

Community ownership and management of assets: Supplementary literature review

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Introduction

This supplementary review of the literature on the community ownership and management of assets was produced to inform a report for the Joseph Rowntree Foundation (JRF) which explored the evidence base on community control of assets. It draws on a review undertaken by the Institute for Voluntary Action Research (IVAR) and London Metropolitan University (LMU) in 2008. The full report of the evidence review was published by the JRF in December 2008¹. We felt some of the background material uncovered as part of that project might also be of use to practitioners, policy-makers and researchers who wished to delve deeper into this area. Hence we decided to publish this supplementary review.

A few words of caution are necessary. This review arose from work undertaken over a period of a few weeks of searching in late spring 2008. Our target was mainly UK material in order to address particular questions concerning asset management and ownership. We also explored a number of overseas leads to provide a partial context for UK policy and practice. The review of documents and literature was primarily undertaken by:

- searching for data by contacting UK practitioners – covering the third sector, professions, funding agencies and the media
- searching for published academic, policy and evaluation, and other data by conducting an electronic scan of databases using Athens, proquest and Google scholar search engines as well as searching government and third sector websites
- searching three UK academic library catalogues
- studying and summarising more than 200 UK pieces of literature from academic, policy or other sources
- conducting discussions with researchers from the USA, Sweden, Germany, Italy and Poland.

This search could be widened and developed further. We cannot claim, nor did we ever intend, that this work would serve as a complete guide to the field: new items, particularly from practitioners and policy makers, are appearing all the time. In the short period of searching we came across much historical material – some in archives – that could enrich a deeper study. During the project we also became aware of many developments from overseas which we barely touched. One aspiration for this work was that it could be added to and developed – Wikipedia style – so that those active in this area would extend the reviews we have made and add new sources in this area.

¹ Report available at www.jrf.org.uk/publications/community-ownership-and-management-assets

With these cautionary words in mind, we hope that this supplementary review will provide prompts to, and sources in, this field. We have organised the material into countries within the UK; aimed to indicate roughly the sources of material (from practitioners, policy-makers, independent evaluators or academics); and indicated some international sources. Some of these classifications inevitably blur at the edges and should not be taken as categorical. Our aim has been to guide, rather than straitjacket, the reader; we have thus included key words to items in order to facilitate further searching.

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1 Wider concept: Academic/research

Barnes, M., Skelcher, C., Beirens, H. et al (2008) *Designing Citizen Centred Governance: A Review of the Opportunities and Challenges of Citizen Centred Governance*. York: JRF

The research, commissioned by the Joseph Rowntree Foundation, examined the new governance arrangements emerging and patterns of citizen engagement. The report includes various contributors on changing governance approaches including the engagement of service users and the community sector.

Key words: governance, citizen, community, policy, academic.

Barr, A. (1995) 'Empowering communities – Beyond fashionable rhetoric? Some reflections on Scottish experience', *Community Development Journal*, Vol.30, No. 2, pp. 121–132

This article discusses the role of social regeneration in empowering local communities. It argues that there is no evidence that public ownership and management of assets act to empower local communities.

Key words: regeneration, public ownership, communities, academic, Scotland.

Barton, A. (2005) 'The conceptual arguments concerning accounting for public heritage assets: A note', *Accounting, Auditing & Accountability Journal*, Vol. 18. No. 3, pp. 434–440

This paper uses economic theory of public goods to comment on the manner in which public heritage assets are accounted for. It explains why the 'sector neutral' approach is not appropriate when assessing the value of public heritage assets. It argues that 'fair market prices' cannot be obtained for public heritage assets because they are public goods. As such, heritage assets should be accounted for outside the usual statement of financial position.

Key words: accounting, academic, heritage.

