

The logo features the word "reach" in a white, lowercase, sans-serif font, centered within a dark blue circle. This circle is set against a solid red background.

**reach**

**Rural Community Asset  
Transfer Toolkit**

**[www.bridgendreach.org.uk](http://www.bridgendreach.org.uk)  
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# Contents

<b>Introduction</b>	<b>3</b>
How to use the Toolkit	3
<b>Jargon Buster</b>	<b>4</b>
<b>1 Pre-Transfer</b>	<b>5</b>
1.1 What is community asset transfer?	6
1.2 The benefits of community asset transfer	6
1.3 Building effective community partnerships	7
1.4 Business planning	9
1.5 Feasibility studies	10
1.6 Obtaining capital funding	11
1.7 Checking progress	14
<b>2 Due Diligence</b>	<b>15</b>
2.1 Property ownership	16
2.2 Obtaining a conditions survey	20
2.3 Governance and legal structures	21
2.4 Compliance issues	26
2.5 Risk management	27
2.6 Checking progress	29
<b>3 Project Management</b>	<b>31</b>
3.1 Ongoing financial management	32
3.2 Financial planning	33
3.3 Project management of refurbishing/remodelling an asset	35
3.4 Design restrictions	37
3.5 Checking progress	39
<b>4 Occupation</b>	<b>41</b>
4.1 Health and safety compliance	42
4.2 Property maintenance	44
4.3 Environmental management	46
4.4 Community energy initiatives	47
4.5 Policies and procedures	47
4.6 Insurance	48
4.7 Checking progress	50
<b>5 Resources and Templates</b>	<b>51</b>
5.1 Additional resources	52
5.2 Business planning template	53
5.3 Sample cash flow chart	56
5.4 Partnership development tool	61
5.5 Training needs analysis template	62
5.6 Map of Rural Bridgend	63

# Introduction

reach is the name for the programme that is delivering the Rural Development Plan in Bridgend County Borough. reach has developed this Toolkit to help organisations navigate the Rural Community Asset Transfer process. This Toolkit is also available on our website [www.bridgendreach.org.uk](http://www.bridgendreach.org.uk) or if you need more information please contact us on [reach@bridgend.gov.uk](mailto:reach@bridgend.gov.uk) or call us on 01656 815080. A Welsh version of this document is available.

A map of the rural Bridgend wards is included in section 5.6 of this document.

## How to use the Toolkit

In our experience, every successful community asset transfer always depends on good negotiation, good compliance, good communication and having the right blend of skills and knowledge.

Therefore the Toolkit is deliberately designed to be an easy to read guide that provides step by step advice on your journey to taking ownership or management of a 'community asset' formerly run by Bridgend County Borough Council.

The Toolkit is in 5 sections: sections 1 & 2 cover the pre transfer period; sections 3 & 4 cover the post transfer period, with section 5 containing a range of templates and guides that you may find useful. Tables at the end of each section help you record your progress and we have also included plenty of links to information and resources held by other organisations.

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# Jargon Buster

**Assets** – for the purposes of this Toolkit we refer to a tenure interest in land or buildings.

**Asset base** – the amount of assets owned by an organisation.

**Break clause** - the right to terminate a lease at one or more specified dates.

**Business case** – justification as to why a community project is worthy of investment/funding.

**Business plan** – written expression of project plans and financial projections.

**Capacity** – the ability of a group to be able to do something.

**Community asset transfer (CAT)** - the transfer of ownership of publicly owned assets

**Feasibility study** – a process to establish if the proposal is possible

**Financially viable** – in this context whether or not a community project can cover its costs and set enough aside in reserve.

**Heads of terms** - a summary of the key points to be included in a lease.

**Incorporation** - the organisation has a legal identity separate from its members.

**Lease** - a legal agreement between the landlord and tenant that sets out the terms of the tenancy.

**Leaseholder** - a party that has been granted the right to occupy a property for a given length of time.

**Lessee** - one who leases property from another.

**Licence** - a contract granting permission to occupy a property. This is usually a less formal and shorter term agreement than a lease.

**Rates relief** - the range of reductions on rates bills available to organisations.

**Stakeholders** – all those with an interest in a community project.

**Surplus** – profit.

**Sustainable** – a community project that is able to carry on going in the long-term.

**Tenancy at will** - occupation of the premises at the will of the landlord.

**Unincorporated** - the organisation has no separate legal identity from its members.

# 1 Pre-Transfer

## 1.1 What is community asset transfer?

Community asset transfer (CAT) is the process by which public bodies transfer ownership of their land and buildings to a community organisation. The 'terms' of the transfer are often open to negotiation but the applicant must clearly demonstrate that they have the skills, knowledge, experience and capacity to take control of community assets and that the asset will continue to provide considerable community benefits.

## 1.2 The benefits of community asset transfer

There are many benefits to community asset transfers, however its important to remember that the primary objective is to ensure long term success not short term solutions. Experience across the country shows that the more realistic and detailed the preparation and planning, not least about income generation, the better the chance of success. Some communities decide not to go ahead with the transfer, either because the condition of the asset is too poor and too expensive to save, or through doubts about long term income generation. Nevertheless the learning process can bring communities together, building knowledge and resilience.

For the community an asset transfer potentially:

- Strengthens community organisations (by helping them to develop their 'asset base').
- Devolves decision-making to a community level.
- Acts as a catalyst for community regeneration.
- Provides new opportunities to develop and improve land and buildings.
- Encourages community participation and volunteering.
- Builds the confidence and the capacity people have to improve their community.

Any transfer has to be a win-win for both parties, so always consider carefully what the benefits are for you, your community and the Council.

The process of taking on a community project will challenge your organisation in many different ways. To meet these challenges and to ensure you get off to the best possible start you need to ask:

- Has your organisation established clear and agreed 'objectives' for your community project?
- Does your organisation have the 'capacity' to see your community project through?
- Has your organisation proved that the proposal for the project is 'feasible'?
- Does your organisation's 'business case' for your community project stack up?
- Will your proposed community project deliver real benefits to the community?

The following sections have been structured to provide you with all the advice, guidance and information resources that you will need to answer these questions and to address all the key issues involved in taking control of a community asset.

## 1.3 Building effective community partnerships

Sometimes working in partnership with other organisations can be a real challenge. Conflicting priorities, the pursuit of self interest and personality clashes are just a few of the barriers that can prevent the creation of effective community partnerships. However, it is the ability to work in partnership with other organisations that will be key to making your community asset transfers a success.

Below are a few components that we feel are essential to building solid and productive community partnerships.

### Having a greater impact

- Increased benefits for people, businesses and communities.
- Increased engagement with disadvantaged and excluded groups.
- Greater critical mass: the ability to reach and deliver beyond the capabilities of any one partner.

### **Being more efficient**

- Pooling resources and facilities.
- Sharing the cost of common functions.

### **Attracting more resources**

- Attract public funding where an initiative requires partnership bids and evidence of partners ability to deliver joint projects.
- Strengthens negotiating power with public bodies.

### **Provide new and better ways of working**

- Innovation: encourages new and more effective ways of doing things and using resources.
- Allows for new perspectives and challenging views within the partnership.
- Provides improved community knowledge about needs, opportunities and assets.

### **Spread Risks**

- Adds complementary strengths, resources, perspectives.
- Provides greater flexibility within a team approach.

### **Further Information Links:**

- WCVA Working With Others; <http://www.wcva.org.uk/advice-guidance/working-with-others>

## 1.4 Business planning

Good business planning is at the heart of all successful community asset transfers. Whilst it is never too early to start your business planning, it's important to note that developing a business plan is an incremental process and you will find that different parts fall in to place as you progressively work through this Toolkit and gather the information you require.

In its simplest form, a business plan is a guide - a roadmap that outlines your organisations objectives and details how you plan to deliver them. Although there are no hard and fast rules about structuring a business plan, there are some things that you must include, such as financial projections and product/service descriptions.

You will find numerous business planning guides and templates on the internet. Take the ideas that work best for you, but the golden rule is always to keep it simple and straight forward, keep it free from jargon and use a writing style that you are comfortable with.

