any organisation or project is about how it generates the majority of income from its activities. For some asset development projects this may be straightforward - for example letting or hiring space to others. For others this may be more blurred - providing a space where people with learning disabilities can make things to sell which provides an additional income stream when the majority of the income comes from contracts associated with providing opportunities for people with learning difficulties to be usefully employed and learning new skills.

Understanding the business model is a particularly important part of business planning, for measuring the financial performance of activities and successfully fundraising for the capital funds for an asset development project.

Knowing the numbers

To be successful at fundraising it is essential that senior staff and members of a governing body of an organisation know and understand the headline figures for the capital and revenue requirements of a project

and any of the assumptions associated with them. So for example what overall operating costs and income are associated with the project, on what assumptions are they based (rental/hire levels, inflation etc) and what level of income is required to meet all costs.

Financial management

A key component of managing financial risk is to know exactly what the financial position of an organisation is in order that action can be taken to remedy any problems. This essentially means that regular financial information is required that shows what the actual position is (what has been invoiced/charged and what costs have been paid) against the planned performance (budget). It is particularly important for this information to be timely so that action can be taken before it is too late - this is particularly the case if an organisation has no reserves. Deciding what represents timely means looking at the commitments of the organisation (particularly in relation to spending) and deciding how much time would be needed to allow action to be implemented. For example reducing staff levels may take longer to implement than finding other costs to reduce.

TOP TIP

If you look at the private sector, networking is seen as an investment - what you need to do to identify opportunities. The voluntary sector tends to see networking as a cost. Invest in networking, within reason, to build your capacity to identify opportunities.

from the Partnership Route to Asset Transfer (2010)

Full cost recovery

As the funding environment has changed for voluntary and community organisation towards project specific rather than organisational funding there is a tendency for organisation to omit key areas of cost from funding bids, contract tenders and commissioning bids that are not directly related to project delivery.

This can erode levels of cash reserves/surpluses and squeeze areas of work (like central administration, Human Resources, networking or strategic planning) that are important to long term sustainability of the organisation because they affect things like the quality of service or treatment of employees.

Full cost recovery should therefore be applied to prevent this in the financial management and planning of organisations. Full cost recovery means “recovering or funding the full costs of a project or service. In addition to the costs directly associated with the project, such as staff and equipment, projects will also draw on the rest of the organisation. For example, adequate finance, human resources, management, and IT systems, are also integral components of any project or service...The full cost of any project therefore includes an element of each type of overhead cost, which should be allocated on a comprehensive, robust, and defensible basis.” (ACEVO 2009).

Finance and project stages

All projects will have different opportunities to secure finance for their development and implementation. These will depend on the type of assets being developed (housing, workspace, leisure for example) and the community and stakeholders involved (whether there is a sympathetic landowner involved or significant grant funding is available).

But most projects will need to secure funds in three stages:

Stage One: Project Feasibility

To make an initial assessment of feasibility and viability of a project it may be necessary to investigate the site/buildings, work up proposals, approach funders, pay architects and other professionals and fund the community involvement process before any capital finance to implement the project can be secured.

It is often difficult to find finance to undertake this work, particularly up to the level of detail that will be required to demonstrate viability and sustainability of the project convincingly.

However there are some funds available (see section 3) and experience from practice on the ground is that persistence pays off and the solution is often a combination of grants from project stakeholders, voluntary activity and pro bono (provided at no charge) work by professionals.

Stage Two: Project Implementation

To bring a project to fruition, capital finance to acquire and develop the asset will be required as well as revenue costs to develop the organisation undertaking the project and manage the assets into the future.

Stage Three - Ongoing Support

Some projects take some time to achieve viability and may require ongoing revenue support via grants or use of reserves to enable them to develop so that they generate a profit.

Key factors

Any project will have a range of options to secure finance for its implementation (see section 3), but it will depend heavily on four things:

a) The nature of the organisation intending to take ownership - its legal structure, aims, history, track record and experience

b) The project - what kind of asset development project is to be financed

c) How much finance is required - some types of finance are only available in small or very large amounts

d) When the finance is needed - some types of finance are only available for spending over a specific period or when the project has got to a certain stage (for example after planning consent or agreement to ownership has been secured)

a) The Nature of the Organisation

Some types of organisation will not be eligible for some kinds of finance. The Table shows the effect of legal structure on access to some kinds of finance. If the asset project involves the establishment of a new organisation the effects on the potential finance available for the project need to be considered when choosing the legal structure (see section 10)

Legal structures and finance

Legal Structure	Can register as a charity	Can access debt/ borrowing	Can access equity/issue shares
Company Limited by Guarantee	✓	✓	×
Company limited by shares (private)	Unlikely	✓	✓
Company limited by share (public)	Unlikely	✓	✓
Community benefit societies	✓	✓	✓
Co-operative Society	Unlikely	✓	✓
Community Interest Company	×	✓	✓

Source: Social Enterprise London 'Step by Step Finance for Social Enterprise'

Lack of track record and funding often constitute barriers to new organisations who are trying to develop a project, even with the support of their community and other stakeholders.

This can be overcome by paying particular attention to the detail and quality of the project feasibility process, the visible support of project stakeholders, and the development of the project Business Plan (see section 8). This can go some way to improving credibility with finance providers of all kinds.

Photographs: Manningham Mills Community Association.

b) The project - what it is that is being financed

Some finance is only available for certain kinds of projects like workspace or health related projects. Other uses such as housing will also have specific requirements to secure capital funds.

In addition the project objectives may mean that there is a wish to limit the amount of loan finance that the project uses so that all the income in the project can be applied for community benefit. Alternatively a of mix very commercial and high value uses (retail/private market housing) may be wanted to secure uses that need cross subsidy (community leisure uses) so that the need to borrow and the need for grants can be limited.

The initial assessment and feasibility process (See section 6) will allow stakeholders and landowners to be identified who are able and prepared to sell land and buildings at less than market value that can then be developed to meet community needs and be viable and sustainable. This is often the key to project viability and can help to minimise the costs of the development and implementation of the project and minimise the need for all types of finance.

c) How much finance is required

Some types of finance are only available in small or very large amounts. In addition all the different kinds of finance will come with their own conditions and restrictions: a thorough investigation of the possibilities will be required. Case studies of many different funding ‘cocktails’ are available.

It is possible to research what is available and consider their relevance and applicability to the project. Case studies can also be used to see how other organisations have secured finance to develop and implement their projects. (See section 11 and 12)

d) When the finance is needed

As part of project planning the amount of time that will be needed for each stage of the project and the order in which tasks can be implemented will be considered. (See section 6).

These will provide the basis for planning when resources will be needed for each task. This is an important part of the project financial planning since it will be necessary to ensure that contractual obligations (resources are available to pay professionals, contractors etc) are met as the project proceeds.

This information can then be used to inform the development of the project cash flow for the business plan.

Types of finance available

Grants

These are non returnable funds provided for projects.
Grants available from central and local government may be affected by European State Aid rules. That is where the grant is considered to give the organisation that is receiving it an unfair competitive edge on other business organisations. This is illegal and specific advice is often needed to ensure that projects do not fall foul of the regulations.

Grants from Government funding programmes may also come with conditions related to the development of the project (tendering etc) and the community benefits that are planned from its implementation. Grant conditions may also affect the use of any revenue generated by the project in the future and may require re-payment or “clawback” of the grant

This type of funding may be limited for organisations which are not registered charities or do not have charitable objectives.

Equity

Equity finance is risk capital invested in a business for the medium to long term in return for a share of the ownership and sometimes an element of involvement in the operation of the ;;business/organisation. The rate of return payable to investors depends on the underlying performance of the project: some investors may require higher returns for this uncertainty.

Equity finance can come from organisations’ reserves or through a joint venture from other project stakeholders or from venture capitalists or business angels, who may also offer management expertise as well as money.

Equity can also be raised through a public offer to individual or institutional investors, to invest in a company The process of raising money publically is understandably highly regulated to protect potential investors. As a consequence this route is not usually available to organisations unless they have a successful track record and can afford the substantial transaction costs involved.

One Institutional form a Cooperative and Community Benefit Society, is exempted from the legislation governing public offering and can in consequence subject to following certain rules and principles raise money publically at a lower cost. The exemption is granted due to the community benefit of the underlying project and the investors should not therefore be investing primarily for financial return. All investors must become members of the Society and which must be governed on one member one vote rules. An increasing number of local people have been using this “Community Shares” route to raise equity finance. (see www.communityshares.org.uk)

This has sometimes helped lever in significant additional grant and loan funding.

See table below comparing Cooperative and Community Societies and private companies limited by shares.

Loans

These are funds made available over a set period. The main loan has to be repaid as well as the costs of the loan (interest) with an agreed repayment schedule. They come in a large range of shapes and sizes have very varied rates of interest and there are fees to pay when they are arranged.

Some loan funds require security to cover the loan and may wish to “take a charge” on the property involved. This is registered at the Land Registry and although it does not convey ownership or possession rights, it means that if the property is sold, the value of the charge will go to the lending organisation.

Subordinated loans are loans which are ranked below others debt in terms of priority of repayment or if an organisation closes and may operate more as “risk capital” see Equity above -this is sometime known as “quasi-equity”

Lenders range from the mainstream commercial backs (some of which specialise in lending to the not for profit sector) to Community Development Finance Institutions or indeed other stakeholders who may offer some concessionary terms because of their own social objectives.

Bonds

A bond is a loan in the form of a legal agreement between the organisation that issues it and the bondholder and as such may be sold from person to another. The agreement includes information about the amount of interest to be paid, and when it will be repaid in full. The bonds that Government issues to finance the public debt are known as gilts and are often used as benchmarks for other bonds. Bonds are used by the public sector and larger commercial companies, but up until recently have been rarely used in the third sector. The exception is some large housing associations.

Organisations that are not legally able to offer shares (or do not wish to as it often confers powers to shareholders) may consider bonds.

Some social finance experts are beginning to structure borrowings that they describe as “bonds”: these are often targeted at high net worth individuals and organisations who are prepared to forego interest payments on their investments, the name bond is used for mainly marketing purposes. More recently the idea of social impact bonds has been developed—these usually rely on a contract with Government that agrees payment by results (eg reducing youth offending) -social finance experts are seeking to raise long term operating funding from investors against these contracts.

Patient Capital

This is the name that has become associated with loan and grant combinations which take a long term view of the development of community based organisations and their activities. Some are available for organisations who want

Community shares in co-operative and community benefit societies	Company shares
Maximum £20,000 limit on individual shareholdings	No maximum limit - one person can own all the shares in a company
One vote per shareholder, which means that decisions are democratic	One vote per share, which means a majority shareholder can make all the decisions
Can only pay limited interest on shares, “sufficient to attract and retain the investment”	There are no legal limits on the dividend rate paid on shares
Interest on shares is paid gross of tax. It is up to investors to declare this income to HMRC	A tax-credit of 10% is deducted from all dividend payments on company shares
Shares can be cashed-in (‘withdrawn’), subject to the rules of the society	Shares cannot be cashed-in. Shareholders must find a buyer to whom they can ‘transfer’ (by selling) their shares
Shares can go down in value, but they cannot increase in value above their original price	Shares can go up or down in value, according to the price the buyer is willing to pay and the seller is willing to accept
If a society is wound up, some or all of the money that is left, after shareholders have cashed-in their shares, will be given to an organisation with similar aims	If a company is sold or wound up, any money that is left is distributed in full to shareholders, according to how many shares they hold

Source: Baker J (2010) Community Shares Investors Guide 2010

These are all the types of funding available but although it may be easy to decide whether to apply for or accept a grant, making decisions about loan finance and securing it is often more difficult. Not all banks are used to considering the credit needs of community based organisations that are looking for financial support. It is worth going to a provider who has some experience of community and social enterprises (see section 3)

Conditions and requirements

To secure finance for a project at any of the project stages will require evidence to be provided that the project is worth supporting financially and that the organisation taking the funding is fit competent and fit for purpose. These requirements will vary but the main requirements are shown below:

Requirement/condition	Evidence
That the organisation or proposed organisation is capable of implementing the project and has the power to do so.	Governing documents (Memorandum and Articles or rules) Track record
That the organisation has the financial and administrative systems to properly account for the finance of the project	Project managers terms of reference Skills of governing body/management committee, volunteers and staff Proposals for financial administration of the project and processing of payments Copies of financial procedures used by the organisation
That the project and the organisation promoting it is supported by the local community	Evidence of stakeholder involvement processes and local market research
That other financial support has been applied for and/or agreed	Evidence of other funding agreed or applied for
That the project is technically feasible	Professional advice on costs, design and site investigations Listed building and Planning permission
The contribution that the project makes to other projects and plans in the area where the project is located	Evidence that other partners are involved and working to achieve common objectives
That the project can demonstrate what it has done to secure value for money	Evidence of processes used for selection of consultants
That measurable benefits such as the number of new jobs, amount of new workspace, number and types of building users and so on made possible by the project are documented and reported on a regular basis.	Beneficiaries of the project have been identified How the benefits of the project have been calculated
That the project is viable and that the financial estimates and assumptions are robust	Detailed business plan supported by market research evidence
That the project will create a valuable asset	Purchase price and estimated final value from a Surveyor
That the project is of good quality in relation to design and construction and has considered environmental features that help to reduce its running costs and carbon footprint	Detailed design and specification
That reports and accounts on the use of the money spent can be provided.	Project managers terms of reference Skills of governing body/management committee/staff

Photograph: Slaithwaite Community Owned Village Shop.