Barton, A. (2000) 'Accounting for public heritage facilities – assets or liabilities of the government?' *Accounting, Auditing & Accountability Journal*, Vol. 13. No. 2, pp. 219–236

This article refers to public heritage facilities which it defines as, national parks, art galleries, museums and so on. Its focus is an Australian study which challenged governmental decisions to apply professional accounting standards to heritage assets. It argues that heritage assets are public goods, and that commercial accounting principles should not be applied to them. The article concludes by contending that heritage assets are held in trust for the nation by government and hence should not be included in its general purpose financial reports.

Key words: Academic, accounting, heritage, academic, Australia.

Brockway, F. (1980) *Britain's First Socialists*. London: Quartet Books

Part of Brockway's book provides examples and a discussion on early forms of common ownership in Britain. The Diggers, for example, in the 17th century, sought to gain under-used land for social and economic development for the common good.

Key words: Common ownership, history, Diggers, academic, UK.

Clarke, R. (ed) (1990) *Enterprising Neighbours: The Development of the Community Association Movement in Britain*. London: National Federation of Community Organisations in association with CPF

Clarke provides a critical history of the community association movement whose origin had frequently been around new housing estates connected with a sense of building communities. A community centre was often the physical manifestation of that movement. The work was to be done by community participants rather than professionals. An important conception was the idea of integrated communities with a general membership from the neighbourhood.

Key words: community centre, history, UK.

Craig, C. (2005) 'Community capacity-building: definitions, scope, measurements and critiques', unpublished paper presented at OECD conference, Prague

This literature review mentions 'assets' on numerous occasions. Its main contribution to the literature on assets is that it reinforces the value of asset ownership and management in community development.

Key words: asset ownership, community development, capacity building, academic.

Davis, J.E. (2006) *Shared Equity Home-ownership: The Changing Landscape of Resale Restricted Owner-occupied Housing*. Montclair NJ: National Housing Institute

This is a substantial examination of shared equity ownership in the USA, of which community land trusts are one type. It suggests there are dangers to promoting conventional home-ownership – in particular the destabilising effects that arise when people are forced from their neighbourhoods due to lack of affordability. The report points out some common misconceptions – people in such schemes *can* increase their equity. The author argues that a policy commitment to affordability has not yet arrived and that third sector housing is given little attention.

Key words: affordable homes, equity, community land trusts (CLT), USA.

Diacon, D., Clarke, R. and Guimarães, S. (2005) *Redefining the Commons: Locking in Value Through Community Land Trusts*. Coalville, Leicestershire: Building and Social Housing Foundation

The authors point to the long history of community stewardship of the land which goes back at least to the seventeenth and eighteenth centuries in the UK. They also point to the variety of forms of community land trusts (CLTs) in the USA. Separating the value of the land from the value of the house is a key part of a CLT. The model can be of use on both urban and rural areas although they point out the more complex settings in the former which could present more obstacles. Key principles are set out with examples from practice. The Stonefield Community Trust, for example, was not uncommon in wishing to ensure affordable housing for young people in the village. CLTs may be able to deliver on government policy targets, for example on sustainable development. Toolkits to help grow the movement may be helpful and important developments in this respect are cited as taking place at Salford University. The authors conclude by offering four key recommendations: establishing a strategic policy framework; developing practical tools to assist activists; engaging local communities; reducing some of the current barriers.

Key words: community land trust (CLT), history, urban, rural, recommendations.

Field, F. (1996) *How to Pay for the Future: Building a Stakeholders' Welfare*. London: Institute of Community Studies

Frank Field set out ideas of how citizens could gain access to welfare goods – for example a universal second pension scheme – by compulsory savings which would accumulate and represent a financial asset. The state might top up this scheme for certain groups. This would relieve the state from being the primary provider while acting as a guarantee of an adequate pension. It builds on other asset-based approaches to welfare, particularly from the USA.

Key words: welfare, community, academic, UK.

