

Asset Transfer Unit

Inspiring people,
transforming places

The Asset Transfer Unit is delivered by The Development Trusts Association in association with Community Matters and the Local Government Association, and funded by Communities and Local Government.



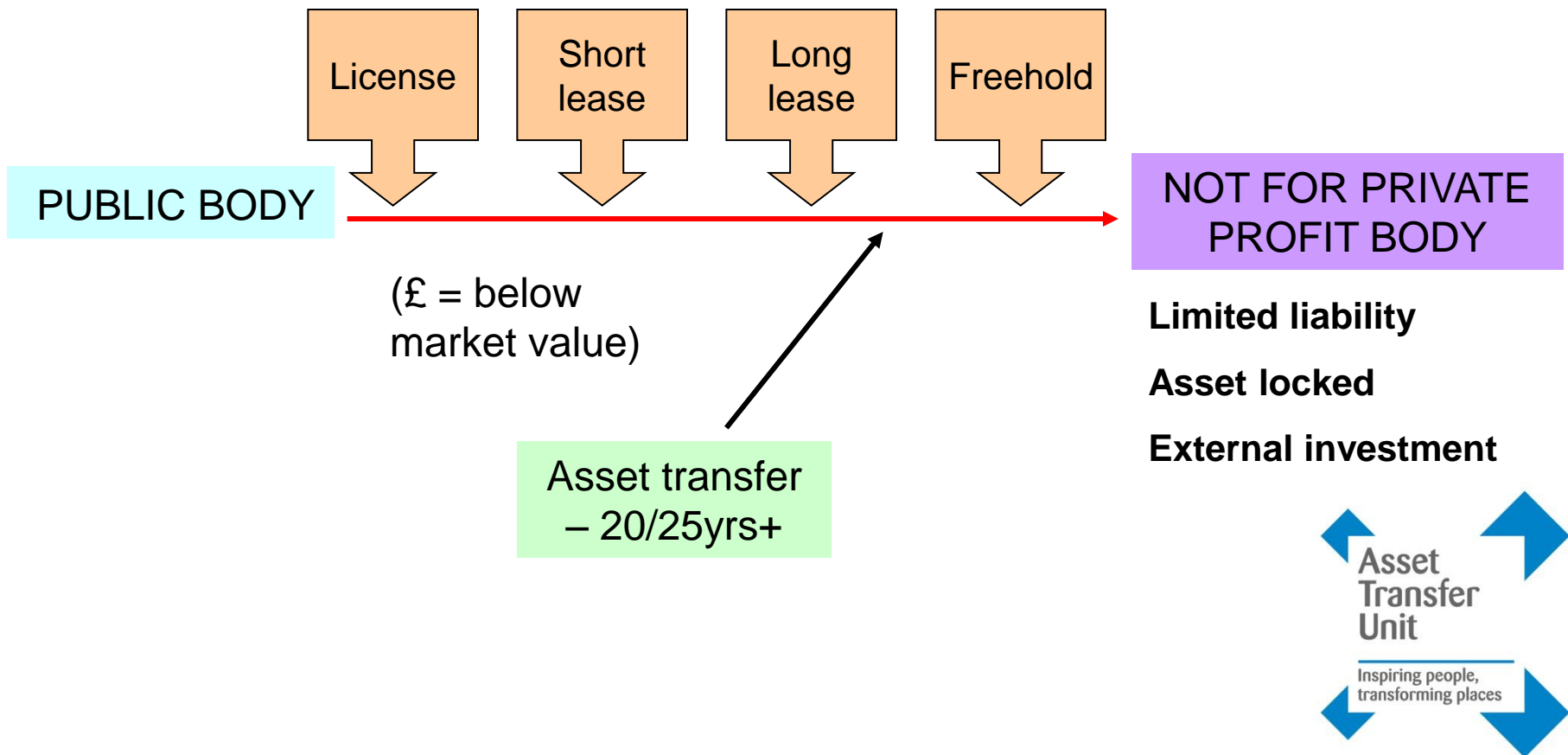


Asset transfer and community based sport

Stephen Rolph
Development Officer
Locality



Asset Transfer – what is it?