A simple business plan might include:

- **Executive Summary** – A summary of all the key points in your business plan.
- **Description of the Project** – Express your organisation's values and objectives.
- **The Market** – A summary of your target market, results of community consultations and an outline of existing community services and facilities.
- **Business Growth and Development Plans**– A detailed description of the current facility and an outline of the potential for future growth and development.
- **Centre Management** – A brief outline of your staffing structure, roles and responsibilities, your skills and capabilities and your policies and procedures.
- **Financial Projections** – What funding do you require, what funding have you secured, 3-5 years income and expenditure forecasts and a cash-flow forecast.
- **Supporting Information** – Staff/volunteers CVs/ letters of support / building plans etc.

To help you negotiate the business planning stage we have included a business planning template at the end of the Toolkit with a list of all the key questions you need to address as you build your business plan.

**Further information:**

- Business Wales: <http://businesswales.gov.wales/zones/startup/making-plan>
- Social Business Wales: <https://businesswales.gov.wales/socialbusinesswales/business-plan>
- WCVA: [www.wcva-ids.org.uk/wcva/1106](http://www.wcva-ids.org.uk/wcva/1106)

## 1.5 Feasibility studies

For many, this will be your first step towards transforming your community. Funding for this is often difficult to source and you may have to rely on your own resources to complete this stage. But first you need to work out what are your key priorities. As you do so it is important that you keep your priorities SMART: specific, measurable, achievable, realistic and timely.

### i. Pre-feasibility Studies

Pre-feasibility work cover the costs of analysing the concept of owning an asset. It will force you to answer the first basic questions.

- Who needs this building? Who will use it and what services will be given to them?
- How could the asset pay its way? Grant funding will rarely be the source of funding long term – and it is getting harder to source grants to cover premises costs.
- What staffing resources do you need, are you going to employ staff or are you going to rely on volunteers?
- What training do they need? Who else do you need to hire?
- Who are your future customers? How many? What will their requirements be?

If you don't know, or are not sure, then a pre-feasibility report will help you to answer them.

**Further information:**

- [www.wcva.org.uk/advice-guidance/finding-and-getting-money](http://www.wcva.org.uk/advice-guidance/finding-and-getting-money)

**ii. Full Feasibility Study**

Full feasibility studies are far more detailed than the pre-feasibility work as it covers developing both the asset you are looking at and your own organisation in greater detail.

While a feasibility study is not the same as a business plan, the questions it asks will help inform a good business plan.

Funding is often required to carry out a full feasibility study as it may require professional advice to address:

- the plan itself – time and expertise required
- surveys and surveyors
- architects' plans
- if applicable planning applications
- the cost of upgrading the building and realistic running costs
- researched evidence for future income

**Further Information:**

- [www.wcva.org.uk/advice-guidance/finding-and-getting-money](http://www.wcva.org.uk/advice-guidance/finding-and-getting-money)

## 1.6 Obtaining capital funding

This is the funding which, if you are successful in your application, will transform the building into a real community asset. There is a lot of competition for grants so consider getting professional help in writing your bid. Advice is available at Bridgend Association of Voluntary Services (BAVO) [www.bavo.org.uk](http://www.bavo.org.uk)

You need capital funding for:

- restoring
- remodelling
- refurbishing
- equipping

You will almost certainly need a blend of funding to make your project a success. Set out below are the main sources of funding you can access, and their characteristics. You need to consider what is the right blend to meet the values of your organisation.

### **i. Grants**

- Grants do not need to be paid back as long as they are spent on what you applied for
- Ensure you have supplied sufficiently detailed outcomes for your community
- Budget sufficiently for staff time, reporting, monitoring & evaluation; administration; training and contingency.

### **Further information:**

- Bridgend Association of Voluntary Services (BAVO) [www.bavo.org.uk](http://www.bavo.org.uk)
- Big Lottery Fund: <https://www.biglotteryfund.org.uk/global-content/programmes/wales/people-and-places>
- Welsh Government: <http://gov.wales/topics/people-and-communities/communities/grants/community-facilities-programme/?lang=en>

### **ii. Donations**

A great way for local people to back your project. Points to consider:

- 'Diaspora' support. A good internet campaign can bring donations from people who either themselves, or whose forebears were born and brought up in the Bridgend area, now based elsewhere in the UK or overseas.
- Make sure donations have no strings attached – if companies want their logo on show it is classed as sponsorship and may attract VAT.
- Check out: [www.localgiving.com](http://www.localgiving.com) for good ways to raise local money.

### iii. Loans/Debt

With the building being used as collateral, it could be that a bank loan could be a fast way to get work started, IF there is a strong enough income stream to start paying the loan back.

- Loans are usually obtained from a bank and repaid with interest.
- Ask questions, be picky, and ensure the provider understands your organisation's aims.
- Be clear in your business planning about how you are going to repay the loan over the agreed period.

#### Further information:

- Triodos Bank UK: [www.triodos.co.uk](http://www.triodos.co.uk)
- Co-op Bank: [www.co-operativebank.co.uk](http://www.co-operativebank.co.uk)
- Barclays: [www.barclays.com/citizenship/supporting-communities.html](http://www.barclays.com/citizenship/supporting-communities.html)
- Charity Bank: [www.charitybank.org](http://www.charitybank.org)
- RBS: [www.inspiringenterprise.rbs.com](http://www.inspiringenterprise.rbs.com)
- Lloyds Bank: [www.lloydsbankfoundation.org.uk](http://www.lloydsbankfoundation.org.uk)
- HSBC: [www.hsbc.co.uk/hsbc-in-the-uk/community](http://www.hsbc.co.uk/hsbc-in-the-uk/community)

### iv. Social investment

These are funds which normally offer debt finance to established organisations with sizeable income streams. Worth a look if you already have other assets and income to lend against. <http://www.bigsocietycapital.com/>

### v. Crowd-funding and community shares

This is democratic finance which unlocks the power of the internet yet has its roots firmly in Victorian times, when civic amenities were paid for by local subscription.

- Crowd-funding can be raised by offering rewards and equity and also community shares
- Useful for projects such as community owned pubs and shops where local people are both shareholders and customers. Crowd Funder: <http://www.crowdfunder.co.uk>

# 1.7 Checking progress

The following list is not exhaustive but should provide you with a guide to the most important factors to consider at this stage of the process.

Pre-Transfer Preparation	Yes	Needs More Attention
Has there been adequate consultation between the council and communities regarding the possible transfer of community facilities?		
Have you agreed a realistic provisional time-scale for the transfer?		
Has an appropriate community group been established, fully involving local people?		
Has the purpose of the asset transfer been clearly defined and shared by all involved and communicated to the wider community?		
Do all those involved in the transfer fully understand the commitment they are taking on?		
Have you done a needs analysis to demonstrate there is demand for the facility?		
Does the community organisation have all the skills and experience necessary to carry out the transfer?		
Are you taking steps to build capacity within your organisation e.g. assessing and meeting training and support needs?		
Have you sought advice and support to start the development of your business plan?		