George, H. (2008) http://en.wikipedia.org/wiki/Henry_George (accessed 13 June 2008)

This self-edited public document profiles the American political economist Henry George (1839–1897), the most influential proponent of land reform and author of *Progress and Poverty* (1879). In this book George argued that economic rent from land should be shared across society and not be held by private owners; he proposed that 'we must make land common property'. He argued for a single tax on land as a case for generating economic growth, relieving the additional tax burdens on society such as wealth or consumption. The paper references George's political career, his theory of interest and the subsequent influence around the world. The paper is a reference source for American land tax reform projects such as:

Maryland, Land Value Tax Project (www.marylandvaluetax.org)

The New York Land Value Tax Project (www.newyorklandvaluetax.org)

New Jersey Land Value Tax Project (www.newjerseylandvaluetax.org)

The Indiana Land Value Tax Project (www.indianalandvaluetax.org)

Key words: land reform, poverty, history, USA, academic.

Green, G., Grimsley, M. and Stafford, B. (2005) *The Dynamics of Neighbourhood Sustainability*. York: Joseph Rowntree Foundation, www.jrf.org.uk/knowledge/findings/housing/0145.asp (accessed 9 April 2008)

This study assesses the sustainability of eight former coalmining communities in three South Yorkshire local authorities. Within the wider context of housing and labour market change, the study considers which characteristics or 'assets' of neighbourhoods are key to sustainability. It also discusses how sustainability is affected by population movement. A sustainable community is seen as one where residents are satisfied and in which they are happy to remain. The study links neighbourhood satisfaction to 'wellbeing'; it relates differences in wellbeing to four types of 'neighbourhood assets'. These are: fixed capital (such as buildings); human capital (skills and knowledge of individuals); environmental capital (incorporates neighbourhood amenities); and finally social capital (social networks that promote co-operative behaviour). There is a strong relationship between neighbourhood assets and neighbourhood wellbeing. One of the study neighbourhoods had been transformed by large-scale housing development. A further four incorporated regeneration programmes driven by public/private partnerships. In the remaining three very little regeneration had taken place. The study predicted three future trends for how the neighbourhoods under scrutiny would develop – sustainable, regenerating or declining. The researchers concluded that sustainable regeneration requires investment to strengthen social capital and improve the environment. Any such programme is at risk of being undermined by significant excess supply in the wider sub-regional housing market.

Consequently, neighbourhood regeneration requires a consistent sub-regional housing policy. An essential part of such a policy should be housing demolition within those sub-regions where excess housing supply would otherwise emerge.

Key words: neighbourhood assets, sustainability, wellbeing, social, environmental, housing, residents, England.

Hilder, P. (2006) 'Power up people: devolution & beyond', *Public Policy Research*, December 2006–February 2007, pp. 238–248

This article discusses issues around community empowerment and devolution. It argues that the move towards community ownership of assets will be manifest by a shift in power relations – power will be found at a local, rather than a national level. The paper argues for greater unity among community organisations and other groups in the third sector.

Key words: community, empowerment, ownership, devolution, academic, UK.

Hildegard, H. and Todd, N.J (1997) *People, Land, and Community: Collected E.F. Schumacher Lectures*. New Haven: Yale University Press

This is a report based on lectures examining the decline of community, with a variety of authors contributing, and suggests ways in which communities may act, in particular, to create sustainable living.

Key words: community, environment, land, sustainable, academic.

Kearns, A., Gibb, K., More, A. et al (1996) 'Community ownership rents: Greater Easterhouse in the Glasgow context: report to the Greater Easterhouse Community Ownership Forum (GECOF)', Glasgow: Centre for Housing Research and Urban Studies

The report discusses the effects of rent increases on the local labour market and how it can act as a disincentive to work.

Key words: community ownership, labour market, Scotland, academic.

Kintrea, K. (1989) 'Building communities the co-operative way', *Urban Studies*, Vol. 26, No. 3, pp. 367–368(2)

Kintrea reviews Johnston Birchall's book *Building Communities the Co-operative Way* which explores co-operative solutions to housing needs and includes analysis and case studies.

The UK's post war history of housing development is contrasted with that in the Nordic countries where co-operative solutions have been more common.