SLAITHWAITE CO-OPERATIVE

This organisation created a community owned greengrocery following the closure of the previous business on the site. Trading as the Green Valley Grocer, the co-operative is now actively working with local food producers in and around this Pennine town.

A small group of residents realised their best option was to bring the shop into community ownership when they recognised what the closure of the grocers (as a result of the owners' retirement) would mean for the vitality of their high street. This idea had major support in the locality and when the shop shut within a few weeks over £18,000 had been raised to buy the shop and its fixtures and fittings.
The co-operative had sold £10 shares to members of the community and despite the risks over 100 people invested in the business in amounts of mainly £100 to £150 but up to £1,500. Combined with lots of volunteer effort and in kind contributions from local professionals the shop was able to re-open and the members of the cooperative now own and control the business and can stand for the board.

(Source: www.communityshares.org.uk)

COMMUNITY SHARE ISSUES

This project plans to raise £300,000 to pay for the installation of a 15kw hydro-electric power plant on the River Dove, near Tutbury, on the Staffordshire-Derbyshire border.

This was possible as a result of using the natural assets of the Torrs, a gorge where the River Sett joins the River Goyt. This site had a weir that used to feed water to an old mill which burnt down in 1912. The weir is still intact and, in the view of local community activists, provided the perfect location for a small hydro-electric scheme.

With support from a specialist development company, H2OPE, a scheme was designed using a reverse Archimedean screw, capable of generating up to 70kw of electricity. It was estimated that the whole scheme would cost £226,000 and that it would generate revenues of approximately £20,000 per annum. Pre-tax profits, after year three, are forecast to be in the region of £11,000 to £15,000.

Not all the scheme costs could be paid for with grants and loans so a share offer was made to the public, seeking to raise £126,000 in share capital with a minimum investment set at £250. Although it got off to a slow start in the end a little under £100,000 was received from just over 200 applicants The shortfall of £26,000 against the original target was met by additional grant funding and a small loan from the Co-operative Bank.

The voluntary board of directors put their success down to four things: a clear and obvious social purpose, a robust business model, an effective media campaign which got national radio and regional TV coverage, and the support of professional advisers.

(Source: www.communityshares.org.uk)

COMMUNITY SHARE ISSUES

A local company in the village donated £3,000 to fund the process of developing a housing project. The land which was valued at £3,500 was donated by one of the founders of the trust, who has been the driving force behind its development. When planning permission was granted, the land increased in value to £150,000 providing enough security to get a bank loan to fund the first four houses. Further sites were bought in the village with a loan of £80,000 from West Oxfordshire district Council. A further five houses were developed with this loan and additional contributions from individuals (who gave £119,000 in gifts and fixed interest loans), a grant of £20,000 from the Quaker Housing Trust and other loan finance from Triodos and the Ecology Building Society. Local Quakers also donated almost £7,000 in individual donations.

(Source: www.communityshares.org.uk)

Photographs: Marks Gate Community Centre, a pilot project for London Borough of Barking and Dagenham as part of the Advancing Assets for Communities programme.

08 Business planning

What can stakeholders do to support Asset Champions in relation to Business Planning?

- Contributions to collection of evidence to support the business plan particularly in relation to competitors and their pricing and overall relevant sector trends (e.g. in business space/community space rentals, conference facilities, sports provision etc)
- Where possible providing information on benchmarking (comparison of businesses against an agreed/best practice standard)
- Examples of business plans for other assets that they are able to share
- Proof reading and feedback to check clarity

VIABILITY AND SUSTAINABILITY RED FLAGS

- Are the capital and revenue financial projections in the plan supported with good evidence?
- Are the financial projections in the plan understood by all stakeholders, particularly the staff and decision making body of any existing organisation that is proposing to take ownership of the project?
- Have all the costs been identified based on a detailed assessment of the maintenance and management requirements of the project?
- Have allowances in the financial projections for repairs and renewals been made based on a whole life costing of the asset?

Initial considerations

A Business plan is used to serve a number of purposes:

- To secure support for the project or organisation to which the plan relates
- To enable regular checking of progress and re-planning of activities if necessary
- To communicate with project stakeholders

A Business plan is more likely to be successful for these purposes if it is succinct, focussed and based on good up to date information, supported by professional advice.

Some aspects of the business plan will have been considered as part of the initial assessment of the project - setting project objectives, considering the viability of the proposal from the point of view of supply and demand.

Before writing a detailed business plan it is helpful to be clear about the overall parameters of the plan both in relation to the asset project and the organisation (whether new or existing) that intends to take ownership of it. This will help decisions to be made on the specific content of the plan, its quality and format and the level of detail needed.

Particular care needs to be taken with asset projects that involve objectives which propose to enable cross subsidy of some activities by others. For example it is assumed that surpluses from some elements of the project (rental income from housing and workspace) will cover the costs of others (community centre facilities or community development activity). For these objectives to be fulfilled means that there must be a focus in the project business plan on management and maintenance of the assets. If they do not perform well then it is not possible to cross subsidise other activities. Section 4 sets out some of the issues which may be involved and which should be addressed when using the template to develop a Business plan for the project, particularly its revenue costs and income projections.

> “Plans are nothing; planning is everything”.
>
> **Dwight D. Eisenhower**

TOP TIP

A good business plan for the asset and the project needs to be developed, written, used and owned jointly by all partners, and revisited throughout the process.

From the Partnership Route to Asset Transfer (2010)

Photographs: Bysing Wood Community Centre, a pilot project for Swale Metropolitan Borough Council as part of the Advancing Assets for Communities programme.

Business planning: initial considerations	
Audience	Who will read the plan and why? Investors/funders? Staff only? This will affect the levels of detail and content
Time period	What period of time is the plan to cover? One, three five years? The time period chosen is particularly important to establish a credible view of the business potential, particularly if it involves loan finance.
Range of activities	Is it intended only to include the asset and how it will be used or will it be linked to the delivery of other programmes that are to be located in the asset?
Stand alone or linked?	It may be that to be viable an asset project needs to provide subsidy to or receive subsidy from other activities.
Research and evidence base	The initial assessment for the project may have collected some evidence but this may need to be more detailed dependent on the range of activities to be included
Related strategies and plans	Larger organisations may already have business plan which an asset project may be linked to or stand alone.

Basic structure of a business plan

The following Business plan template will help to plan the process of research that will ensure that the plans for developing and running a land or building asset are robust and realistic.

Business plan element	Detail
Summary	Who you are, what you want to do, how you intend to do it. Usually written last.
Your Organisation	Track record, current plans, partnerships, and people. Quality control/standards or methods of impact measurement being used by the organisation (See section 7). This relates to the organisation (whether new or existing).
Introduction to the Project	Project Objectives Proposed Programme for delivery Proposed impacts/benefits of the project Proposals for management and operation of the asset and the capital construction phase where relevant.
Market	Need - what is the target market? Supply - who else is in the target market - why can't they supply what is proposed ? Demand - what it is and how does the project meet it Pricing - how have charges been arrived at?
Promotion	What methods have been chosen (Online, direct to customer) and who will do it (in house or external)
Resources	**Financial Projections** Should include Cash Flow (For first year) Expenditure/profit and loss[1] for each year of the period of the plan **Explanatory notes** - should specify the assumptions on which projections are based and why. This should include assumptions about timing and levels of commitment for both income and expenditure.
Risk Assessment/ Management/Mitigation	Analysis of Political Economic Social Technical Legal Environmental (PESTLE) issues or Strengths Weaknesses Opportunities and Threats (SWOT) to identify risks .

[1] These set out how much is spent and how much is earned and the difference between the two. In an income and expenditure account (most often used for not for profit organisations) profit is show as surplus in a Profit and Loss account (most often used for private profit organisations this usually shows profit before and after tax).

Collecting evidence

To be convincing a business plan must be based on evidence rather than wishful thinking.

It is not hard to collect evidence but it does take time and a systematic approach. Each element of the business plan will require some form of evidence or as a minimum a clear concise explanation of what is proposed or how the objectives of the project are to be met.

Business plan element	Evidence needed
Summary	Clear and concise account/explanation
Your Organisation	Annual Report, Accounts, info on legal structure and governing body, information on impact measurement
Introduction to the Project	Clear and concise account/explanation
Market	Details of competitors and their charges. Market survey information on need/demand for kinds of uses proposed for the asset. This should be based on a defined catchment (e.g. local/regional/national/online) of relevant customers given the service/facilities being offered (NOT simply consultation) How prices have been arrived at and calculated.
Promotion	Evidence to support why the methods that have been included have been chosen for the target market.
Resources	How costs have been arrived at - e.g. professional quotes, comparative estimates, actual historical costs, published rates, supplier quotations. Basis for the assumptions that have been made for example about inflation, *when* income and expenditure have been included
Risk Assessment	Assessment (rating of impact and likelihood) of relevant risks and proposed ways to address them

Particular attention needs to be paid to the market research and estimates of both capital and revenue costs to ensure that they are as robust and comprehensive as possible.

Revenue costs and income in particular need to be clear about those that are associated with making a land or building asset available to others (in which case the organisation taking ownership will be collecting rents and recovering service charges) as opposed to using the asset to deliver services itself (in which case the organisation taking ownership will be having to cover these costs itself)

Potential revenue costs and income	
Income	**Costs**
Rents, fees and charges	Staff Salaries (including Employers National Insurance, pensions). Also consultant costs, recruitment and cover for holidays etc where appropriate.
Membership fees	Insurance (Land/Buildings/public liability/employers liability/contents/rents and service charges)
Grants/donations	(including IT/telephone)
VAT	Professional fees - Audit and legal
Service charges	Repairs and renewals
	Marketing/Letting (direct costs and sub contractors)
	Utilities (e.g. gas, electric, water)
	Security
	Training
	Administration/office costs/bookkeeping
	Rates
	Loan repayments
	Cyclical Maintenance (decoration etc)
	Cleaning
	VAT
	Gas electric lift and fire compliance
	Sinking Fund (reserved fund for future major works/improvements)
	Promotion/publicity
	Allowance for bad debts/voids (unlet property)

Potential capital costs and income	
Costs	**Income**
Land Acquisition and legal fees Site Investigations	Sales Grants Loans Equity
Building/construction work	
Professional Fees	
Furniture	
Equipment	
VAT	
Contingency	

Breakeven and Sensitivity Analysis

Breakeven analysis is an examination of costs and income of a business from the point of view of what needs to be achieved to ensure that revenue costs are equal to revenue income - Breakeven Point (i.e. so no loss is incurred) and what as a result may need to happen additionally to achieve a profit/surplus of revenue income over revenue costs.

Similarly a sensitivity analysis allows the different elements of the costs and income of a business to be manipulated to see what the financial impact might be.

As part of the work of compiling revenue projections it is possible to use breakeven and sensitivity analysis to both consider the impact of financial risks and to provide an input into decision making about the price that should be set for the services or products of the business or the level of performance required (levels of occupancy, numbers of bookings etc) needed to ensure that the venture does not start making a loss.