## 2 Due Diligence

## 2.1 Property ownership

Community Asset Transfer means transferring the management and/or ownership of land and buildings from a public sector body to a local organisation. Just what is being transferred varies and it is important to understand what it is you are being offered and what your responsibilities are:

Type of Tenure	Advantages	Disadvantages	Responsibilities
<p><b>Freehold</b></p> <p>(Meaning that you own the building and the land it stands on)</p>	<ul style="list-style-type: none"> <li>✓ Ownership gives security</li> <li>✓ Creates sale-able asset</li> <li>✓ Independence</li> <li>✓ Can use asset to help raise equity funding</li> <li>✓ No service charges</li> <li>✓ Freedom to improve or redevelop the asset, and to attract grants to do this</li> </ul>	<ul style="list-style-type: none"> <li>× Purchase is expensive</li> <li>× If asset in poor condition it may not be sell-able</li> <li>× The deeds may restrict use or disposal of asset</li> </ul>	<ul style="list-style-type: none"> <li>• Pay for repairs</li> <li>• Pay for the cost of insuring the asset</li> </ul>
<p><b>Long leasehold</b></p> <p>(A lease of 25 years or more, sometimes involving a capital payment then the payment of an annual ground rent)</p>	<ul style="list-style-type: none"> <li>✓ Security of ownership</li> <li>✓ Independence</li> <li>✓ Can use asset to help raise equity funding</li> </ul>	<ul style="list-style-type: none"> <li>× Involves a long term commitment</li> <li>× Landlord can put covenants in the lease to restrict the use of the asset</li> </ul>	<ul style="list-style-type: none"> <li>• Lessee has similar responsibilities to a freehold owner</li> </ul>

Type of Tenure	Advantages	Disadvantages	Responsibilities
<p><b>Fixed term lease</b> with an agreed annual rent</p>	<ul style="list-style-type: none"> <li>✓ Legal rights under the Landlord and Tenant Act to security of tenure (if not excluded)</li> <li>✓ Rent may often be low or peppercorn</li> </ul>	<ul style="list-style-type: none"> <li>× Landlords can put covenants in the lease to restrict the use of the asset</li> <li>× Service charges may increase regularly</li> <li>× Consent of Landlord will be required before doing anything with the property</li> <li>× Limits on the scope to improve premises or raise funds for improvements due to short lease</li> </ul>	<ul style="list-style-type: none"> <li>• Pay rent and agreed service charges</li> <li>• Pay for repairs and insurance</li> </ul>

Type of Tenure	Advantages	Disadvantages	Responsibilities
<p><b>Tenancy Agreement</b>  (a formal agreement with regular rent that can be terminated upon notice by either party to the agreement)</p>	<ul style="list-style-type: none"> <li>✓ Rent may be cheaper</li> <li>✓ Less responsibility for insurance or repairs</li> <li>✓ Likely to have discretionary rates relief</li> <li>✓ Easy to terminate the agreement</li> </ul>	<ul style="list-style-type: none"> <li>× Minimal security of tenure</li> <li>× Easy for the landlord to terminate agreement</li> <li>× Makes fundraising more difficult</li> <li>× More likely to have restrictions on the use of the property</li> <li>× Landlord's consent will be required to do anything with the property</li> </ul>	<ul style="list-style-type: none"> <li>• Payment of rent</li> </ul>

Type of Tenure	Advantages	Disadvantages	Responsibilities
<p><b>Licence to Occupy Agreement</b></p> <p>(Can be a written or verbal agreement and are often referred to as a key-holder agreement)</p>	<ul style="list-style-type: none"> <li>✓ May be used to allow a new group to prove its ability to operate the premises on a more secure basis</li> <li>✓ Same advantages as with a tenancy agreement, except that there is no security of tenure</li> </ul>	<ul style="list-style-type: none"> <li>× Usually for a short period of up to one year</li> <li>× Either party may terminate by giving notice</li> <li>× Likely to be restrictions on use of premises</li> <li>× Landlord may only give short notice to terminate</li> <li>× Requirement for Landlord's consent</li> </ul>	<ul style="list-style-type: none"> <li>• Pay rent</li> <li>• Responsible for replacing or repaying for damage to property or furniture and fixings</li> </ul>
<p><b>Tenancy at Will</b></p> <p>(An agreement that exists without any formal contract and can be terminated at any time)</p>	<ul style="list-style-type: none"> <li>✓ Same as with Licence to Occupy</li> <li>✓ Often used as a stepping stone to a longer agreement</li> </ul>	<ul style="list-style-type: none"> <li>× Tenant may be evicted on as little as 24 hours' notice</li> <li>× As with Licence to Occupy</li> </ul>	<ul style="list-style-type: none"> <li>• Pay rent</li> <li>• Same as Licence to Occupy</li> </ul>

## 2.2 Obtaining a conditions survey

A key step in the journey to securing your asset is commissioning a commercial building (or condition) survey which will give you a full picture about the condition of the building.

Condition surveys do not follow a standard format and therefore you must discuss the contents of the survey with your building surveyor and then have this set out in writing along with an agreed price.

The principal considerations in the report may include:

- the nature of the property, its construction, age and design
- the state of the structural framework and fabric, outlining any areas of concern and the estimated cost of repairs
- the state of services – such as sewage or access to water and power
- a comparison of the condition of the property with others of similar age and style

Your survey report should outline the level of risk and appropriate responses. These may include:

- Extreme: Immediate action is required
- High: Detailed planned action is required
- Moderate: Some planned action is required
- Low: Addressed through routine procedures

The summary should highlight any further tests or inspections to be undertaken before a legal commitment is made:

- Specialist reports relating to the structure and services (drainage, mechanical & electrical, asbestos)
- Material testing
- Full fire assessment



- Reinstatement cost assessment for insurance purposes
- Any other valuations are not included and need to be separately commissioned

**Further information:**

- <http://www1.bridgend.gov.uk/services/planning/development-control/planning-advice.aspx>
- Find a local building surveyor: <http://www.ricsfirms.com/>

## 2.3 Governance and legal structures

Trustees’ responsibilities and liabilities differ depending on the legal form of your organisation. It is important to remember that you and your community can only be as ambitious and effective as your legal status and governance structure allows.

Therefore, make sure you have the best legal form for what you aim to achieve for your community.

The information below summarises a range of different legal structures and some of the obligations and responsibilities associated with each one.

### Registered Charities (Charitable Trust)

**Responsibilities & Duties on Trustees**

- Trustees sign agreements personally.
- The charity can normally meet any liabilities trustees incur provided they have acted honestly and reasonably. But if the trustees incur liabilities that exceed the value of the charity’s assets, the trustees could be liable for any amount that the charity can’t cover.
- If the charity trustees don’t want to hold legal title for any land or other property

**Incorporated?**  
No

**Limited Liability for Trustees?**  
Yes

**Liabilities**  
Trustees personally (for the charity)

**Suitable Asset Transfer Structure?**  
Recommend that you seek advice

themselves, they can appoint a nominee, holding trustees (other individuals) or a custodian trustee (a company or other corporate body that has power to hold property for the charity).

- Should ensure they are acting in accordance with the terms of the trust.
- Must check whether they have power to acquire and hold property under the charity's governing document. If the Trustees do not hold this power they can apply to the Charity Commission to amend the governing document
- General duty to act reasonably. This may require the trustees to take appropriate professional advice in order to ensure the terms offered are reasonable for the charity's proposed use, are not too onerous and that an affordable and fair price is being paid

## Unincorporated Association

(this may include many sporting or community organisations)

This is the most common form of unincorporated structure for voluntary and community organisations and is favoured by new and small groups. The association exists where a group of people come together to carry out an agreed objective (other than for profit) such as running a community centre or sporting club.

The association is usually governed by a constitution, the legal document which governs the association. It sets down the objectives of the association, its membership and structure, and the powers it gives itself to carry out its objectives. It forms a contract between the members and establishes the rights and duties they have to each other. The association is composed of members who delegate their power to a management committee to carry out the association's activities. The management committee is elected by, and accountable to, the members.

**Incorporated?**

No

**Limited Liability for Trustees?**

No

**Liabilities**

Trustees personally

**Suitable Asset Transfer structure?**

Recommend that you seek advice

**Advantages:**

- **Flexibility** – the constitution of the association can be tailored to fit the varying types of association. The association is free from the statutory controls which govern a limited company.
- **Cost** – an unincorporated association is cheap to set up and run.

**Disadvantages:**

- **No separate legal identity** - an association has no separate legal existence apart from its members. This means that the association cannot enter into contracts in its own name, instead these activities are carried out by individuals within the association.
- **Property** – an association cannot own property in its own name and therefore it must make provision for individuals to be appointed as trustees to hold the assets of the association.
- **Personal Liability** – both members of the association and the management committee may incur personal liability. If, for example, a contract authorised by the management committee is entered into and the funds are inadequate, the individual members of the committee would be liable to pay the debt.

## Company Limited by Guarantee (CLG)

A company limited by guarantee (CLG) is the most common type of incorporated body used by groups in the voluntary and community sector. It is constituted by its Memorandum and Articles of Association.