Key words: co-operative, housing, academic, UK.

Pearce, J. (1993) *At the Heart of the Community Economy*. London: Calouste Gulbenkian Foundation

Pearce's book provides an orientation, examination and conceptualisation of the multitude of organisations which form the social economy. He shows the importance of social enterprises in building the local economy and also draws from his work in Scotland. This book was updated nearly a decade later as *Social Enterprise in Anytown* by the same author and publisher.

Key words: social enterprise, community enterprise, local economy, concepts, UK.

Popple, K. and Redmond, M. (2000) 'Community development & the voluntary sector in the new millennium: the implications of the third way in the UK', *Community Development Journal*, Vol. 35, No. 4, pp. 391–400.

In this article Popple and Redmond point out the voluntary sector's role within community development. The authors argue that government policies relating to community development equate to placating the most disaffected communities. It is argued that such policies do nothing to promote the wellbeing of the poorest in society.

Key words: academic, community development, voluntary sector, third way, UK.

Prabhakar, R. (2008) *The Assets Agenda: Principles and Policy*. Basingstoke NY: Palgrave Macmillan

This book examines the emergence of the 'assets agenda' in the social policy arena in western developed countries and considers the Child Trust Fund in the UK. Assets here are understood not as community ownership but the development of individual's assets through, for example, mechanisms such as savings or property.

Key words: welfare, individual assets, international, academic.

Pugh, G. (2007) *London's Forgotten Children: Thomas Coram and the Foundling Hospital*. Stroud: Tempus.

Pugh's book provides a historical analysis of the birth and development of the Thomas Coram Hospital in London from 1739 – an early charity which combined social action work with abandoned children with the ownership of land and buildings in, what is now, a prime site in the heart of London.

Key words: charity, land, buildings, history, UK.

Satsangi, M. (2007) 'Land tenure change and rural housing in Scotland', *Scottish Geographical Journal*, Vol. 123, No.2, pp. 33–47

Satsangi argues from his research that the change in land tenure on the island of Gigha, whereby the islanders were able to purchase it from a single landowner, has had a profound influence on the social relations governing housing provision. While Satsangi is not uncritical of the notion of a unified community – some elderly people expected to benefit little from the changes – he argues that research extending beyond these early years, and which examined a number of land trusts might yield important further results.

Key words: land tenure, rural.

Schnee, E.J. (2003) 'Contributing appreciated property', *Journal of Accountancy*, Vol. 195, No. 3, p. 75

This article relates to the ownership of assets in the USA. It argues that although the stock market is currently weak, many taxpayers still own appreciated stock or other property. In certain situations donating these types of assets to a charity can provide the taxpaying donor with a double benefit: they can use this gift as a tax deduction at fair market value *and* gain an exclusion of the gain from income. The paper discusses one particular case, *Gerald A. Rauenhorst v. Commissioner*, 119 TC no 9, where the decision was in favour of the taxpaying donor.

Key words: asset ownership, accountancy, academic, USA.

Taylor, M. (1995) *Unleashing the Potential: Bringing Residents to the Centre of Regeneration*. York: JRF

This report argues that despite poverty on estates the 33 cases covered here showed the extent of assets and the many strengths of public housing estates but noted they were faced with multiple problems. Resident involvement on estates had remained problematic. It was important however to recognise that local people, buildings and firms represent a potential asset for the locality. Expectations of residents must be realistic if they are to take on the running of services which professionals had found difficult.

Key words: poverty, estates, buildings, services, case studies, participation, academic, policy.

Thake, S. (2006) *Community Assets: The Benefits and Costs of Community and Management and Ownership*. London: DCLG.

The paper discusses the additional social and economic benefits that community organisations can generate through occupying redundant, local and often iconic buildings. The report sets out clear costs associated with this process but overall is in favour of asset ownership as a vehicle for financial security for not-for-profit community groups and social and economic development for the community.