Asset Transfer in the UK – A brief history

- **2007** – Making Assets Work: The Quirk Review; Advancing Assets for Communities;
- **2008** – Managing Risks: A Guide; £30m Community Assets Programme; Communities in Control – White Paper.
- **2009** – Asset Transfer Unit; £70m Community Builders Fund.
- **2010** – ‘new powers to help communities save local facilities & services threatened with closure, and give communities the right to bid to take over local state-run services’; Commissioning Green Paper; Capital & Asset Pathfinders.





Quirk Review

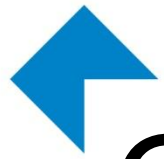
Imagine This!

Recipes not blueprints

No real legal impediments

Partnership working





Culture change...





Community Asset Transfer (2007-10)

- [Advancing Assets](#) – 104 Local Authorities, 200+ transfers
- [Community Assets Programme](#) – 36/38 refurbished transfers
- [Meanwhile Use](#) – pop-ups, empty shops, town centre resilience
- [The Asset Transfer Unit](#) – >30,000 online users reached, 85% Local Authorities aware, >800 enquiries, cross-govt tools and guidance, policy development support
- [SQW Annual Survey](#) – 1,000 transfers consistently underway/annum





Where are we going?





Legislative Horizons...supply-push transfer

- Public Bodies Bill - #saveourwoods / <http://www.waterways-civa.org.uk>
- Health & Social Care Bill – GP Commissioning Consortia
- Opening Public Service Reform White Paper – mutuals & astro-turf (e.t.a. Spring 2011 – ‘outsourcing goes large’)
- Public Services (Social Enterprise and Social Value) Bill – strategic commissioning (Chris White MP)
- Localism Bill (2011/12) – power of general competence, neighbourhood planning, rights to buy, challenge and build

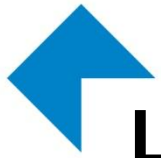




Financial Climate – shape and supply of money

- Limited/heavily-subscribed Grant Capital - Big Lottery Fund, Big Society & Green Infrastructure Banks, Charitable Endowments (with diminishing returns)
- Contracting Focus - Social Impact Bonds, Payment by Results, Bridging Capital
- New 'engaged' Investment – micro-finance, community shares, social risk/venture capital, community capital budgets





Lessons learned

- A strategic approach – pro-active and clear
- Cross departmental working
- Councillor involvement
- Community capacity building
- Needs time – pays dividends





The Community Sport Asset Transfer Toolkit - Mozilla Firefox

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http://www.sportengland.org/assettoolkit/

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The Community Sport Asset Transfe...

Action Planning Tool

Welcome

- 1. Understanding Asset Transfer
- 2. Getting Started
- 3. Getting Investment Ready
- 4. Taking a stake in an asset
- 5. Property Development
- 6. Premises Management

Progress Check List

Resource Library and Case Studies

Glossary

You are here: The Community Sport Asset Transfer Toolkit

The Community Sport Asset Transfer Toolkit

Welcome to our interactive asset transfer toolkit for sport. This toolkit has been commissioned by Sport England and produced by Locality's Asset Transfer Unit. This toolkit should be the first point of information on asset transfer from a sports perspective for National Governing Bodies, County Sports Partnerships, community and voluntary sector groups (including community sports organisations), local authorities and other sport partners.

Menu Progress Indicator

Print page

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Overall Progress

Completed
Incomplete





Partnership Building - Mozilla Firefox

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http://www.sportengland.org/assettoolkit/chap2sec8.html

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Partnership Building

Action Planning Tool

Welcome

- 1. Understanding Asset Transfer
- 2. Getting Started**
 - i. Defining purpose
 - ii. Setting up a new organisation
 - iii. Skills and experience
 - iv. Know your asset
 - v. Feasibility
 - vi. Strategic Fit
 - vii. Community Involvement
 - viii. Partnership Building**
 - iv. Demonstrating your

You are here: Home / 2. Getting Started / viii. Partnership Building

Partnership Building

Partnership building is about working with other people and organisations to make the asset transfer a success. Once all partners and the nature of their stake in the project have been defined, it is then possible to plan a process of engagement to enable them to have an input at important stages.