### Advantages

- Flexibility - Quick and inexpensive to set up and can adopt Charitable status

### Disadvantages

- Asset Security - CLG do not have in-built asset locks

Incorporated?  
Yes

Limited Liability for Trustees?  
Yes

Liabilities  
The Company

Suitable Asset Transfer Structure?  
Yes

## Charitable Incorporated Organisation (CIO)

A Charitable Incorporated Organisation (CIO) can be used by organisations that are charitable and want to trade.

### Advantages:

- **Trading** - CIO structure makes it easier for Charities to trade

### Disadvantages:

- **A New type of structure** - CIOs are still relatively new structures

Incorporated?  
Yes

Limited Liability for Trustees?  
Yes

Liabilities  
The Charity

Suitable Asset Transfer Structure?  
Yes

## Community Interest Companies (CIC)

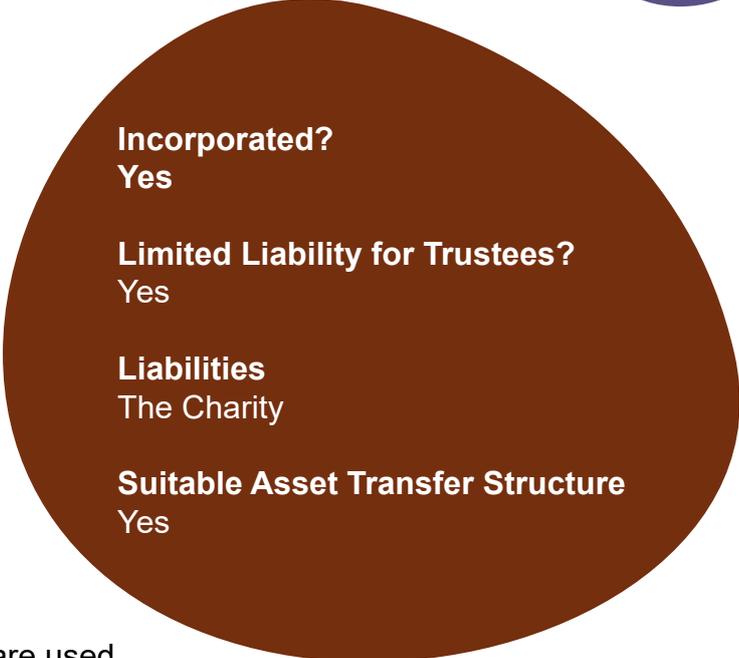
Community Interest Company (CIC) is a legal structure suitable for organisations that wish to be a social enterprise. A social enterprise is not a legal structure but an approach to business with social or environmental purpose and where surpluses are reinvested into the business or community.

### Advantages:

- **Asset Lock** - This ensures assets are used for the benefit of the community

### Disadvantages:

- **Regulation** - Members must comply with CIC and company legislation



**Incorporated?**  
Yes

**Limited Liability for Trustees?**  
Yes

**Liabilities**  
The Charity

**Suitable Asset Transfer Structure**  
Yes

## Industrial & Provident Societies (IPS)

An IPS is a society carrying out a business or trade for the benefit of a community. An IPS tends to be a co-operative society which is democratically run and which puts profits back into the community.

### Advantages:

- **Incorporation** – an IPS is an incorporated group with the same advantages of a corporate identity, limited liability, continuity and involvement of members.



**Incorporated?**  
Yes

**Limited Liability for Trustees?**  
Yes

**Liabilities**  
The Society

**Suitable Asset Transfer Structure**  
Yes

### Disadvantages:

- **Cost** – An IPS can be expensive to set up and it takes longer to register than a Company Limited by Guarantee (CLG).
- **Lack of privacy** – in common with the company structure, the IPS is subject to public scrutiny as annual returns made to the Registrar are available to be viewed by the public.

## 2.4 Compliance issues

Depending on the type of legal and governance structure you choose there may be certain compliance issues that you need to consider.

This section sets out the best practice recommended by the Charity Commission for charities taking on community assets, but much of this information is relevant for any community organisations entering the CAT process.

- Before entering into the agreement, the trustees must ensure the charity has the power to acquire land, either freehold or leasehold.
- There is no requirement for trustees to follow a statutory procedure when acquiring land but they should take advice and obtain a surveyor's report to ensure they are getting value for money, the property is in a suitable state of repair and the acquisition is in the charity's best interests.
- If land or property is being purchased, trustees should be able to satisfy themselves that the price at which the land is being purchased is reasonable and the property will be suitable for the purposes for which it is being purchased.
- If the legal entity buying a property (or, indeed, selling an existing property) is a charity, then you will need to ensure that you are complying with the relevant sections of the Charities Act 2011.
- Where trustees rely on funding it is best to speak to potential lenders before engaging in negotiations. For instance, some grant-making bodies will only offer assistance if the property is freehold or if a lease of at least 25 years is in place.

- Specialist professional advice should always be sought from a chartered surveyor.

**Further Information:**

- Charities Act 1993 (Sections 26, 36, 38 & 82)  
[www.opsi.gov.uk/Acts/acts1993/ukpga\\_19930010\\_en\\_1](http://www.opsi.gov.uk/Acts/acts1993/ukpga_19930010_en_1)
- Charities Act 2006  
[www.opsi.gov.uk/ACTS/acts2006/ukpga\\_20060050\\_en\\_1](http://www.opsi.gov.uk/ACTS/acts2006/ukpga_20060050_en_1)
- Charity Commission: [www.charity-commission.gov.uk/spr/charprov.asp#5](http://www.charity-commission.gov.uk/spr/charprov.asp#5)

## 2.5 Risk management

This is the section where you ask the hard questions. First and foremost is to have a real understanding of risk – this can make the difference between success and failure.

- Managing risk is a core part of the planning and project management of an asset transfer.
- Consider each risk on its own merits, prioritise and communicate them to the relevant stakeholders.
- Managing risk should be seen as an essential part of the management learning curve.

The table below allows you to tackle risk in a logical order.

Risks or Weaknesses	Action to take
<b>Example:</b> The building is in a poor state of repair	Seek professional advice from a surveyor
<b>Example:</b> Our organisation lacks the skills to complete a business plan	Ask the Council for sign posting advice to relevant business support organisations
<b>Examples:</b> Additional funding is required to develop the project	Seek funding advice from BAVO

A detailed guide for charities and risk management is published by the Charity Commission

<https://www.gov.uk/government/publications/charities-and-risk-management-cc26>

## 2.6 Checking progress

Due Diligence	Completed	Needs more attention
Have you been in touch with the Council's Community Asset Transfer Officer?		
Is there a clear process for how the transfer is being handled by the Council?		
Is there an expectation document setting out responsibilities for both parties and the level of support available from the Council?		
Has the Council provided you with an up to date condition survey on the facility and an estimate of the running costs?		
Are there prohibitive cost and resource implications of the management / ownership associated with the transfer?		
Do you fully understand the tenure agreement offered to you by the Council? E.g. Licence, lease, freehold agreements		
Have you engaged any independent professional advice? E.g. Surveyors, Legal Advisors		
Is your current legal/ governance structure fit for purpose?		

Due Diligence	Completed	Needs more attention
Have you sourced advice from 3rd sector organisations? E.g. Wales Co-operative Centre, BAVO, Development Trust Association Wales.		

**Further Information:**

- Development Trusts Association Wales - [www.dtawales.org.uk](http://www.dtawales.org.uk)
- Bridgend Association of Voluntary Services - [www.bavo.org.uk](http://www.bavo.org.uk)
- The Wales Co-operative Centre - [www.wales.coop](http://www.wales.coop)



# 3 Project Management

You have your building! Now all you have to do is run it and make it pay. The following sections set out the principal areas which you will need to understand and put into practice.

## 3.1 Ongoing financial management

Good ongoing financial management is essential to the long term success of your project; it also reassures both the Council and other funders that the facility can be run appropriately. For most projects, good financial management can be achieved by adopting a methodical and focussed approach to finances. However, it is advisable that all organisations seek advice from someone with formal accounting qualification or experience.