Breakeven Point - an example

A development trust called “Offices ‘r’ Us” is planning to bring to market 10 new single office units in an oldconverted school. The following shows fixed and variable costs that are associated with the project.

Cost item	£
Fixed costs (annual):	
Mortgage interest payments on loan to convert the school	30,000
Business rates	2,000
Caretaker salary	14,800
Building insurance	4,000
Lift maintenance	1,200
Variable Costs	
Heat and Light Standing charge per unit quarterly	20
Heat and light usage charge per unit quarterly	130
Telephone and internet costs per unit	370
Cleaning costs per unit (weekly)	10

Each office is being marketed at an all inclusive cost of £200 per week

What is the breakeven point? (i.e. how many units must be occupied to make the venture break even?)

Answer

Fixed costs per annum	£52,000
Variable costs per unit per annum (£20x4+£130x4+370x4+10x52) The x 4 multiplier is for quarterly variable costs and the 52 multiplier for weekly costs	£2,600
Total Contribution per unit per annum (£200per week x 52 weeks=£10,400 per annum - £2,600 = £7,800)	£7,800
Total Number of Units = 10	
Breakeven point = Fixed Costs (£52,000) ¸ Contribution per unit (7,800) = 6.6 units	
So 7 units need to be occupied (a 70% occupancy rate given that there are 10 units) for breakeven point to be reached.	

From DTA (2006) “Cultivating Enterprise : A DTA Toolkit”

Risk assessment

The purpose of this section of the Business plan is to show that:

- All the risks involved in the delivery of the business plan have been identified.
- There is a plan to address them - should they arise - that is based on an assessment of their impact on the plan.

This section of the business plan should outline the result of the risk assessment which can be developed in three steps:

Identifying risks

All the risks associated with the project should be identified, ideally using a Strengths Weaknesses Opportunities and Threats (SWOT) Analysis or a PESTLE Analysis (Political, economic, social, technological, legal and environmental) with project stakeholders. The risks identified may include the following:

Potential risks and impacts	
Area of risk	**Potential impact**
Management/Governance Lack of planning, poor decision making	Potential for financial losses Reputation Staff turnover/effectiveness
Operational Poor flow of information Risk Control, health and safety, contract risks, competition, relationships with suppliers Poor marketing	Financial losses Impact on service/sales Legal action Reputation Staff turnover/effectiveness Delays to plans
Environmental/ External Government policy/regulation Commitments of landowners/funders/other partners Performance of contractors Lack of planning, systems for disaster planning Market changes in demand during project implementation. Technological change	Financial losses Staff skills
Financial Financial assumptions in budgets and estimates are inaccurate Timing of income assumptions is inaccurate. Lack of financial management and control procedures	Financial losses Cash Flow difficulties Legal action
Legal compliance Data protection Copyright Disability Discrimination Race Relations Health and Safety VAT Employment Law Employee pension provision	Legal action Fines and penalties Reputation Action by regulator(s)

Risk assessment

Once identified the risks to the proposals in the business plan can be assessed against two questions:

How likely is the risk?

What will happen if it does occur?

A simple scoring system can be used to decide which risks are the most important to address and agree plans for mitigation. Once this has been those which score highest (IV) should be addressed first and then all other addressed in turn until those which are both unlikely and will have limited impact have a plan to address them should they arise (I).

Likelihood of Occurrence (Chance of Happening) →	III High Likelihood Low Severity of Impact	IV High Likelihood High Severity of Impact
	I Low Likelihood Low Severity of Impact	II Low Likelihood High Severity of Impact
	Level of Severity of Impact →	

Risk control

The risk assessment can be developed into a risk control strategy by considering whether each risk to your plans can be addressed by sharing it, avoiding it, managing it or accepting it. Ideally it should be possible to manage all of them.

For example a risk to a project may be reduced rental income due to a high turnover of small business workspace tenants.

This risk can be *avoided* by either hoping it will not happen or trying to pass it on to the tenants by increasing notice periods for tenancies in letting and leasing arrangements.

This risk can be *managed* by having excellent credit control and tenant liaison processes so that problems with payments are quickly identified and by developing active waiting lists for tenancies from good publicity and marketing.

This risk can be *accepted* - on the basis that small businesses have high levels of failure and that the risk is a feature of the business of providing small business workspace.

09
Design and construction process

What can stakeholders do to support Asset Champions in relation to the design and construction process?

- Provide training or advice on acting as client and/or employer on building stages
- Recommend contractors and other professional advisors that they have used on similar projects
- Provide professionals to participate in design criticism discussions to ensure that the designs are suitable for their proposed users
- Help with procurement processes e.g. choice of contract type, sitting on a selection panel, providing input into selection criteria

VIABILITY AND SUSTAINABILITY RED FLAGS

Have you considered all the effects of the designs on running costs and revenue earning?

For example:

Location - have you considered the potential for vandalism? Is you location ideal for the business you are planning (e.g. if there is not much passing pedestrian trade will a cafe work?)

Catering for your users/customers - Is it possible for the building to be used for the purpose it is intended, e.g. Accommodating vulnerable adults or children, accommodating the numbers that you envisage you will be catering for, providing the right services for your proposed users in terms of storage, IT, kitchen facilities, weight loading etc.

'Dead' Space - Is the way the space is designed going to create wasted space that will not earn revenue, but only cost money to heat and light and supervise (e.g. reception areas that are large, wide corridors or lots of "circulation space")

Rubbish - Is the way the waste from the building is dealt with likely to work and reduce your waste collections bills (eg good and accessible recycling facilities)

'Future Proofing' - Is the design of the space flexible so that its use can change if necessary? Have you considered making sure that climate change will not affect the use of the building?

Planning costs - Have you commissioned a "Whole Life Costing" as part of your detailed design process to help you plan for future costs of repairs and maintenance?

Energy and Water - Is the way that the heating, lighting and water use controls likely to keep consumption of energy and water down? Have you considered ways to generate energy as part of the design?

Have you considered all the effects of the designs on what staff or contractors will have to do to keep the building maintained to a high standard?

For example:

Is it easy to clean?

Is it easy to secure e.g. is it possible to limit access to parts of the building if necessary or to close off when not in use?

Is it easy to replace broken parts or essential equipment (e.g. lights, heating boilers, window/shutter locks?)

Are the proposals for access to different parts of the building, operation of the heating, lighting and alarm systems workable given the way the building is to be used?

Design and construction process

The physical transformation of land or buildings is the process that is often the focus of most of the professional input and the business planning activity associated with an asset development or transfer project. This is understandable given the work (and creativity) involved in design and construction and the capital costs of improving buildings and landscapes or improving existing ones. Often however less attention is devoted to the effects of design and construction decisions on the use of an asset and its management and maintenance into the future. Yet these decisions will affect its potential viability and sustainability.

> “A doctor can bury his mistakes, but an architect can only advise his clients to plant vines”
>
> **Frank Lloyd Wright, Architect**

> “Architecture is a continuing dialogue between generations which creates an environment across time”
>
> **Vincent Scully, Professor of Art and Architecture, Yale**

In many ways it is useful to think about managing and maintaining assets before they are built or improved if they are to be fit for their purpose and can be well managed and maintained into the future. Section 4 of the guide about management and maintenance sets out the issues to be addressed in the design and construction phase of a project.

The role of client

Being the ‘client’ of a building project is a very important role which can be hugely exciting and creative but can also be a shock when the project is finished and it becomes apparent that ‘we did not think about that’.

Taking on client responsibilities in most asset development and transfer projects is combined with being the actual owner/ manager afterwards. This means that the organisation will bear the brunt of any mistakes made in relation to the viability of the land and building uses and the sustainability of its operation and management by the organisation. It is important therefore that this process allows a focus on the requirements of the eventual owner and operator of the land and buildings.

Throughout the design process the client should be scrutinising drawings as they emerge with a view to addressing the question of how the asset will be run, and how much it will cost to run.

CLIENT ROLE

- ▶ Being responsible for the execution of the project from the initial idea to implementation
- ▶ Choosing the players involved in all stages from design through construction to long term management
- ▶ Ensuring that the needs of building users/customers are met
- ▶ Ensuring that the relevant permissions are secured (planning etc) in partnership with the professionals appointed to the project
- ▶ May also be financier and eventual owner

The most beautiful and inspiring building in the world can also be an expensive headache, but it is possible to have beauty and inspiration and an asset that is not a drain on the resources of the organisation that owns and manages it.

WHOLE LIFE COSTING

Whole life costing is 'the systematic consideration of all relevant costs and revenues associated with the ownership of an asset'. Typically a surveyor estimates over a 20-25 year period what it will cost to operate, repair, replace and renew building or landscape elements. These costs are then given a current value in order that an owner can make decisions about and plan investment in an asset.

It involves making judgements, with a client and other members of a professional team about when elements (windows doors etc) will need replacing or repairing and what kind of cyclical maintenance (like decoration) will be required. These are then costed and used for the purposes of financial planning for the revenue and capital costs of running the asset.

It is worth mentioning that in many asset transfer projects the role of client may also be split. Projects have different stakeholders and funders all of whom will have different requirements for involvement in the decision making about development and construction of land and buildings. It is helpful for example to specifically consider the implications for the project of the roles of 'Client' and 'Employer' at the construction stage. This is an important role in the process since the client appoints advisors, authorises work to take place, agrees costs and timetable and appoints professionals to the project. At contract stage this role is mostly known as the Employer and comes with specific liabilities. Some projects will have a community based organisation or group as client but may have difficulties with the role of Employer due to its liabilities. When the contract is ready for signing, the Employer for the contract is responsible for payments to the contractor and other professionals and may also take handover of the land or buildings when complete. This may prove beyond the financial capacity of a community based organisation and depending on how the whole process is funded and who will own the land or buildings at the end of construction, there will need to be a specific discussion on who will take on the Client and Employer roles during the process.

As many asset transfer and development projects involve organisations for whom management and maintenance of property is not a core function. To help them plan for the costs of doing this the tool of Whole Life Costing is used to help them to plan for maintenance and to set aside resources to do this. This can provide major inputs into financial projections in the business plan and negotiations to secure funding (See sections 9 and 10).

TOP TIPS

▶ Provide strong client leadership - be clear about what is wanted from the process and the professionals involved

▶ Give enough time at the right time - pay attention to the detail

▶ Learn from your own and other successful projects - visit others and learn from mistakes

▶ Develop and communicate a clear brief

▶ Make a realistic financial commitment from the outset - if there is only enough in the budget for professionals to visit a building site once it is unlikely that a quality development will result

▶ Adopt integrated processes - cooperation and good communication between the client, design and construction team

▶ Find the right people for the job - spend time on the selection process

▶ Respond and contribute to the context -

▶ Commit to sustainability - the initial money involved in building is unlikely to be as large as the amount spent on upkeep

▶ Sign off all key stages - make sure that a conscious decision is made to accept all proposals as they get more detailed.

Based on CABE "Creating Excellent Buildings: A Guide for Clients 2003

The main stages of design and building

The main stages of the design and construction process are outlined here and are based on the stages of work and the nature of the work for each stage that is proposed by the Royal Institute of British Architects. This is for two reasons - architects are often the principal consultants on building projects (that is they often sub contract with the other consultants needed by the project and project manage the whole process) and also because these stages are understood in relation to what is expected in terms of outputs and fees by most other built environment professionals. It is worth bearing in mind however that some tasks will be needed that are not core design functions in order to secure planning permission - for example travel plans - but again as lead consultants architects or surveyors can sub contract other specialists to carry out this work.

It should be borne in mind that this process can be a very long one. Design and construction can be very time consuming and even the most generous estimates of time required are likely to be less than the time it will actually take. Depending on the scale and kind of development involved, a construction process can take several years to develop in detail and even longer to implement on site. The most significant factors that will influence the time needed will be:

- The levels of community involvement or consultation required throughout the process, particularly in relation to agreement on initial land uses and design requirements in the detailed stages
- The scale of the works and any phasing of the process;
- Any delays in obtaining planning consent;
- When resources are available;
- The skills and input from the client who authorises the work to take place and approves changes;
- The availability and quality of professional advice.

The Starting Points section of this guide provides advice on the process of selecting and appointing consultants. Preparation work for briefing design professionals on building and refurbishment work will require considerable work and discussion with stakeholders. An outline is provided here on what should be included in a design brief which will be further developed in detail with input from the professional team as the project is detailed.