Cultivating 'champions' for your cause, from the public, private and community sector, are fundamental elements of an effective asset transfer. Champions may come from a variety of places.

Considerations for community sports organisations

Public sector
Enter negotiations at Director, (for officers), and Cabinet, (for councillors), level. Priorities are set at this level. Once these people are convinced to work with you they will direct others to liaise on the detail. Keep touching base with senior officials and councillors; they can help with overcoming bureaucratic roadblocks.

Councillors:
All councillors have a role to play in representing their communities and for the successful delivery of services. You will almost certainly need support from them, however, be alive to the political dynamics at play locally and judge your approaches accordingly. Consider the interests of relevant Parish or Ward councillors and those with responsibility for relevant portfolios within the decision making cabinet or committee structures of the local authority. Invite councillors to relevant meetings, consultations, or your AGM. If you intend to 'drop by'

Print page

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Overall Progress

Completed
Incomplete

Useful Documents

Partnership Routemap

Done

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Legal Toolkit - Mozilla Firefox

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http://www.sportengland.org/assettoolkit/chap4sec1page4.html

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Legal Toolkit

Section Progress

Are all stakeholders satisfied that the asset can be secured on the right terms and conditions?

- ⓘ Considered and action not completed
- ✓ Considered and action completed
- ✓ Considered but no action required

Are any constraints on the use of the asset in relation to the lease terms going to prevent it being used flexibly into the future? eg: the types of activity that are allowed?

- ⓘ Considered and action not completed
- ✓ Considered and action completed
- ✓ Considered but no action required

Done

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Progress Check List - Mozilla Firefox

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SPORT ENGLAND

In partnership with: Asset Transfer Unit
Inspiring people, transforming places

You are here: [Home](#) / [Progress Check List](#) / Financial Management

Progress Check List

1. Understanding Asset Transfer

viii. Approaching the local authority - a health warning for (visit section)

- Has the community sports organisation appointed a key person with delegated responsibility to negotiate with the local authority?
- Has the local authority agreed processes to deal with any conflicts or disputes in the asset transfer, eg: a partnership agreement or memorandum of understanding?

2. Getting Started

3. Getting Investment Ready

4. Taking a stake in an asset

5. Property Development

6. Premises Management

Action Planning Tool

Welcome

- 1. Understanding Asset Transfer
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- Progress Check List**
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Print page

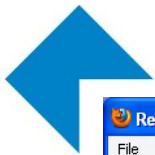
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Resource Library - Mozilla Firefox

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http://www.sportengland.org/assettoolkit/resources.html

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Resource Library

- Transfer
- 2. Getting Started
- 3. Getting Investment Ready
- 4. Taking a stake in an asset
- 5. Property Development
- 6. Premises Management
- Progress Check List
- Resource Library and Case Studies**
- Glossary

Useful Documents

- CSP Contacts
- Community owned swimming pools
- Making Buildings Work for your Community
- Managing Risks in Asset Transfer: A Guide
- Model asset transfer strategy guidance for local authorities
- Partnership Routemap
- Bury St Edmunds Rugby Football Club
- FC United of Manchester
- Pomphrey Hill and Banjo Island
- Spikes Bridge Park
- Westway Development Trust

External Resources

- ▶ ACRE
- ▶ Association of Consulting Engineers (ACE)
- ▶ CASC
- ▶ CIC Regulator
- ▶ Charity Commission Website
- ▶ Co-operatives UK Legal Forms
- ▶ Community Matters Website
- ▶ Community Shares Website
- ▶ Companies House Website
- ▶ Gift Aid Scheme
- ▶ IPS Registration (FSA)
- ▶ Institution of Structural Engineers (ISE)
- ▶ Locality
- ▶ Royal Institute of British Architects (RIBA)

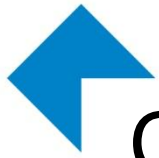
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Conclusion

- Asset transfer - definition
- Policy history
- ATU activity
- New operating climate
- Financial challenges / opportunities
- Ingredients for success
- Sport England toolkit





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http://www.sportengland.org/support__advice/asset_transfer.aspx