Establishing good financial systems will create a well-run local facility and cut down financial and reputational risks of mismanagement. Here are the basic systems every organisation needs to ensure a well-run financial operation.

- Prepare an annual budget that shows costs and income to date.
- Prepare management accounts showing costs and income, showing how funds available will meet the original objectives. No overspends should be allowed without a plan to resolve them.
- Larger projects may need annual audited or independently examined accounts and advice should be sought from a qualified accountant.

Good day to day financial practices:

- Ensure there are two signatories for payments.
- Payments for goods or services should only be made after a valid invoice has been received (date, unique number, business address, VAT number if appropriate, services / goods purchased).
- Invoices should have the name of a person who agreed the purchase.
- Prepare a reconciliation identifying cheques issued or cash received that are not yet shown in the bank statements.
- Develop a clear understanding of the Council's / funder's tender requirements and comply with them – for example purchases over £5,000 may need at least three quotes and larger purchase may require a more formal tender exercise.

**Further Information:**

- <http://www1.bridgend.gov.uk/services/procurement-suppliers-guide.aspx>

## 3.2 Financial planning

Cash is King! It is not illegal to operate at a loss, however if an operation trades whilst insolvent this could make trustees liable to use their own money to pay the bills!

### What you need to know

- Cash flow is the cash that flows into and out of an organisation. It does not include debtors or creditors, until the debtor pays or creditor is paid. Cash flow also takes account of the purchase or disposal of assets.
- A cash flow forecast is an essential element of managing any operation. The forecast comes from the operation's budget: a cash flow is the budget plus the dates when the cash will actually arrive in or leave your account.
- A budget is for a minimum of twelve months. The budget should be divided into a monthly budget, either by dividing the budget into equal instalments or by allocating the income and costs to the month that the income is earned and the costs incurred. For example if the operation has rent to pay this will normally be paid in December, March, June and September. Consequently the rental costs should be allocated to these four months. Once the monthly allocations have been made then cash flow is easy.
- Once the cash flow has been drawn up, it must be used! The cash flow is a tool that allows you to see how much cash you expect/budget to have at the end of each month. If the cash flow shows that for one month there will be a need for more cash than you have cash available - TAKE ACTION.

### The action could comprise:

- Delayed payments. It is advisable to inform your creditors of the delayed payment so that they do not suffer their own cash flow issues.
- Try to get the people that owe you money (debtors) to pay sooner.
- For some it may be advisable to get a bank overdraft. This costs money, probably a fee to arrange and interest on the amount borrowed. However an

overdraft should only be used to cover a short-term issue, where additional sales will be made, a grant received soon or a debtor payment expected. If you don't know how and when the overdraft will be repaid, it is not the solution.

## Grants

Most if not all newly established community projects or organisations are reliant on some sort of grant income. However, the amount of grants available has reduced significantly over the last decade and they are no longer a reliable source of income for community organisations and groups. Therefore the primary aim for all newly established organisations is that they move to a position in which the project is less reliant on grants or free from grant dependency altogether. This can be very difficult to achieve. Setting targets year-on-year to reduce the reliance on grant-aid can at least ensure that action is taken to become more enterprising.

## Income Generation

Generating independent income is essential if your community asset is to become financially sustainable. Community organisations don't always see themselves as 'selling' anything, but the delivery of goods and or services or hiring out rooms or facilities to the local community for a fee will be exactly that – a sale. Accurately predicting the volume of sales going forward will be the only way in which your organisation can make an assessment of its overall income.

Remember...

- A minimum period for a budget and cash flow is twelve months. However a budget, and cash flow, for 3 to 5 years is better. Any budget and cash flow should be updated regularly. The frequency of the update depends on the length of the budget: for example the cash flow for the next twelve months should be updated monthly, with the longer budgets quarterly.

## Rate Relief

Charities and amateur community sports clubs can apply for relief of up to 80% if a property is used for charitable purposes.

Check with your local council to see if you're eligible, <http://www1.bridgend.gov.uk/services/taxation/business-rates.aspx>. You should also check if you can get additional 'discretionary relief' (up to 100%). This is sometimes provided by local councils to give social businesses and charities extra help.

## 3.3 Project management of refurbishing/remodelling an asset

Managing the project that takes the existing property and transforms it into a real asset for the community is critical to any asset transfer process. For many groups this can be a very challenging process, therefore before starting on this journey its advisable to get a full understanding of the risks involved.

Every project will be different but the potential risks for refurbishment and construction projects typically include:

- Contractor capability
- Planning constraints
- Programme slippage
- Unknown building defects
- Weather conditions
- Financial uncertainty

The implementation of the project will be different for every organisation; however, key points need to be in place for any project to be successfully completed:

- The right contract needs to be in place with contractors and suppliers (professional advisors such as Building Surveyors and Quantity Surveyors can advise).
- A fee for the contract will need to be agreed along with a clear specification for the work needed.
- The client and contractor will then agree a programme of work, points in the project when contractors and suppliers will need to be paid, and a clear process for approving changes.

Most projects will need a plan of work which identifies the key project roles that need to be undertaken:

- Client and/or client adviser
- Project lead
- Lead designer
- Architect
- Building services engineer
- Civil & structural engineer
- Cost consultant
- Construction lead
- Contract administrator
- Health & safety adviser

Whilst the above roles may be fulfilled by individuals in your organisation the overall responsibility for the successful delivery of the project lies with the organisation as a whole. Therefore, the project management process must be underpinned by the key mechanisms of:

- Good Governance
  - Agreed project board membership
  - Agreement on who will have authority to sign off designs and changes
  - Consultation with staff and the community
  - Negotiations with the Council
  - Setting up a project team to include staff, volunteers and external professional advisors (Architects, Surveyors, Lawyers etc.)

- Effective Cost Control
  - Budget setting
  - Cost monitoring
  - Procurement procedures
  - Expenditure sign off procedures
- Thorough Planning
  - Identify tasks, from inception to completion
  - Understand and report on potential/actual costs for each task
  - Task scheduling - allocating tasks to staff, consultants and contractors
  - Identify risks and risk mitigation
  - Monitor and report on progress against agreed schedule
  - Evaluation of project progress and map your learning

## 3.4 Design restrictions

### Planning

Most new buildings or major changes to existing buildings or to the local environment need consent, known as planning permission. Without a planning system everyone could construct buildings or use land in any way they wanted, no matter what effect this would have on other people who live and work in their area.

Planning permission may need to be sought if the external structure or look of a building is to be changed. You should always seek advice from the local planning authority to confirm whether planning permission is required or not.

The Town and Country Planning Order 1987 puts uses of land and buildings into various categories known as 'Use Classes'. This Order is periodically amended.

It is generally the case that you will need planning permission to change from one use class to another, although there are exceptions where the legislation does allow some changes between uses.

For example, A3 (Restaurants and Cafés) uses can change to A1 (Shops) uses without the need for planning permission. However, if you are proposing to change

the use of a premises or land, you should always seek advice from the local planning authority to confirm whether planning permission is required or not.

**Further information:**

- Information on Planning permission can be found on the “Planning Portal” web site <http://www.planningportal.gov.uk>
- Bridgend County Borough Council: [www.bridgend.gov.uk/services/planning.aspx](http://www.bridgend.gov.uk/services/planning.aspx)

## Building regulations

With all building work, the owner of the property (or land) in question is ultimately responsible for complying with the relevant planning rules and building regulations (regardless of the need to apply for planning permission and/or building regulations approval or not).

Therefore, failure to comply with the relevant rules will result in the owner being liable for any remedial action (which could go as far as demolition and/or restoration). The general advice is to always discuss your proposals with the relevant Local Planning Authority and Building Control Service before starting work.

Information on building controls can be found on Bridgend County Borough Council's website <http://www1.bridgend.gov.uk/services/planning/building-control.aspx>

Further information is also available on the Department for Communities and Local Government website <https://www.gov.uk/topic/planning-development/building-regulations>

## Listed buildings

Buildings are listed if they are considered to be of national architectural or historic interest.