BUILDING/LANDSCAPE DESIGN BRIEF

The brief where possible should describe or provide issues to be addressed on the following:

Background to the Project

The Site/Building

Location

Plans

Background Information Available (Surveys etc)

The Client

Who they are

Their vision, mission, and objectives as an organisation

Aims of project

What the client wants from the Building/Land

Detailed Requirements (where possible/ appropriate and potentially room by room)

Proposed Uses/Users and kinds of activities to be accommodated - no of homes, workspace types etc plus ancillary space e.g. storage, kitchens, tea points, meeting rooms

Accessibility Requirements - who needs to be able to access the building

Environment and Services Requirements

Energy efficiency - insulation, sensor controlled automatic lights when occupied/in use for example

Energy Generation

Water/Water harvesting

Lighting/Natural light

Ventilation - natural or mechanical

Acoustics - for example activities may require more or less noise insulation

IT/ Electricity supply requirements - for example some workspace users may need particular kinds of supplies

Waste and Recycling - facilities specified and

located for ease of use by building users and managers

Safety and Security - alarms, controlled access (intercoms/swipe systems) shuttering (internal/ external)

Fixtures and Fittings - equipment, signage etc

Sanitary Provision - WC's, Washing/shower facilities

Cleaning/maintenance equipment storage

External areas

Storage

Access- parking and loading

Cycle racks/security

Specific facilities - play areas, seating etc

Proposed Programme and Budget (where possible/appropriate)

Other Attributes

Feel

Atmosphere

Comfort

Riba work stages and description of main activities

Overall Stage	RIBA Work Stages	Main Activities	Main Client input
Preparation	**Work Stage A** Appraisal	Identification of client's needs and objectives, business case and possible constraints on development. Preparation of feasibility studies and assessment of options to enable the client to decide whether to proceed	Approval of brief Option appraisal and outline business case Selection and agreement of consultant professionals and Procurement method (s)
	Work Stage B Design Brief	Development of initial statement of requirements into the Design Brief by or on behalf of the client confirming key requirements and constraints. Identification of procurement method and procedures, organisational structure and range of consultants and others to be engaged for the project.	
Design	**Work Stage C** Concept	Implementation of Design Brief and preparation of additional data. Preparation of Concept Design including outline proposals for structural and building services systems, outline specifications and preliminary cost plan. Review of procurement route.	Input to specification Approval of final designs
	Work Stage D Design Development	Development of concept design to include structural and building services systems, Updated outline specifications and cost plan. Completion of Project Brief. Application for detailed planning permission.	
	Work Stage E Technical Design	Preparation of technical design(s) and specifications, sufficient to co-ordinate components and elements of the project and information for statutory standards and construction safety.	

Pre-Construction	**Work Stage F** Production Information F1 F2	Preparation of production information in sufficient detail to enable a tender or tenders to be obtained. Application for statutory approvals. Preparation of further information for construction required under the building contract	Tender Review and contractor selection Final Procurement and contract approvals
	Work Stage G Tender Documentation	Preparation and/or collation of tender documentation in sufficient detail to enable a tender or tenders to be obtained for the project.	
	Work Stage H Tender Action	Identification and evaluation of potential contractors and/or specialists for the project. Obtaining and appraising tenders; submission of recommendations to the client.	
Construction	**Work Stage J** ;Mobilisation	Letting the building contract, appointing the contractor. Issuing of information to the contractor. Arranging site hand over to the contractor.	Receive progress reports Site visits Approval of amendments
	Work Stage K Construction to Practical Completion	Administration of the building contract to Practical Completion. Provision to the contractor of further Information as and when reasonably required. Review of information provided by contractors and specialists	
	Work Stage L Post Practical Completion L1 L2 L3	Administration of the building contract after Practical Completion and making final inspections. Assisting building user during initial occupation period. Review of project performance in use.	

Although these are the main common stages of the process it can vary based on the nature of the project:

- Size and complexity - this will affect some elements such as the professionals involved, the fees that are payable and the type of contract used. This may vary depending on the type of asset involved, the organisation driving its development and any special requirements (some may want training provision in their building contract for example). Some larger projects may require a specific procurement process under European rules and limits and others may need a dedicated project manager who can also act as the Employers Agent or Clerk of Works during the contract stage.

- Availability of resources - projects may have to be phased to accommodate the resources available. Many projects combine the initial stages of inception and feasibility with the production of a report which can be used as the basis for securing resources to develop and implement the project in detail - so there may be delays between stages as funding is secured.

Fees for professionals involved in the process will vary considerably and are often based on the overall value of the contract for the project. All the fees involved are negotiable, and can be based on lump sums, time charges or percentages of the contract sum. Not all the professionals listed are involved in all projects depending on their scale and complexity and the nature of construction involved (new build or refurbishment)

TOP TIPS - Design

Connectivity / Legibility (internal)

Is it clear where people should go when they get there?

Is the circulation within the building practical and easy to navigate (with and without signs)?

How well do internal spaces connect/relate to each other?

Access

Can people get there easily?

Can people enter/move around easily?

Are there any physical barriers to those with mobility limitations, with physical or learning differences, with buggies and small children?

Flexibility

Can the internal and external spaces be used in a number of ways for different user groups and needs?

Security (physical and emotional)

Do people feel safe approaching and inside the building?

Can the building be secured effectively when not in use?

Identity

Does the building have a clear identity?

Is there a clear aesthetic and design language for the building?

Does the building use branding (through signage, symbols)?

Delight

Is the building pleasing to look at?

Do people feel comfortable, exhilarated, inspired by the space?

From: Asset Transfer Unit (2010) Making Buildings work for your community: Design Refurbishment and Retrofit

Professionals involved in construction and development of land and buildings	
Profession	**Role**
The Architect	Produces overall design and co-ordinates specialist inputs from others. May administer Contract on organizations behalf Submits Planning and Building Control Applications as Agent
The Quantity Surveyor	Compiles Bill of Quantities based on drawings and specifications (Royal Institute of Chartered Surveyors) Organises Tender, checks Tender returns, writes Tender Report Carries out monthly Valuations during Contract
Planning Supervisor	Oversees health and safety procedures during design, demolition, construction and use of building. Role defined under Construction Design and Management (CDM) Regulations
Structural Engineer	Works with architect to design structural elements of design. Provides calculations and certification to Building Control and specifications and details to Contractor.
Mechanical & Electrical Services Engineer	Works with architect to design heating, lighting, ventilation etc. elements of design. Provides information to Building Control and specifications and details to Contractor
Landscape Architect	Works with architect to design landscape elements of design. Possible input at Planning Stage
Employers agent, project manager, Clerk of works	Appointed to act as the employer for a contract. The role is often defined in the contract itself but often includes issuing instructions, inspecting works, and certifying works.

The type of contract used in a project is an important decision for any client and their advisors. Different contract types provide differently for factors such as[1]:

- Cost certainty - whether they need to be firmly fixed before starting construction
- Dealing with complexity - whether the works are large scale or particularly specialised
- Client involvement - whether the client is able or willing to be closely involved with the project
- Capacity for variations/flexibility - particularly if some aspects of the design cannot be decided in detail by the client
- Clarity of remedies if things go wrong - who bears what responsibilities
- Separation of design and management

It will be important for an organisation taking on the client role to seek specific guidance on the type of contract best suited to their project.

1 Source - Society of Chief Architects in Local Authorities and Local Government Task Force (2003) "A Guide to Standard forms of Construction contract"

Post construction

This stage of the process represents the point when responsibility for the project is handed from the contractor back to the new owner/manager.

It is important that as much attention to detail is paid at this point as in the initial design stage. This is particularly the case for snagging and defects rectification. Typically contracts allow for dealing with any problems with the building via a Defects Liability period when the contractor would be expected to come back to rectify any problems. A proportion of final payment (called a retainer) is held back until all problems have been dealt with.

These stages are notorious for finding that contractors and professional advisors have moved on from their work on the project and do not prioritise dealing with post construction problems.

Issues associated with this can be minimised if all of the documentation needed to enable the managing organisation to deal with inspection, maintenance and repairs is provided formally at a Handover meeting with the client, professional team and Construction Company. This meeting should be preceded with a walk around the project.

Handover Checklist

- Full set of drawings of the building(s) showing all services, drainage etc
- Confirmation of commissioning of utilities and services (alarms etc)
- Full sets of keys/codes etc appropriately labelled and documented
- Compliance documentation for electrical and gas systems, emergency lighting, alarms, lifts (Internal and External as necessary)
- Snagging lists and agreed processes and timetable for remedy
- All warranties/guarantees/ operating instructions for equipment (e.g. water and space heating, building management systems etc)
- Metering locations and details of suppliers where appropriate
- Full contact details for design team, contractors and significant sub contractors

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Legal issues in asset development and transfer

What can stakeholders do to support asset champions in relation to legal issues?

▶ Provide sample leases or other relevant agreements for similar properties in their ownership

▶ Where they are the owners of the asset they can provide opportunities to discuss key lease terms in advance of draft documents being prepared and pay for their own legal advice

▶ Where they are the owners of the asset they can provide as much detail as possible on the details of any restrictions that apply to owners

VIABILITY AND SUSTAINABILITY RED FLAGS

▶ Do the terms on which the asset is offered meet with the needs of the project in terms of financial viability? (e.g. price or rental levels etc)

▶ Are the constraints on the use of the asset in relation to the lease terms going to prevent it being used flexibly into the future (e.g. types of activity that are allowed)

▶ Are the repair and maintenance obligations going to be too onerous for the new owner?

▶ Are requirements of the lease in relation to sub-letting flexible and not onerous in terms of bureacracy e.g. approval processes?

▶ Have all the taxation issues been considered in relation to the acquisition of the asset and any effects on future revenue generation been taken into account?

A land or building asset that is developed and improved or transferred from one owner to another can raise a large number of legal issues. The most common are:

- Establishing whether there are any restrictions on the use or development of the asset which may have been imposed in the past but can restrict what all future owners of the asset can do with it. For example some land or buildings may have been gifted or created for the benefit of a charity or a certain use (e.g. a playground or recreation ground) or may have rights of way granted over it to other people.
- Choosing a legal structure for the establishment of a new organisation to undertake the development (where necessary) and final ownership of the asset.
- The sale or transfer of ownership (often described as an 'interest') of the asset.
- The form and content of contracts and partnership agreements with other stakeholders, professional advisors and contractors.
- Taxation issues - Value Added Tax, Stamp Duty

> "He who is his own lawyer has a fool for a client".
>
> **Proverb**

Whatever the issue to be dealt with it will be necessary to take legal advice - partly because what is proposed for use of the asset will affect the legal issues that arise and partly because the law does change.

The client role

A common problem with consulting legal experts is that it is not always possible to know what advice is needed or the full implications of what is proposed in a project at the start.

As a result it may be appropriate to ask for advice in stages - initially to explore the implications of the project in legal terms and then to proceed to ask for documents to be drafted or formal responses to be made to proposals from others (when negotiating leases or other contracts for example).

The same guidance outlined in section 3 on getting advice from other professionals should be followed in relation to lawyers in terms of briefing and selection. In addition legal advisors can also be asked to provide advice on all issues that they think are likely to be relevant to the project and asked what documentation and agreements are likely to be needed to meet the project's objectives.

For example if the project includes trying to make housing affordable that may include information on entitlement to benefits, if it includes activities like sub letting property it make include advice on leases, licences and tenancies.

This advice initially will also provide opportunities to make provision to pay for this work and to discuss all issues with other stakeholders.

Setting up a new organisation

A key legal issue in asset development and transfer projects is the establishment of new organisations.

If a new organisation is required advice will be needed on its legal structure. This may require providing information to advisors on potential funding for a project (particularly borrowing and share issues) in addition to that set out in section 3.

There are many reasons why a new organisation may be required to take ownership of an asset project either before or after it is improved or developed:

- There is no other organisation that can acquire a suitable interest or stake in the ownership of the land and buildings involved. For example, some projects have the objective that any housing they develop should be kept affordable in perpetuity. To do this requires the organisation to have ownership of the land and building assets involved. Community Land Trusts, by separating the rights over the use of land from the freehold ownership of land and buildings allow for a Community Land Trust to control for the benefit of the community any increases in land value and preserve the affordability of housing it provides in the long term.
- There is no other organisation that can enable the degree of community control of the project - through formal membership or share ownership of the organisation - that is required.
- There is no other organisation that is willing or able to take on the implementation of the project due to their legal structure and powers, their lack of track record or financial strength. Charities for example may have to set up trading subsidiaries in order to undertake a project.

If a new organisation is required, deciding what kind of organisation is needed will often focus on capturing and protecting any value from the development and acquisition of the assets in question for the benefit of stakeholders into the future - this may mean considering a specific kind of legal structure to achieve this. Similarly if an asset is in need of refurbishment or development in order to be viable and sustainable, only specific kinds of legal structure can accommodate this.

There a number of legal structures that can be evaluated in relation to the specific circumstances of an asset project - the most important thing before the options can be evaluated is to be clear about what the asset is to be used for and what the organisation that will own it will be doing both in the present and into the foreseeable future.

POTENTIAL LEGAL STRUCTURES FOR COMMUNITY BASED ORGANISATIONS

Companies Limited by Guarantee

Public Limited Companies

Co-operative and Community Benefit Societies (Formerly Industrial & Provident Societies)

Private Limited Companies

Limited Liability Partnerships

Community Interest Companies

Charitable Status

There are several different legal forms that can be considered and there are now a large number of resources developed from practice on the ground by Community Land Trusts, Development Trusts and Social Enterprises that can be used to explore the issues before formal legal advice is taken (see section 11 and 12). Often projects can involve the creation of a linked set of organisations in order to achieve project objectives and fulfil the requirements of investors and funders.

Key issues to consider when choosing a legal structure for a new organisation is what the project and its stakeholders think about:

- Members - who are they and what do they get to decide.
- Will membership be open to organisations as well as individuals?
- Will the organisation employ staff who will also be members?
- Will the services provided by the organisation only be available to members?
- Conflicts of Interest
- Trading
- Payments of dividends
- Use of profits and surpluses
- Limiting liability
- Fundraising for grants
- Powers to borrow money
- Involvement of volunteers
- Ability to sell interests in land and building assets and on what terms
- Whether to take advantage (given other project objectives) of the tax and fundraising advantages of being a charity?

Having a view on these issues will provide the basis of a much more informed discussion with a legal advisor.

Legal restrictions on use of assets

The current owner of an asset ought to have this information in the form of deeds of title. In some cases these may be registered at the Land Registry.

The important thing about such restrictions is that they may determine not just how it may be used but also what kind of organisation can own the asset and what kinds of users can benefit from its use.

These restrictions can often be a major obstacle to the feasibility and viability of a project (see section 6).

Acquiring an interest in land and buildings

Negotiating a stake in the land or building that is the subject of development or transfer is probably the most important agreement that needs to be undertaken in the whole process. The terms of this agreement are a key determinant for the financial viability of any transfer or development project and can have a significant impact on its funding and implementation (rent/acquisition price). The final formal acquisition of a stake can take place either at the start of a process of building development/refurbishment or at the end. It can be the subject of a protracted negotiation or a relatively straightforward transaction depending on the project.

Leases and Licences - some detail

The following table is a standard “heads of terms” for a lease agreement. Once agreed, this is used as the basis for instructing lawyers to prepare an agreement for completion.

Key elements are shown in bold where they have a specific effect on capital costs or revenue liabilities.

TYPES OF INTEREST

Freehold

This is ‘absolute’ ownership, which gives a right to use the property as the owner sees fit (subject to planning consent, and the restrictions and other matters registered on the building with the Land Registry, for example any right of way or outstanding mortgage).

Grant of a long lease or ‘virtual freehold’

For example a long lease for e.g. 125 - 999 years. This type of purchase will usually require the payment of a premium or purchase price, as would be the case if a freehold were being acquired. It may also include a requirement to pay a ground rent and a service charge to the Freeholder (this is sometimes a nominal sum). It can be entered into by incorporated organisations or nominated individuals.

Assignment of an existing long lease

This is the acquisition of an existing leasehold interest from the previous tenant (known as an assignment). Where a lease is being taken by assignment, there is often less scope to alter the original lease terms.

Licence

This is a short term agreement often between 6 months and 2 years. A licence is most often used with a building occupier who does not have exclusive access to the space, for example where a couple of desks are let out in an office, or in managed workspace where tenants can be moved about if necessary. The terms of this type of agreement are generally ‘easy in easy out’ requiring relatively short notice to terminate by either landlord or occupier (often a month). A licence does not, if properly worded, provide a legal interest in land or a building or security of tenure beyond the agreed terms stated in the licence.

Heads of terms for a lease (so SUBJECT TO CONTRACT)	Comments/Issues to be addressed in negotiation
Property address	
Landlord	
Tenant	
Rent	Is VAT applicable?
Rent free period (and other Incentives)	Needs to be Specified
Type of lease	Head or sub lease?
Landlord's initial works (including timing)	Is anything being done prior to the tenant occupying?
Tenant's initial works (including timing)	And/or vice versa?
Guarantor/rent deposits	Who? Amount?
Lease length and start date	How long?
Break clauses or renewal rights	Notice periods? "Termination Events" - in what circumstances can the lease be considered broken?
1954 Act protection	Is there a right to renewal?
Services and service charge	Budgets or estimates plus clarity on any provisions for sinking funds etc
Repairing obligations	A schedule of condition survey is generally commissioned before the signing of a lease in order to determine the condition of the building so that any existing defects and their repair costs are identified prior to any commitment being made.

Collateral warranties	Who to?
Alterations	Are any prohibited? Is an agreed form of licence (for subletting) to be attached to the lease?
Permitted use	Needs to be specified and cross checked against planning status
Insurance	Definitions of cover and responsibilities
Dilapidations (these are obligations for repairs and maintenance on termination of the lease)	When will they be scheduled and given to the tenant before the lease ends?
Other issues	
Rates and utilities	Confirm responsibilities and amounts with Landlord and local authority
Legal costs	Each party covers own costs?
Conditions	References, surveys, planning consent etc
General	DDA, Asbestos register energy efficiency certificate, H&S record
Landlord's solicitors	Contact details
Tenant's solicitors	Contact details
Timing and other matters	Target for exchange of contract on basis of these heads of terms
Landlord's agent(s):	
Tenant's agent(s)	

Source: The Code for leasing business premises in England 2007

Other contracts and agreements with stakeholders

Many asset development projects however have acquired assets which are leasehold interests in land or buildings. The box below highlights lease provisions which previous projects have identified as having significant impact on the viability and sustainability of their project and their ability to use the assets to benefit their communities.

Based on this experience particular attention should be paid to these issues with legal advisors in the negotiations on any lease associated with achieving the project objectives.

Lease provisions	Potential Impact
Length of the lease	It is not possible to secure grants or other finance to improve or acquire property on leases that are too short.
Assignment (transfer of the lease) and sub letting (letting by the lessee to a third party)	Conditions may prevent flexible use of the asset to meet project objectives.
VAT provisions	This tax will need to consider to be considered in relation to the project as whole and in particular its effect on capital and revenue funding requirements. It wil also affect affordability as a cost to any business tenants for land/buildings when plans are made for maintaining and managing the asset.
Obligations for repairs maintenance and insurance (including on termination)	These will have revenue cost implications
Sale price, rental levels and payment and rent review provisions	These will have capital and revenue cost implications
Reversion Clauses	Most leases include a clause about the return of the property asset to the owner at the end of the lease term. This clause can also include specific conditions when reversion may be triggered e.g. on insolvency or a change of use. It may require the return of grant funds if the lease does not run its full term. These can prevent the asset from being used flexibly to meet the project objectives.
Restrictive covenants	These may limit use of the asset including as security for borrowing or determine the use of any revenue generated by it in the future. These may be particularly relevant to conditions for grant or loan funding for the project
Obligations on termination of the lease (Dilapidations)	These will have revenue cost implications

Land and property acquisitions and disposals by the trustees of registered charities must by law act in the best interests of the charity and secure the best possible deal for the charity. It also requires them to use professional advisors and to follow specific procedures when acquiring, disposing or managing the land and property assets of the charity. These procedures are not onerous, and there is free, easily accessed advice for Charity Trustees available from the Charity Commission that can be consulted to help commission professional advice.

Other contracts and agreements with stakeholders

Some of these agreements are covered in sections 3 and 9 relating to construction contractors and professional advisors.

There are other contracts and agreements that are sometimes required when the transfer of ownership takes place in addition to leases/licences which give a right to occupy the land/building.

A management agreement is an agreement between the local authority (or owner) and another organisation to work together in the operation of the building for the benefit of local people. It does not give any rights to occupation, security or legal interest in the building.

A service level agreement is an agreement, for an agreed period, between two partners, setting out the services to be provided in return for resources, usually financial or staffing. Performance requirements and quality standards will be set as part of the agreement as well as procedures for monitoring and review. They are sometimes required in order to enable a peppercorn rent to be justified for a community building, since such an agreement allows a monetary value to be put to services that can be set against the rental income “lost” to a local authority or other public sector owner. Some Local Authorities argue that it would be iniquitous to allow peppercorn rents to all groups who use community buildings given their varying age and condition as some groups would get a better deal than others. It is argued that without other management and service level agreements put in place in return for favourable lease agreements a benefit for the wider community cannot be guaranteed and the group can just get the benefit of the building without providing community benefits in return.

These transctions, and the legal issues and documentation that arise from them are many and varied. They will depend on the nature of the project and the assets involved. They will also be affected by the way the project is being funded, the type of organisation that is implementing it and the type of organisations that agreements are being sought with.

The project is also likely to need additional agreements with funders, and loan providers. But they will need to meet the specific needs and circumstances of the project and will differ in each case. As a result, they will need specific professional advice.

Taxes

Careful consideration will have to be given to the implications of VAT requirements on the development and use of the asset project, particularly if the organisation who takes ownership of it is a registered charity.

The summary below is not comprehensive but provides an overview of the issues to help research and consider the implications of VAT and SDLT on the project and get the best out of professional advisors (See section 11 and 12).

VAT

Most business transactions involve supplies of goods or services and VAT is payable if they are:

- supplies made in the United Kingdom (UK) or the Isle of Man;
- by a taxable person
- in the course or furtherance of business and
- not specifically exempted or zero-rated

Currently there are three rates of VAT (a standard rate of 17.5%, a reduced rate of 5% and a zero rate).

Capital costs

VAT rates on construction works and the sale of a long leasehold varies according to the building use being created (for example buildings for some uses that are new attract zero rating), the status of the building (for example whether it is listed) the nature of the construction work (whether it is refurbishment or new construction) and whether a registered charity is involved.

VAT is payable at the standard rate for all professional fees associated with the development and construction process.

Revenue Costs

Reduced Rate supplies are things like:

Domestic fuel or power

Installation of energy saving materials

Grant funded installation of heating equipment or security goods or connection of gas supply

Renovation and alteration of dwellings

Women's sanitary products and Children's car seats

Exempt or zero-rated supplies do include some aspects of construction and improvement of land and buildings and activities like betting and gaming, books, educational and training activities, food and catering and aspects of sport and leisure.

How the use of the asset and the organisation that will own it or run it will affect VAT applicability to revenue costs and income and the overall viability and sustainability of the asset.

This is a complex area of planning and implementation of asset development and transfer but fortunately very helpful advice can be gathered from local VAT offices and there is a great deal of free guidance available.

Stamp Duty Land Tax

Stamp Duty Land Tax (SDLT) is a charge on land and property transactions. The tax is charged at different rates and has different thresholds for different types of property and different values of transaction. The tax rate and payment threshold can vary according to whether the property is in residential or non-residential use, and whether it is a freehold or leasehold. SDLT relief is available for certain kinds of property or transaction.

DILAPIDATIONS CLAUSES

Different leases contain different provisions for the repair and maintenance of a property and how the costs of these are allocated between the landlord and the lessee. These provisions, if not limited, can oblige a tenant to improve a building and make it better than it was when they took it!

A schedule of dilapidations is a document usually prepared by the Landlord which details breaches of the lease and requires the tenant to carry out repairs, redecoration and in some cases remove alterations. They may be served during or after a leasehold term and can come as a nasty shock to leasehold tenants who have not fully understood or been advised on their obligations and rights or failed to inspect the condition of the property before they negotiated the lease with the landlord.