A listed building will be included on the statutory list of buildings of special historic or architectural interest. This list is produced by the Secretary of State for Culture, Media and Sport.



### Finding out if a property is listed

The listed building database and the listed building map enable you to search for listed buildings by street name.

Listed building consent is required for any works to a listed building that would affect its special architectural or historic interest. It is a criminal offence to carry out works to a listed building without first obtaining consent from the council, even if you did not know that the building was listed.

You should also check with your local planning authority to see if your proposed work is in a conservation area as this may severely restrict what you want to do with the building.

Information on listed buildings and conservation areas can be obtained from your the Local Planning Authority. <http://www1.bridgend.gov.uk/services/planning/listed-buildings.aspx>

## 3.5 Checking progress

Project Management	Completed	Needs More Attention
Have you done your financial projections and do they take in to account the cost of repairs and future maintenance?		
Are all the stakeholders confident that all costs and income have been projected accurately?		
Do you have a financial management system in place?		
Are you looking to develop the asset/facility?		



Project Management	Completed	Needs More Attention
Have you developed a fund raising strategy?		
Have you shared these plans with the wider community?		
Are there any constraints on the CAT agreement that may restrict future use and development?		



# 4 Occupation

## 4.1 Health and safety compliance

Once you have taken control of your community asset your primary concern must then be the health and safety of those using the facility, be they staff, volunteers or users.

This is a vital area for you and your organisation to understand and there are seven main areas of health and safety that you need to consider:

### Risk assessments

- A risk assessment is a careful examination of what, in your building, could cause harm to people, the severity of the harm that could be caused and the likelihood of it happening. It considers the controls already in place and whether further action is needed, and sets a date by which the actions must be carried out.
- If you are confident you understand what's involved, you can do the assessment yourself. Otherwise you can ask a trade union safety representative or an independent safety consultant to help you.
- The Health and Safety Executive have template risk assessments on their website. [www.hse.gov.uk](http://www.hse.gov.uk)

### First aid

- By law a landlord is responsible for providing a fully stocked first aid kit and accident book in communal areas.
- It is advisable to keep a log of any accidents that occur in the workplace – however small – and the action that was taken to prevent them happening again. This could be very useful if a staff member or volunteer brings a case against the organisation due to personal injury occurring at work.

### Fire

- All buildings must have means of fire detection, warning, fighting fire and escape.
- The responsible person(s) must carry out a fire risk assessment identifying and recording any possible dangers and risks for inspection and approval by the local Fire Authority.

- Fire Safety legislation will apply to virtually all premises and covers nearly every type of building, structure and open space.
- For further details on how to carry out a fire risk assessment and to ensure you are meeting your legal obligations, contact your local Fire Service. [www.fireservice.co.uk/safety/hfsc](http://www.fireservice.co.uk/safety/hfsc)

## Electricity

- The landlord is responsible for Portable Appliance Testing (PAT testing) of communal electrical appliances and tenants are responsible for testing their own equipment.
- Tests should be carried out annually on any equipment with a plug.
- Full PAT testing needs to be undertaken by a qualified tester. For a directory of qualified companies across the UK visit [www.pat-testing.info](http://www.pat-testing.info)
- Many faults with work equipment can be found simply by looking at the condition of the wiring- for example if the plug or cable is visibly damaged or if there are burn marks that suggest the equipment is overheating.

## Gas

- By law, landlords are generally responsible for the safety and maintenance of gas fittings and appliances and must have a safety check carried out every 12 months.
- Tenants may also wish to fit a carbon monoxide monitor if they have gas appliances in their premises, such as a gas boiler.

## Water

- Unless a tenant occupies a whole building under a full repairing and insuring lease, it is likely that the responsibility for the water systems in the building will lie with the landlord and should be included in any risk assessment. If you are responsible for a system which may present a risk of legionella, e.g. cooling towers or showers, you will need to implement measures to prevent or minimise the risk.
- Legionella is a type of bacteria which is common in natural and artificial water systems. It thrives at temperatures between 20°C and 45°C, but is killed at higher temperatures. Ensuring hot water is stored at above 60°C is the main

method used for its control.

- For further information about Legionella and your duties under general health and safety law, visit [www.hse.gov.uk](http://www.hse.gov.uk)

## Asbestos

The duty for preventing potential exposure to asbestos lies with whoever is responsible for the maintenance and/or repair of the fabric of the building. Depending on the terms of the lease, this may be the landlord, tenant, or in some cases might be shared.

Whoever has responsibility must:

- Take reasonable steps to determine the location and condition of materials likely to contain asbestos
- If necessary, make and keep an up-to-date record of the location and condition of the Asbestos Containing Materials (ACMs) or presumed ACMs in the premises.
- Undertake a risk assessment and plan for managing risk.
- Provide information on the location and condition of the materials to anyone who is liable to work on or disturb them
- Many building surveyors are qualified to undertake asbestos surveys. Alternatively, you can use a specialist asbestos surveying company.

## 4.2 Property maintenance

One of the biggest challenges you will face is knowing how to plan and budget for ongoing maintenance. The more detail the better. Bear in mind the work you did on risk management. (2.5)

### The benefits of planned maintenance

- Enabling better financial planning
- Minimising occasions when maintenance has to be carried out at short notice

- Reducing wastage e.g. dripping taps, inefficient lighting
- Maintaining equipment in line with the manufacturer's guidelines
- Ensuring compliance with the law e.g. servicing of gas boilers, lifts, fire alarms etc.
- Safer working environment, projecting a positive, professional image for the organisation
- Cost savings

The Maintain Your Building website provides valuable online resources and training sessions on how to look after old buildings and avoid costly repair projects. Advice and guidance covers everything from roofs to drains. [www.maintainyourbuilding.org.uk](http://www.maintainyourbuilding.org.uk)

Planned maintenance should cover all of the following areas:

- Mechanical and electrical installation
- Utilities – water, heating and lighting
- Cleaning
- Waste management
- Furniture, fittings and equipment
- Repair and replacement
- Security
- Condition monitoring
- Health & Safety

Of course, some kinds of assets are more expensive and time consuming to manage and maintain than others. The maintenance of land often falls in to this category with many organisations failing to fully understanding the requirements needed to keep grass pitches and playing areas in an acceptable condition.

A typical maintenance schedule for a playing field would include:

- De-compaction and aeration
- Soil top dressing
- Seeding
- Marking
- Regular mowing
- Sand top dressing
- Fertilizer
- Weed and worm control

(Extra consideration should be given to maintaining and storing essential equipment such as large machinery, goal posts etc.)

If your premises require substantial or specialised maintenance, you may wish to contract one or more external companies to undertake the work for you. You need to develop a clear brief of the work that you require and get a minimum of three quotes from potential contractors. If quotes vary substantially, ensure that all the contractors have understood and followed your brief. You should not necessarily always choose the cheapest quote. You should ask contractors to provide a method statement, risk assessment and a copy of their public liability insurance certificate.

## 4.3 Environmental management

The environmental impact of a building depends on three factors, the building itself, the services on offer in the building, and the behaviour of the people who use the building. These steps will help you move forward in reducing the environmental impact of your premises:

- Put in place regular monitoring of gas, electricity and water consumption, and waste production
- Consider switching to a green energy supplier or consider generating some of your own energy on site
- Take action to reduce environmental impacts (both through replacing inefficient equipment and by educating tenants/building users)
- Energy efficiency is one of the easiest ways to cut carbon and cost in your building. The Energy Saving Trust can provide information on energy efficiency, renewable energy and relevant grants.
- All properties must have an Energy Performance Certificate (EPC) when built, sold or let. This means that the energy efficiency of buildings can easily be compared and allows prospective buyers, tenants, owners and occupiers to evaluate the energy efficiency of and carbon emissions from a building. Once prepared, an EPC is valid for 10 years. Your building's EPC will also have recommendations on how to improve the energy efficiency of the building.

## 4.4 Community energy initiatives

Another option for consideration is the area of community energy. Community energy covers aspects of collective action to reduce, purchase, manage and generate energy. Community energy projects have an emphasis on local engagement, local leadership and control, and the local community benefiting collectively from the outcomes.