The Goodwin Trust in Hull had not taken into account their obligations when they vacated a property on which they had a short term lease. The result was a bill of £14,000 for the necessary works to the property.

Photographs: Baldock Town Hall, Baldock Arts and The Work Space, All Saints Action Network; participants in the Advancing Assets for Communities programme.

11
Online resources and publications

Online resources and publications

These resources have been selected on the basis of being the most pertinent to the sections of the guide and will provide a starting point for finding answers or relevant information on most of the topics covered.

Where there are online resources as opposed to publications they are listed as separate sections. Where publications have applicability to more than one section they are included in each section.

Policy

Many of these policy publications are available Online from the authors or publishers

Publications

Cabinet Office (2003) Social Enterprise: A Strategy for Success

Circular 06/03 (2003) : Local Government Act 1972 General Disposal Consent (England) Disposal for less than the best consideration that can be reasonably obtained,

CLG (2007) "Making Assets Work - Opening the transfer window: The government's response to the Quirk Review of community management and ownership of public assets"

CLG (2009) "Planning Together - Practical Guide for Local Strategic Partnerships and Planners"

IPPR (2007) Community Asset Transfer: Overcoming Challenges of Governance and Accountability, Adventure Capital Fund

Museums Libraries and Archives Council (2010) The Opportunity of Devolved Governance for Museums Libraries and Archives, MLA

OGC and Home Office (2004) "Think Smart..think Voluntary Sector - good practice guidance on procurement of services from the voluntary and community sector " HMSO

HM Treasury (2006) "Improving Financial Relationships with the Third Sector - Guidance to Funders and Purchasers" HMSO

Thake S (2006) Community Assets- the benefits and costs of community management and ownership, CLG

Woodin T et al (2010) "Community and Mutual Ownership A Historical Review", Joseph Rowntree Foundation, York

Existing Practitioners and Networks

Online resources

Membership organisations or practitioner networks who have land and building management, asset development or community enterprise as a common activity. Most of these sites include tools for project development, templates and activities for developing business plans, financial modelling, leases etc. Some require membership to access resources, others are freely available.

www.dta.org.uk, www.bassac.org.uk, www.communitymatters.org.uk, www.communitylandtrusts.org.uk. www.fieryspirits.com, http://meanwhilespace.ning.com/

Leadership

Online Resources

www.ncvo-vol.org.uk go to Governance and Leadership

www.improvingsupport.org.uk Main web site on all aspects of organisational development

Publications

ACEVO (2004) Only Connect: A leaders Guide to Networking, ACEVO London

DTA (Third sector leadership Centre (2007) Learning to Lead: 10 ways to develop your leadership skills, NCVO.

Setting Project Objectives

Online Resources

www.businessballs.com

www.projectsmart.co.uk go to SMART goals

Publications

DTA (2006) Cultivating Enterprise: a DTA toolkit for starting up successful development trusts and enterprising community organisations, DTA London

Professional Advisors

Online Resources

www.setas.co.uk for social enterprise business support.

www.trainersandconsultantsdirect.org.uk for trainers and consultants (mainly business support and organisational development) used to working with community based organisations

See the web sites of professional bodies (section 3) to locate a specific type of advisor

Publications

Social Enterprise Partnership (GB) Ltd (2004) Guidance on finding, selecting and using consultants available from www.setasdo.uk

Jon Fitzmaurice J and Harrow J (2007) The Good Guide to Working with Consultants, NCVO

NACVS/Charities Information Bureau "Trainers and Consultants Direct" This is a Guide to appointing consultants and trainers and a directory of providers. It is available from www.trainersandconsultantsdirect.org.uk

Types of Assets

There is some limited specific guidance on types of assets - both their physical improvement and management available.

The most prolific is that on the development of heritage assets (formerly listed buildings).

Online Resources

Publications

English Heritage (2010) "Disposal of Heritage Assets - Guidance note for government departments and Non Departmental Government Bodies"

English Heritage (1995) The Repair of Historic Buildings, English Heritage

Green Balance (2006) Disposal of Heritage Assets, National Trust

Richards R Urquhart M (2003) Conservation Planning - Our Architectural Heritage: a guide to planning legislation and managing change, PAL

Management of Land and Buildings

Online Resources

www.ethicalproperty.org.uk
www.mycommunityspace.org.uk

Publications

Hart L (2010) Premises Fact Finder, Community Matters, London

Hudson P (2000) Managing your community building, Community Matters

Community Matters (2000) "Reference Manual for Community Organisations Advisers"

Croner Premises Management Guide is a publication and subscription service that provides information on day to day premises management.

HSE (2006) Essentials of Health and Safety at Work, HSE

HSE (2006) Health and Safety Starter Pack, HSE

HSE (2006) Health and Safety (First Aid) Regulations 1981 HSE

HSE (2009) A short guide to managing asbestos in buildings, HSE

HSE (2009) First Aid at Work HSE

Royal Institute of Chartered Surveyors (2007) "Service Charges in Commercial Property", RICS

Rural Development Council Northern Ireland (2001) "Community Building Resource Pack"

Management of an Organisation

Online Resources

www.improvingsupport.org.ukwww.ncvo-vol.org.uk

Publications

Crooks B and Mouradian J (2006) The A to Z of Good Governance, Governance Hub ACEVO(2006) Working Together for Better Office Infrastructure, ACEVO, London

Adirondack, S (2005) Just About Managing? London Voluntary Services Council

Dyer P (2008) The Good Trustee Guide, NCVO

Eden L (2007) What Management Committee Members Need to Know, Governance Hub NCVO

Hayes R and Reason J (2009) Voluntary but not Amateur, Directory of Social Change

NCVO (2005) Sharing back office Services, NCVO Collaborative working unit

Ranken W (2008) Managing and developing people in voluntary and community organisations , NCVO

Skinner et al (1997) "Assessing Community Strengths: A practical Handbook for Planning Capacity Building" Community Development Foundation

Volunteer England (2002) "The Good Practice Guide", Volunteering England

Maintenance of Land and Buildings

Online Resources

www.charitypropertyhelp.com - a RICS service for charities
www.communitymatters.org.uk - general help on running community buildings

www.ethicalproperty.org.uk - excellent web site on main aspects of Facilities Management

www.upkeep.org.uk - a charity that educates people about building upkeep

Publications

BCIS (2009) Building Maintenance Price Book, BCIS

OGC (Office of Government Commerce) (2007) “Whole Life Costing and Cost Management”, OGC London

Wood B (2009) Building Maintenance, CIOB

Stakeholder Involvement

Online Resources

All the following provide practical tools, briefing papers and think pieces

www.communityplanning.ne

www.partnerships.org.uk

www.pathwaysthroughparticipation.org.uk

www.involve.org.uk

www.councillorinthecommunity.org

Publications

Acland A (2008) Dialogue by Design: A Handbook of Public and Stakeholder Engagement

Wates N (2000) “The Community Planning Handbook” Earthscan

Feasibility

Online Resources

www.togetherworks.org.uk - an alliance of social enterprises - How to write a feasibility study is on their resources pages

www.businessballs.com - a feasibility study template can be found in the business plan section

Publications

See Business Plans section

Architectural Heritage Fund (2008) Option Appraisal Grants Guidance for Applicants - although funder specific a useful tool for feasibility assessment

Finance Basics

Online Resources

www.cash-online.org.uk

www.financehub.org.uk

www.hmrc.gov.uk This has the most comprehensive set of online guidance on finance and charities, VAT, stamp duty etc.

Publications

Bibby A (Editor) “Step by step finance for social enterprise” Social Enterprise London

HM Treasury (2009) Managing Public Money, HMT

OPM (2006) Financial Relationships with Third Sector organisations: A Decision Support Tool for public bodies

Palmer P (2005) Good Financial Management Guide for the Voluntary Sector

Patel A and Oakley R (2009) The Good Guide to Trading, NCVO

Russell Cooke (2008) VAT Made Simple, NCVO

Russell Cooke (2009) Setting Up a Trading Company, ACEVO

Russell-Cooke (2009) Voluntary Sector Legal Handbook, Directory of Social Change

Sayer K (2007) A Practical Guide to Financial Management, NCVO

Finding Finance

Online Resources

www.fundingcentral.org.uk - the most comprehensive online resource on types and sources of funding and guidance on how to secure it. This includes details of lending from banks with specific experience of the not for profit sector

www.communityshares.org.uk - information on community share issues - how to guides and case studies in particular.

Publications

Botting N and Norton M (2007) Complete Fundraising Handbook, Directory of Social Change

Hayden T (2006) Capital Appeals, Directory of Social Change

Types of Finance

Publications

DTA/Cooperatives UK (2010) Investing in Community Shares, DTA/Coops UK

DTA/Cooperatives UK (2010) Practitioners Guide to Governance and Offer Documents, DTA/Coops UK

Brown J et al (2004) “Cooperative Capital”, Cooperative Action, Manchester

Community Shares (2009) Community Shares Fact Sheets 1-10

Contracts tendering and procurement

Online Resources

www.fundingcentral.org.uk

www.ncvo-vol.org.uk

www.improvingsupport.org.uk

Publications

ACEVO (2009) “How to be successful: An Introduction to Procurement” ACEVO London

Project Development and Support Ltd (2009) The Handy Guide to Tendering and Procurement” PDSL, Matlock

Conditions and Requirements of funding

Online Resources

www.bis.gov.uk/policies/business-law/state-aid the lead department on state aid policy and guidance

Publications

Department for Business Innovation and Skills (BIS) (2010) State Aid: A Beginners Guide” BIS, London

HM Treasury (2009) Managing Public Money, HMT

Business Planning

Online Resources

www.businessballs.com

www.socialfirmsuk.co.uk

www.communitylandtrusts.org.uk

Publications

DTA (2006) Cultivating Enterprise: a DTA toolkit for starting up successful development trusts and enterprising community organisations, DTA London

Dept of Communities and Local Government (2008) Managing Risks in Asset Transfer

Irwin D (2006) Business Planning - A Guide, Esmee Fairbairn Foundation

Lawrie A (2001) “A complete guide to business and strategic planning for voluntary organisations” Directory of Social Change

Lawrie A (2002) “A Complete Guide to Creating and Managing New Projects” Directory of Social Change

Social Enterprise Development Initiative “Social Enterprise Business Planning Guide” Edinburgh

Social Firms UK (1998) “Business Plan Guide” Social Firms UK

Measuring Impacts/ community benefits

Online Resources

www.bassac.org.uk

www.proveandmprove.org

www.sroi-uk.org

www.dta.org.uk

Publications

Byrne K (2006) “Tell Your Story Community Impact Mapping”

Cabinet Office (2009) “A Guide to Social Return on Investment”

Church C and Skinner S (2006) “Change Check - A Practical Guide to assessing the impact of your community organisation”

Meldrum B (2009) “Measuring your Social Impact” The Tool Factory

NEF (2005) “Proving and Improving: A Quality Impact Tool for Social Enterprise”

NEF (2009) “Tools for you: Approaches to proving and improving for charities voluntary organisations and social enterprises”

Design and Construction

Online Resources

Most of the organisations associated with the publications list are in the Relevant Organisations section and provide information and advice on their web sites.

www.architecturecentres.org.uk
www.cae.org.uk - centre for accessible environments for all you need to know about accessible buildings

www.architecture.com - architect professional body

www.cabe.org.uk - advisor to government on design and architecture

www.theglass-house.org.uk - advice to community based organisations

Publications

ACRE (1997) Plan Design and Build, ACRE

Carbon Trust (2006) Assessing the Energy Use in your building, Carbon Trust

Centre for Accessible Environments Fact Sheet 5 VAT and Building Work, CAE

CIBSE (2007) Guide L Sustainability, CIBSE

CIRIA (1995) A Client Guide to Greener Construction, CIRIA

Commission Architecture and the Built Environment (CABE) (2003) Creating Excellent Buildings, CABE, London

Department of Transport (2009) Delivering Travel Plans through the Planning Process, DTP, London

Energy Savings Trust (2006) Introduction to Renewable Energy, EST

Ethical Property Foundation (2008) A Community Guide to Planning Obligations (Planning Gain), EPF London

Garner H and Hart L (2007) The Green

Asset Guide, DTA

Grant, A (2005) Access Audit Handbook, CAE/RIBA

Joint Contracts Tribunal (2005) JCT Building Contracts and Forms, RIBA

Joint Contracts Tribunal (2007) Deciding on the appropriate JCT Contract, Sweet and Maxwell

Lacey A (2004) Designing for Accessibility CAE/RIBA

London Sustainability Exchange (2006) Green guide for community based and voluntary sector organisations, LSX

Planning Aid for London (2009) Local Development frameworks, PAL

Planning Aid for London (2009) Planning Decisions and Material Considerations, PAL

Price Waterhouse et al 1994 “Financing Inner Cities” PWC

RIBA (2008) It’s useful to know... the Role of an Architect, RIBA

Sousa, S et al (2009) Exploring Design Input and Impact in the Community Assets Programme Asset Transfer Unit, London

Thorpe S (1994) Reading and Using Plans CAE

Transport for London (2006) Workplace Cycle Parking Guide, TFL

Urban Forum (2006) A Handy Guide to Planning, Urban Forum

Legal Issues

Online Resources

www.atu.org.uk - legal resources from the asset transfer unit

www.leasingbusinesspremises.com - guidance on leases and lease negotiations - the government approved business code

www.charitycommission.gov.uk - guidance to registered charities on legal issues

www.getlegal.org.uk - Online tool for choosing legal structures

www.peppercornrent.co.uk - guidance on peppercorn rents and business rates for community buildings

Publications

Adirondack, S Ed. (2009) The Voluntary Sector Legal Handbook, Directory of Social Change

Bates Wells and Braithwaite and Social Enterprise Coalition (1986) Keeping It Legal, Social Enterprise Coalition

Charity Commission CC35 Trustees, Trading and Tax

Charity Commission CC21 Registering as a Charity

Charity Commission CC22 Choosing and Preparing a Governing Document

Dawson J Ed. (2005) Occupying Community Premises: Guidelines for Community Associations and Local Authorities, Community Matters

HM Treasury (2009) Managing Public Money, HMT

12
Directory

Directory

A

Action with Communities in Rural England (ACRE)
Somerford Court
Somerford Road
Cirencester
Gloucestershire GL7 1TW
Tel: +44 (0)1285 653477
Web site: www.acre.org.uk

Adventure Capital Fund
5th Floor
6 St Andrew Street
London EC4A 3AE
See also Social Investment Business
Tel +44 (0)20 7842 7760
Web site: www.adventurecapitalfund.org.uk

Advisory Conciliation and Arbitration Services
London Regional Office
Euston Tower, 286 Euston Road
London NW1 3JJ
Tel: +44 (0)20 7396 0022
Web site: www.acas.org.uk

Architectural Heritage Fund
Alhambra House
27-31 Charing Cross Road
London WC2H 0AU
Tel: +44 (0)20 7925 0199
Web site: www.ahfund.org.uk

Asset Transfer Unit
c/o Development Trusts Association
33 Corsham Street
London N1 6DR
Tel: +44 (0)845 345 4564
Web site: www.atu.org.uk

ACF (Association of Charitable Foundations)
Central House
14 Upper Woburn Place
London WC1H 0AE
Tel: +44 (0)20 7255 4499
Web site: www.acf.org.uk

Association of Chief Executives of Voluntary Organisations (ACEVO)
London Office
1 New Oxford Street
London WC1A 1NU
(Leeds office details on web site)
Tel: +44 (0)20 7280 4960
Web site: www.acevo.org.uk

B

BASSAC (British Association of Settlements and Social Action Centres)
33 Corsham Street
London N1 6DR
See also Community Alliance
Tel: +44 (0)207 336 9442
Website: www.bassac.org.uk

Big Issue Invest
1-5 Wandsworth Road
London SW8 2LN
Tel: +44 (0) 207 526 3434
Web site: www.bigissueinvest.com

Big Lottery Fund
Corporate Office
1 Plough Place
London EC4A 1DE
Tel: +44 (0)20 7211 1800
Textphone: +44 (0)845 6 02 16 59
Web site: www.biglotteryfund.org.uk

British Business Angels Association
c/o Angel Capital Group
100 Pall Mall
London SW1Y 5NQ
Tel: +44 (0)207 321 5669
Web site: www.bbaa.org.uk

British Institute of Facilities Management
Number One Building
The Causeway
Bishop's Stortford
Hertfordshire CM23 2ER
Tel: +44 (0)845 058 1356
Web Site www.bifm.org.uk

Building Cost Information Service
12 Great George Street
Parliament Square
London SW1P 3AD
Tel: +44 (0)20 7695 1500
Web site: www.bcis.co.uk

Building Research Establishment (BRE)
Bucknalls Lane
Watford WD25 9XX
(Details of other offices around UK on web site)
Tel: +44 (0)1923 664000
Web site: www.bre.co.uk

Business in the Community
137 Shepherdess Walk
London N1 7RQ
Tel: +44 (0)20 7566 8650
Website: www.bitc.org.uk

Business Link
Tel: +44(0)845 600 9 006
Minicom tel: +44 (0)845 606 2666
Web site: www.businesslink.gov.uk

C

Cabinet Office
Office for Civil Society
70 Whitehall
London SW1A 2AS
Tel: +44 (0)20 7276 1234
Web site: www.cabinetoffice.gov.uk

Campaign for Planning Sanity
56 Kimmeridge Avenue
Parkstone
Poole
Dorset BH12 3NX
Tel: No telephone enquiries
Web site: www.planningsanity.co.uk

The Carbon Trust
Customer Centre
PO Box 89
Witney OX29 4WB
(office locations on web site)
Tel: +44 (0)800 085 2005
Web site: www.carbontrust.co.uk

Cathedral and Church Buildings
Division
Church of England
Archbishops' Council
Church House
Great Smith Street
London SW1P 3AZ
Tel: +44 (0)20 7898 1886
Web site: www.churchcare.co.uk

Centre for Accessible Environments
70 South Lambeth Road
London SW8 1RL
Tel: +44 (0)207 840 0125
Website: www.cae.org.uk

Centre for Education in the Built Environment
Architecture, Landscape, Planning, Housing & Transport
Bute Building
King Edward VII Avenue
Cardiff CF10 3NB
Contact details for construction, surveying and real estate contact on web site
Tel: +44 (0)29 2087 4600
Web site: www.cebe.ac.uk

Charities Aid Foundation
Head Office
25 Kings Hill Avenue
Kings Hill
West Malling
Kent ME19 4TA
Tel: +44 (0)3000 123 000
Web site: www.cafonline.org

Charities Evaluation Service
4 Coldbath Square
London EC1R 5HL
Tel: +44 20 7713 5722
Web site: www.ces-vol.org.uk
Charities Information Bureau see Fit 4 funding

Charity Bank Limited
194 High Street
Tonbridge
Kent TN9 9BD
Tel: +44 (0)1732 774040
Web site: www.charitybank.org

Charity Commission for England and Wales
Charity Commission Direct
PO Box 1227
Liverpool L69 3UG
Tel: +44 (0)845 300 0218
Web site: www.charity-commission.gov.uk

Chartered Institute of Building
Englemere
Kings Ride
Ascot
Berkshire SL5 7TB
Tel: +44 (0)1344 630700
Website: www.ciob.org.uk

Chartered Institution of Building Services Engineers (CIBSE)
222 Balham High Road
London SW12 9BS
Tel: +44 (0)20 8675 5211
Website: www.cibse.org

Commission for Architecture and the Built Environment (CABE)
1 Kemble Street
London WC2B 4AN
Tel: +44 (0)20 7070 6700
Website: www.cabe.org.uk

Communities and Local Government
Eland House
Bressenden Place
London SW1E 5DU
Tel: +44 (0)303 444 0000
Web site: www.communities.gov.uk

Community Accountancy Self Help
9 Thorpe Close
London W10 5XL
Tel: 020 8960 4446
Web site: www.cash-online.org.uk and http://caseonline.org.uk
Please note that while CASH-ONLINE is a national service for groups throughout the UK, it is unable to answer specific enquiries regarding accountancy from groups other than those based in the London boroughs it has funding to work in: Kensington & Chelsea, Hammersmith & Fulham, Brent, Westminster, Ealing, Harrow, Hillingdon and Tower Hamlets.

Community Action Network (CAN)
Head Office
CAN Mezzanine
49-51 East Road
London N1 6AH
Tel: +44 (0)20 7250 8000
Website: www.can-online.org.uk

Community Alliance
33 Corsham Street
London N1 6DR
Tel: +44 (0)20 7336 9491
Web site: www.comm-alliance.org

Community Development Finance Association
Room 101
Hatton Square Business Centre
16/16a Baldwins Gardens
London EC1N 7RJ
Tel: +44 (0)20 7430 0222
Web site: www.cdfa.org.uk
As a trade association CDFA does not provide loans, funding or financial advice to the public. If you are looking for finance one of its members might be able to help www.findingfinance.org.uk

Community Foundation Network
12 Angel Gate
320-326 City Road
London EC1V 2PT
Tel: +44 (0)20 7713 9326
Web site: www.communityfoundations.org.uk

Community Interest Companies Regulator
CIC Team
Room 3.68
Companies House
Crown Way
Maindy
Cardiff CF14 3UZ
Tel (24 hr voicemail service): +44(0)29 20346228
Web site: www.cicregulator.gov.uk

Community Land Trust Network (National)
c/o National Housing Federation
Lion Court
25 Procter Street
London WC1V 6NY
Tel: +44 (0)191 514 3945
Web site: www.communitylandtrusts.org.uk

Community Matters
12 - 20 Baron Street
London N1 9LL
See also Community Alliance
Tel: +44 (0)20 7837 7887
Web site: www.communitymatters.org.uk

Community Shares
(see Development Trusts Association and Cooperatives UK)
Web site: www.communityshares.org.uk

Companies House
Main Office
Companies House
Crown Way
Maindy
Cardiff CF14 3UZ
Tel +44 (0)303 1234 500
Website: www.companieshouse.gov.uk

Confederation of Co-operative Housing
Fairgate House
205 Kings Road
Tyseley
Birmingham B11 2AA
Tel: +44 (0)121 449 9588
Web site: www.cch.coop

Construction Industry Homelessness
Charity (CRASH)
The Gatehouse
2 Devonhurst Place
London W4 4JD
Tel +44 (0)20 8742 0717
Website: www.crash.org.uk

Construction Industry Research and Information Association (CIRIA)
London Office
Classic House
174-180 Old Street
London EC1V 9BP

Scottish office details on web site
Tel: +44 (0)20 7549 3300
Website: www.ciria.org

Co-operative & Community Finance
Brunswick Court
Brnswick Square
Bristol BS2 8PE
Tel: +44 (0) 1179 166750
Web site: www.co-opandcommunityfinance.coop

Co-operatives UK
Holyoake House
Hanover Street
Manchester M60 0AS
Tel: +44 (0)161 246 2900
Web site: www.uk.coop

Croner Training
7th Floor, Elizabeth House
York Road
London SE1 7NQ
Tel: +44 (0)845 082 1170
Website: www.cronertraining.co.uk

D

Department for Business Innovation & Skills (BIS)
1 Victoria Street
London SW1H OET
Tel: +44 (0)20 7215 5000
Minicom: +44 (0)20 7215 6740
Web site: www.dti.gov.uk

Development Trusts Association
33 Corsham Street
London N1 6DR
See also Community Alliance
Tel: +44 (0)845 458 8336
Website: www.dta.org.uk

Directory of Social Change
24 Stephenson Way
London NW1 2DP
Liverpool office details on web site
Tel: +44 (0)20 7391 4800
Web site: www.dsc.org.uk

E

Ecology Building Society
7 Belton Road
Silsden
Keighley
West Yorkshire BD20 0EE
Tel: +44 (0)845 674 5566
Web site: www.ecology.co.uk

Employers Forum on Belief
Floor 3, Downstream
1 London Bridge
London SE1 9BG
Tel: +44 (0)845 456 2495
Web site: www.efbelief.org.uk

Energy 4 All
Unit 33
Trinity Enterprise Centre
Furness Business Park
Barrow In Furness LA14 2PN
Tel: +44 (0) 1229 821028
Web site: www.energy4all.co.uk