The two immediate options open to organisations are:

### 1. Collective switching

This is when a whole street, community or county decides to switch to one provider to get a better price on gas or electricity, or just support greener energy generation. There are lots of switching schemes out there – they can be a great way of raising awareness about energy consumption (and its cost) in your community.

### 2. Collective buying

Get together to group buy and install insulations for your lofts, cavity or solid walls. If your community was built in roughly the same era then the chances are you've all got the same issues. If you live in a rural area then you could explore bulk-buying oil from a local vendor.

#### Further Information :

- The Energy Saving Trust: <http://www.energysavingtrust.org.uk/>
- Cyd Cymru: <https://cydcymru-collective.com/>
- <https://www.gov.uk/guidance/community-energy>
- WRAP green office guide [http://www.wrap.org.uk/sites/files/wrap/WRAP\\_Green\\_Office\\_Guide.pdf](http://www.wrap.org.uk/sites/files/wrap/WRAP_Green_Office_Guide.pdf)
- Carbon Trust <http://www.carbontrust.com/resources/guides/>

## 4.5 Policies and procedures

Much of the information set out in this section will be outlined in your organisational policies and procedures.

Policies act as a guiding frame of reference for how the organisation deals with everything from its day to-day operational problems or how to comply with legislation, regulation and codes of practice. It is important that policies are reasonable, that

employees are aware and clearly understand what the policy is trying to achieve.

Procedures explain how to perform tasks and duties. A procedure may specify who in the organisation is responsible for particular tasks and activities, or how they should carry out their duties.

A list of key policies to consider when taking over a community asset include:

- Health and Safety
- Equal Opportunities
- Environmental
- Financial Procedures
- Volunteering
- Children and Vulnerable Adults
- Welsh Language

For a full list of model policies please visit:

<http://www.wcva.org.uk/volunteering/working-with-volunteers/model-policies>.

## 4.6 Insurance

### Why do organisations need insurance?

The members of a governing body have a general duty to protect the organisation including adequately insuring it. The level and type of insurance your organisation needs will be determined by:

- The law – some insurance is compulsory.
- The governing document – it may include a positive duty to purchase insurance.
- The range and type of activities undertaken by your organisation – such as the assets it owns or manages and whether it has staff.

### Do we have to insure?

Where insurances are compulsory or essential, organisations should obtain at least a legal minimum. Other insurances are discretionary but may be worth taking out depending upon the circumstances of the organisation. Therefore, when

considering insurance think about the real risks the group will be exposed to.

### **What to cover**

It is important to cover staff, management committee members, volunteers and ordinary members for any liability they may incur while carrying out the work of the organisation.

### **Compulsory insurance:**

- Employer's liability insurance - If your organisation employs staff this is a legal requirement. Minimum insurance cover must be for £5 million for injury or disease suffered or contracted by employees while carrying out their duties.
- Motor Insurance – if your organisation uses a vehicle, it is a legal requirement to obtain insurance against liabilities to third parties.
- Public liability insurance – is essential for charities which own or occupy buildings or which offer services to the public, against claims from members of the public (including volunteers and trustees) for injury, loss or damage caused as a result of an organisation's negligence.
- Property insurance – insuring a building for its full reinstatement value is highly recommended where an organisation is the freehold or long-term lease owner and responsible for the insurance; contents of premises should be covered by an 'all risks' policy covering furniture equipment and cash.

### **Discretionary insurances:**

- Professional indemnity insurance - provides against giving advice or other professional service to members of the public that results in damage, injury or loss to the user of the service.
- Trustee's and director's indemnity insurance - this provides limited insurance for trustees against breaches of trust.

## 4.7 Checking progress

Occupation	Completed	Needs More Attention
Have you identified all your health and safety obligations and nominated someone to be responsible for ensuring you meet statutory requirements?		
Have you developed a property maintenance schedule?		
Have you ensured that those you have charged with maintaining and managing the facility have the relevant skill and experience?		
Have you developed a list of emergency call out number for: Utility Companies, Plumbers, Electricians etc?		
Have you established a clear set of organisational policies and procedures?		
Are you covered by the appropriate insurances?		
Are you aware of all the licence agreements required to run activities from your facility?		



# 5 Resources and Templates

## 5.1 Additional resources

### Useful Asset Transfer Resources:

- Bridgend County Borough Council, AMP 2021: Community Asset Transfer Guidance <http://www1.bridgend.gov.uk/media/299476/cat-guidance-oct-15.pdf>
- Welsh Government, Community Asset Transfers in Wales - A Best Practice Guide, <http://gov.wales/topics/people-and-communities/communities/community-asset-transfer/best-practice-guide/?lang=en>
- Welsh Government, Community Asset Transfer, <http://gov.wales/topics/people-and-communities/communities/community-asset-transfer/?lang=en>
- Sport England Asset Transfer Toolkit - [www.assettoolkit.sportengland.org](http://www.assettoolkit.sportengland.org)
- Cardiff City Council's "Stepping Up" Toolkit - <http://www.cardiffdebate.co.uk/wp-content/uploads/2014/09/Stepping-Up-Toolkit.pdf>

### Useful Bridgend County Borough Council Resources:

- Planning - <http://www1.bridgend.gov.uk/services/planning/development-control/do-i-need-planning-permission.aspx>
- Parks - <http://www1.bridgend.gov.uk/services/parks.aspx>
- Property - <http://www1.bridgend.gov.uk/services/property.aspx>
- Highways - <http://www1.bridgend.gov.uk/services/highways.aspx>
- Legal Services - [www1.bridgend.gov.uk/lgnl-level-2/legal-advice.aspx](http://www1.bridgend.gov.uk/lgnl-level-2/legal-advice.aspx)
- Building Control - <http://www1.bridgend.gov.uk/services/planning/building-control.aspx>
- Regeneration Dept. - <http://www1.bridgend.gov.uk/services/regeneration.aspx>

### Sport Governing Bodies:

- The Football Association of Wales - [www.faw.org.uk](http://www.faw.org.uk)
- The Welsh Rugby Union - [www.wru.co.uk](http://www.wru.co.uk)
- The Welsh Bowling Association - <http://www.welshbowlingassociation.co.uk/>
- The England and Wales Cricket Board - [www.ecb.co.uk](http://www.ecb.co.uk)
- The Lawn Tennis Association - [www.lta.org.uk](http://www.lta.org.uk)

### General Community Asset Transfer and Business Planning Resources:

- The Wales Co-operative Centre - <http://www.wales.coop>
- Bridgend Association of Voluntary Services (BAVO) - [www.bavo.org.uk](http://www.bavo.org.uk)
- Welsh Council for Voluntary Action (WCVA) - [www.wcva.org.uk](http://www.wcva.org.uk)
- Development Trusts Association Wales (DTA-Wales) [www.dtawales.org.uk](http://www.dtawales.org.uk)
- The Charity Commission - <https://www.gov.uk/government/organisations/charity-commission>

## 5.2 Business planning template

### 1. Our project

About Our Community Organisation

Our values and the mission of our organisation

The aims and objectives of our community project

### 2. The market

About our community

Existing & target markets

Results of community consultations

Knowledge of other existing community services & facilities

Opportunities to build partnerships

### 3. Business growth and development

A review of our organisation (SWOT Analysis)

Our business development strategy

Phase 1 – Project design (Year 0)

Phase 2 – Centre development (Years 1 - 3)

Phase 3 – Centre expansion (Years 4 & 5)

#### **4. Centre management**

Our management team/committee – skills/capabilities

Staffing and the role of community volunteers

Development of community activities

Service delivery & programming

Policies & procedures

Day-to-day operations

#### **5. Centre development**

Current facilities

Potential opportunities for refurbishment & expansion

## 6. Marketing plan

Building our profile

Promoting our services

## 7. Financial plan (property asset)

Five year income & expenditure (cash-flow projection)- see Appendix 4. Provide evidence to support projections and state assumptions

Income generation (sales forecasts)