Energy Saving Trust
Regional offices for England, Scotland, Wales and N Ireland. Contact details on web site
Freephone customer advice line: +44(0)800 512 012
Tel (England office): +44 (0)20 7222 0101
Web site: www.energysavingtrust.org.uk

English Heritage
1 Waterhouse Square
138-142 Holborn
London EC1N 2ST
Tel: +44 (0)20 7973 3000
Web site: www.english-heritage.org.uk

Ethical Property Foundation
Development House
56-64 Leonard Street
London EC2A 4LT
Bristol office contact details on web site
Tel: +44 (0)207 065 0760
Web site: www.ethicalproperty.org.uk

F

Facilities Management Associatio
c/o Cripps Dransfield
206 Upper Richmond Road West
London SW14 8AH
Tel: No telephone enquiries
Web site: www.fmassociation.org.uk

Federation of Master Builders
Gordon Fisher House
14-15 Great James Street
London WC1N 3DP
(Regional and branch office details on web site)
Tel: +44 (0)20 7242 7583
Web site: www.fmb.org.uk

Fit 4 funding
The Charities Information Bureau
93 Lawefield Lane
Wakefield
West Yorkshire WF2 8SU
Tel: +44 (0)1924 239063
Web site: www.fit4funding.org.uk

Future Builders England
Closed to new applications. See Social Investment Business
Tel: +44 (0)191 261 5200
Web site: www.futurebuilders-england.org.uk

G

The Glass-House Community Led Design
51 Tabernacle Street
London EC2 4AA
Tel: +44 (0)20 7490 4583
Website: www.theglasshouse.org.uk

H

H2Ope
Lower Mount Farm
Shore
Todmorden
West Yorkshire OL14 8SD
Tel: +44 (0) 7964 106037
Website: www.H2Ope.org.uk

Health and Safety Executive
Rose Court
2 Southwark Bridge
London SE1 9HS
Details of offices around the country on web site
Tel: +44 (0)845 345 0055.
Web site: www.hse.gov.uk

Heritage Lottery Fund
7 Holbein Place
London SW1W 8NR
Details of offices across UK and regions on web site
Tel: +44 (0)20 7591 6000
Minicom: +44 (0) 20 7591 6255
Web site: www.hlf.org.uk

Highlands and Islands Enterprise
Cowan House
Inverness Retail and Business Park
Inverness
Scotland IV2 7GF
Details of area and other administrative offices on web site
Tel: +44 (0)1463 234171
Web site: www.hie.co.uk

HM Revenue & Customs Charities
St Johns House
Merton Road
Liverpool L75 1BB
Tel (charities helpline):
+44 (0)845 302 0203
Web site: www.hmrc.gov.uk

Homes and Communities Agency
Two corporate centres are:
HCA Warrington
Arpley House
110 Birchwood Boulevard
Birchwood
Warrington WA3 7QH
and
HCA London
110 Buckingham Palace Road
Victoria
London SW1W 9SA
Details of 17 other offices on web site
Tel: +44 (0)300 1234 500
Web site: www.homesandcommunities.co.uk

I

ICOF see Co-operative & Community Finance
Institute of Historic Building Conservation
Jubilee House
High Street
Tisbury
Wiltshire SP3 6HA
Tel: +44 (0)1747 873133
Web site: www.ihbc.org.uk

Institute for Voluntary Action Research (IVAR)
32 Tavistock Square
Bloomsbury
London WC1H 9EZ
Tel: +44 (0)20 3073 8399
Web site: www.ivar.org.uk

J

Joint Contracts Tribunal Ltd
4th Floor, 28 Ely Place
London EC1N 6TD
Tel - no telephone enquiries
Web site: www.jctltd.co.uk

L

Land Registry
32 Lincoln's Inn Fields
London WC2A 3PH
(Details of other Land Registry offices on web site)
Tel: +44 (0)844 892 1111
Web site: www.landregistry.gov.uk

LawWorks
10-13 Lovat Lane
London EC3R 8DN
Note: LawWorks does not give legal advice itself nor does it issue a list of individual solicitors or firms undertaking pro bono work
Tel: +44 (0)207 929 5601
Web site: www.lawworks.org.uk

Law Society
The Law Society's Hall
113 Chancery Lane
London WC2A 1PL
Tel: No telephone enquiries
Web site: www.lawsociety.org.uk

Local Government Association
Local Government House
Smith Square
London SW1P 3HZ
Tel: +44 (0)20 7664 3131
Web site: www.lga.gov.uk

Local Investment Fund
See Social Enterprise Loan Fund

M

Maintain your Building
c/o SPAB, 37 Spital Square
London E1 6DY
Tel: +44 (0)207 377 1644
Web site: www.maintainyourbuilding.org.uk

N

National Association for Voluntary and Community Action (NAVCA)
The Tower, 2 Furnival Square
Sheffield S1 4QL
See also Trainers and Consultants Direct
Tel: +44 (0)114 278 6636
Textphone: 0114 278 7025
Web site: www.navca.org.uk

The National Council for Voluntary Organisations (NCVO)
Regent's Wharf
8 All Saints Street
London N1 9RL
Tel: +44 (0)20 7713 6161
Web site: www.ncvo-vol.org.uk

National Council for Voluntary Youth Services
3rd Floor, Lancaster House
33 Islington High Street
London N1 9LH
Tel: +44 (0)20 7278 1041
Web site: www.ncvys.org.uk

National Energy Action
St Andrew's House
90-92 Pilgrim Street
Newcastle upon Tyne NE1 6SG
Northern Ireland and Wales office contact details on web site
Tel: +44 (0) 191 261 5677
Web site: www.nea.org.uk

National Federation of Artists' Studio Providers
Unit 5, Toynbee Studios
28 Commercial Street
London E1 6AB
Tel: +44 (0)20 7426 0067
Web site: www.nfasp.org.uk

National Housing Federation
Lion Court
25 Procter Street
London WC1V 6NY
Tel: +44 (0)20 7067 1010
Web site: www.housing.org.uk

Natural England
Head Office
1 East Parade
Sheffield S1 2ET
Tel: +44 (0)845 600 3078
Web site: www.naturalengland.org.uk

P

Peppercorn Rent
c/o West Hampstead Community Association
60- 62 Mill Lane
London NW6 1NJ
Website: www.peppercornrent.co.uk

Planning Advisory Service
Local Government Improvement and Development
Layden House
76-86 Turnmill Street
London EC1M 5LG
Tel: +44 (0)20 7664 3000
Web site: www.pas.gov.uk

Planning Aid England
Planning Aid England is operated through nine regional offices. There is also Planning Aid for London, Planning Aid for Scotland and Planning Aid Wales, where the service is delivered independently. Contact details with advice line numbers on website
See also Royal Town Planning Institute
Web site: www.rtpi.org.uk/planningaid

PPL
1 Upper James Street
London W1F 9DE
(PPL is the music licensing company which, on behalf of 42,000 performers and 5,000 record companies, licenses the use of recorded music in the UK)
Tel: +44 (0)20 7534 1000
Web site: www.ppluk.com

The Prince's Trust
18 Park Square East
London NW1 4LH
Full contact details for 12 national and regional offices on web site
Tel: +44 (0)20 7543 1234
Minicom: +44 (0)20 7543 1374
Web site: www.princes-trust.org.uk

PRS (Performing Right Society
Copyright House
29-33 Berners St
London W1T 3AB
Tel: +44 (0)20 7580 5544
Web site: www.prsformusic.com

R

Regeneration and Renewal
174 Hammersmith Road
London W6 7JP
Tel: +44 (0)20 8267 4381
Web site: www.regen.net

Registers of Scotland Executive Agency
Erskine House
68 Queen Street
Edinburgh EH2 4NF
Glasgow office contact details on web site
Tel: +44 (0)845 607 0161
Textphone: +44 (0)845 607 0168
Web site: www.ros.gov.uk

Royal Institute of British Architects (RIBA)
66 Portland Place
London W1B 1AD
Tel: +44 (0)20 7580 5533
Web site: www.architecture.com

Royal Institution of Chartered Surveyors (RICS)
Parliament Square
London SW1P 3AD
Tel: +44 (0)870 333 1600
Web site: www.rics.org

Royal Town Planning Institute (RTPI)
41 Botolph Lane
London EC3R 8DL
See also Planning Aid England
Tel: +44 (0)20 7929 9494
Web site: www.rtpi.org.uk

S

School for Social Entrepreneurs
18 Victoria Park Square
London E2 9PF
Tel: +44 (0)20 8981 0300
Web site: www.sse.org.uk

Scottish Council for Voluntary Organisations
Mansfield Traquair Centre
15 Mansfield Place
Edinburgh EH3 6BB
Tel: +44 (0)131 556 3882
Web site: www.scvo.org.uk

Small Business Service
See Department for Business Innovation & Skills

Social Audit Network
c/o CEU Ltd
Garden floor suite 1
11-15 Dix's Field
Exeter EX1 1QA
Tel: +44 (0) 1392 666282
Web site: www.socialauditnetwork.org.uk

Social Enterprise Coalition
49-51 East Road
London N1 6AH
Tel: +44 (0)20 7793 2323
Web site: www.socialenterprise.org.uk

Social Enterprise Loan Fund
Ground Floor, Ibex House
42-47 Minories
London EC3N 1DY
Tel: +44 (0)20 7680 1028
Web site: www.tself.org.uk

Social Enterprise London
3rd Floor, Downstream Building
1 London Bridge
London SE1 9BG
Tel: +44 (0)207 022 1920
Web site: www.sel.org.uk
Social Enterprise Training and Support
c/o Coin Street Community Builders
Coin Street Neighbourhood Centre
108 Stamford Street
London SE1 9NH
Tel: +44 (0)20 7021 1600
Web site: www.setas.co.uk

Social Firms UK
Suite 2, Victoria House
10 Brighton Road
Redhill
Surrey RH1 6QZ
Tel: +44 (0)1737 231360
Web site: www.socialfirmsuk.co.uk

The Social Investment Business
5th Floor
6 St Andrew Street
London EC4A 3AE
Newcastle office details on web site
Tel: +44 (0)20 7842 7700
Web site: www.socialinvestmentbusiness.org

The Social Return on Investment Network
c/o 29 Haldane Avenue
Haddington
East Lothian EH14 3PG
Tel: +44 (0)151 703 9229
Web site: www.thesroinetwork.org

T

Trainers and Consultants Direct
The Tower
2 Furnival Square
Sheffield S1 4QL
See also National Association for Voluntary and Community Action
Tel: +44 (0)114 278 6636
Web site: www.trainersandconsultantsddirect.org.uk

Tenant Participation Advisory Service
TPAS Ltd
5th Floor
Trafford House
Chester Road
Manchester M32 0RS
Tel +44 (0)161 868 3500
Web site: www.tpas.org.uk

Triodos Bank
Brunel House
11 The Promenade
Bristol BS8 3NN
Scotland office details on web site
Tel: +44 (0)117 973 9339
Web site: www.triodos.co.uk

U

UK Association of Preservation Trusts
9th Floor, Alhambra House
27-31 Charing Cross Road
London WC2H 0AU
Tel: +44 (0)207 930 1629
Web site: www.ukapt.org.uk

Unity Bank
Unity Trust Bank plc
Nine Brindleyplace
Birmingham, B1 2HB
London office address on web site
Tel: +44 (0)845 140 1000
Textphone: 18001 0845 140 1000
Web site: www.unity.co.uk

Unltd
123 Whitecross Street
Islington
London EC1Y 8JJ
Contact details for 6 UK offices on web site
Tel: +44 (0)20 7566 1100
Web site: www.unltd.org.uk

Upkeep
Royal London House
22-25 Finsbury Square
London EC2A 1DX
Tel: No telephone enquiries
Web site: www.upkeep.org.uk

V

Volunteering England
Regents Wharf
8 All Saints Street
London N1 9RL
Tel: +44 (0)845 305 6979
Web site: www.volunteering.org.uk

Valuation Office Agency
No postal address
Local office and contact information on web site
Tel (Business rates): +44 (0)845 602 2010
Web site: www.voa.gov.uk

W

Wales Council for Voluntary Action
Head Office
Baltic House
Mount Stuart Square
Cardiff Bay CF10 5FH
Aberystwyth and Rhyl office contact information on web site
Tel: +44 (0)800 2888 329
Web site: www.wcva.org.uk

£25 (£15 for DTA members)

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