Fundraising strategy

## 8. Risk analysis

Risk log

Plan for minimising risks

### Appendices:

Appendix 1: Community Consultation and Engagement Plan

Appendix 2: Desk top survey of other community facilities

Appendix 3: SWOT Analysis of ANOther Community Organisation

## 5.3 Sample cash flow chart

Note	Income	Phase 1	Phase 2			Phase 3	
		Current	Yr 1	Yr 2	Yr3	Yr 4	Yr 5
1	Local Authority 'start-up' grant						
2	Other grant aid						
3	Rent & room hire						
	Large Hall						
	Small Hall						
	Multi Use Games Area (MUGA)						
4	Other Income						
	Vending Machines						
	Café & Shop Sales						
	Other						
5	Volunteer time in kind						



		Phase 1	Phase 2			Phase 3	
6	Own fundraising						
	<b>Total</b>	£	£	£	£	£	£
	<b>Expenditure</b>	<b>Current</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>	<b>Yr 4</b>	<b>Yr 5</b>
	Staff salaries & on-costs						
	Centre Manager						
	Caretaker						
	Cleaner(s)						
	Volunteer time in kind						
8	Staff & volunteer training & dev't						
9	Caretaking / cleaning costs						
	Cleaning materials						
	Refuse collection						
	Security						



		Phase 1	Phase 2			Phase 3	
10	Utilities						
	Water						
	Electricity						
	Gas						
11	Rates						
12	Repairs and maintenance						
13	Transport & travel						
14	Centre Supplies						
	Tools & materials						
	Equipment hire						
	Office furniture & IT						
	Medical, clothing & PPE						



		Phase 1	Phase 2			Phase 3	
	Telephones						
	Internet						
15	Centre promotion						
	Printing & publicity material						
	Advertising						
16	Vending machine rental & supplies						
17	Insurances & professional fees						
	Property insurance						
	Public liability insurance						
	Performing rights soc. fees						
	Accountancy fees						



		Phase 1		Phase 2		Phase 3	
	Legal fees						
	Architects fees						
	Consultancy fees						
	Other - sundries & miscellaneous						
	<b>Total</b>	£	£	£	£	£	£
		<b>Surplus (deficit)</b>	£	£	£	£	£
					<b>Accumulated reserves</b>		£



## 5.4 Partnership development tool

Community Partnership Checklist				
Identify Partners	Identify Benefits	Identify Barriers	Identify Actions	Communication
<b>Example:</b> other community or sporting groups/ community councils/ housing associations	<b>Example:</b> Deliver greater impact/share responsibility and risk and pool resources	<b>Example:</b> conflicting values/ local competitor/ personality clashes	<b>Example:</b> What actions are needed to engage with potential partners	<b>Example:</b> What is the best way to engage with partners and keep them updated - email/ newsletter etc.

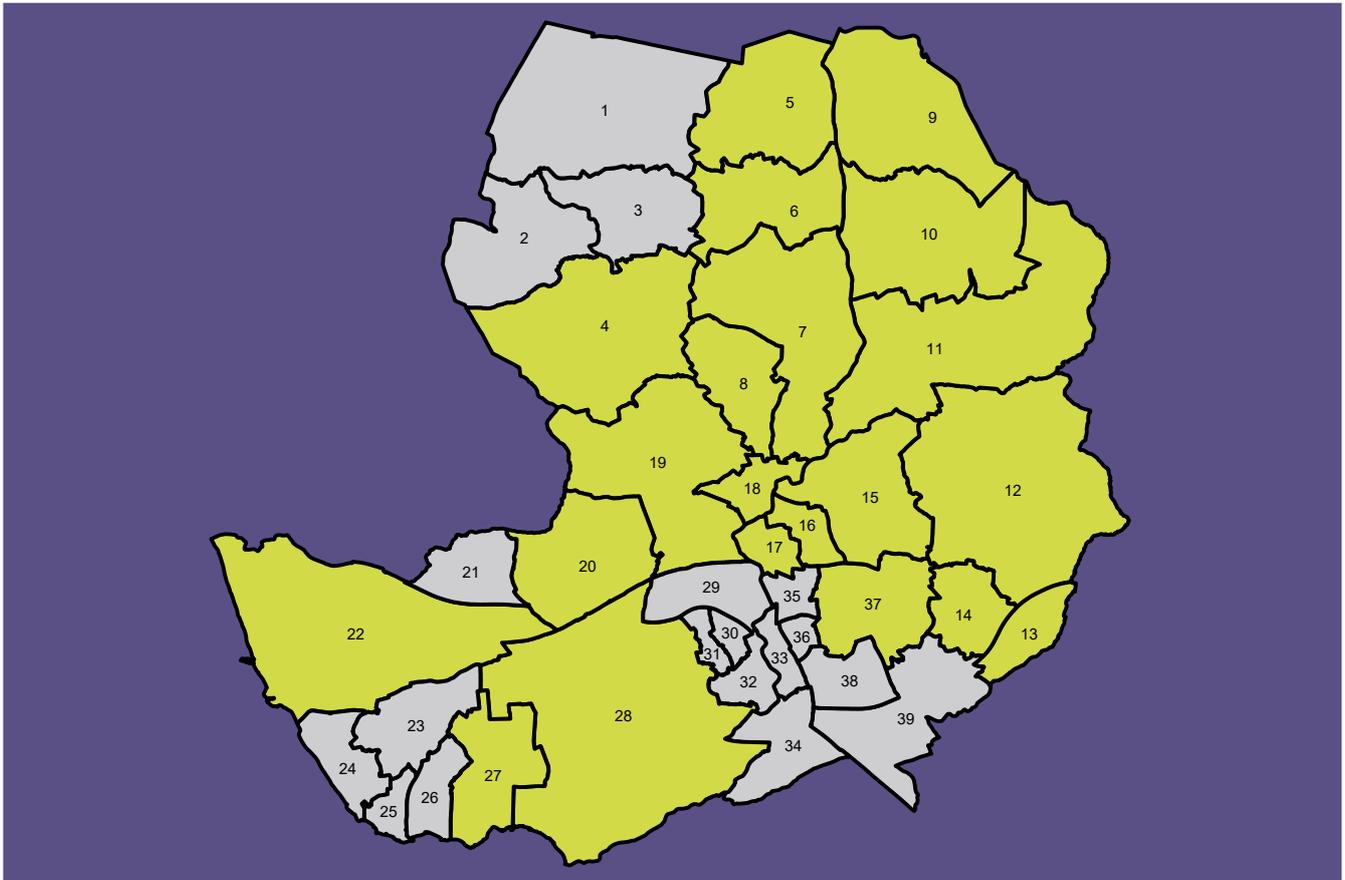
## 5.5 Training needs analysis template

A training needs analysis is a vital tool to establish what skills you have within your organisation and what skills you need to develop. When you identify your skill gaps you can then work out what training is needed now and what training can be planned for the future.

Name of Task	Training Required		What is the training need?	How will the training need be met? (On the job/peer training)  (External training)	When	Whose responsibility to organise?
	Yes	No				

# 5.6 Map of Rural Bridgend

## Rural Wards



**Key to the map**  Rural wards  Non rural wards

1 Caerau	14 Hendre	27 Newton
2 Maesteg West	15 Bryncethin	28 Bryntirion, Laleston & Merthyr Mawr
3 Maesteg East	16 Bryncoch	29 Pen-y-Fai
4 Llangynwyd	17 Sarn	30 Cefn Glas
5 Blaengarw	18 Ynysawdre	31 Llangewdd & Brynhyfryd
6 Pontycymmer	19 Aberkenfig	32 Newcastle
7 Llangeinor	20 Cefn Cribwr	33 Morfa
8 Bettws	21 Pyle	34 Oldcastle
9 Nantymoel	22 Cornelly	35 Litchard
10 Ogmores Vale	23 Nottage	36 Pendre
11 Blackmill	24 Rest Bay	37 Coity
12 Penprysg	25 Porthcawl West Central	38 Brackla
13 Felindre	26 Porthcawl East Central	39 Coychurch Lower

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