Key words: community, ownership, land, building, benefits.

Thake, S. (2001) *Building Communities, Changing Lives*. York: Joseph Rowntree Foundation

This study investigates how alternative regeneration models are tackling social exclusion in the UK. Issues of wealth creation, health and educational attainment and aspirations were dealt with by local authorities through the delivery of public services. The study finds that holistic regeneration organisations like development trusts, partnership organisations, rural community councils, settlements and faith-based organisations are able to reach the most marginal and excluded members of society. The report profiles the different types of neighbourhood regeneration organisation (NRO) and provides a set of recommendations to encourage the sustainability of NROs.

Key words: regeneration, social exclusion, development trusts, rural, sustainable, UK.

Thake, S. (1995) *Staying the Course: The Role and Structure of Community Regeneration Organisations*. York: Joseph Rowntree Foundation

An analysis of the findings from a study examining the role of neighbourhood based regeneration organisations in combating social exclusion. There is a discussion on models of organisations and the regulatory and funding patterns required.

Key words: regeneration, community, UK.

Thake, S. and Reiner, S. (1993) *Investing in People: Rescuing Communities from the Margin*. York: Joseph Rowntree Foundation

A research study conducted over two years that compares government regeneration and community regeneration programmes in the UK with community and regeneration programmes conducted in Germany. The report concludes that the UK is able and ready to embark on alternative and creative community-based regeneration alongside macro-economic recovery programmes. It provides a comprehensive look at the British and

German cases and the recommendations are couched in substantive macro-economic and historical contexts.

Key words: regeneration, community, Germany, UK.

Thake, S., Taylor, M. and Hill, S. (2002) *Putting down the Anchor: LDA Support Programme for Community-based Regeneration Organisations*. London: LDA

This was a study to investigate how the London Development Agency (LDA) could reduce deprivation by 10 per cent in the 20 most deprived wards across London. The report provides a comprehensive overview of the barriers and challenges facing community organisations and provides a framework for the LDA to develop a community anchor programme. Research revealed that a multi-layered approach was required because local authorities did not have the links and networks to reach deep into marginalised communities, whereas local groups can assist the LDA. This was the first time that the role of a community anchor organisation was outlined.

Key words: community organisations, anchor, regeneration, London, UK.

Tomkins, A. (2008) 'Retirement from the noise and hurry of the world? The experience of almshouse life 1650–1850', a paper presented at the Voluntary Action History Society seminar, 22 April 2008, Institute for Historical Research, Senate House, London

This paper sets out how almshouses were established in localities in Britain from the seventeenth century by public subscription, rather than by taxes and thus provide an example of charitable fundraising involving an asset. An endowment might also be used to pay small pensions to the inhabitants although this was often insufficient. Rising charitable income was not always disbursed in proportion to the inhabitants by the managers. The movement declined and some poorly-built almshouses were barely standing after half a century although some were well built and have survived into the present era.

Key words: almshouses, charity, building, history.

Tracey, P., Phillips, N. and Haugh, H. (2005) 'Beyond philanthropy: community enterprise as a basis for corporate citizenship', *Journal of Business Ethics*, Vol. 58, pp. 327–344

This article looks at the emergence of a new type of organisation – community enterprise. It argues that community enterprises provide an alternative mechanism for corporations to behave in a socially responsible way. The paper argues that in contrast to corporations, the assets of social enterprises are held in trust for the constituency they serve, and any surpluses are re-invested in the business or the community. Such organisations may therefore be considered a hybrid form of organisation, combining social outcomes with wealth creation. It contests the notion that local ownership of assets (especially physical assets such as buildings and land) is central to community enterprise.

The paper notes that many local authorities and other public bodies have seen their share of public assets become liabilities. Such liabilities are manifested in terms of high costs to the authority. It points to change prompted by government policy whereby local authorities are carrying out audits of their asset holdings and transferring such assets to community groups. Community groups are, in turn, discovering new uses for old assets while seizing opportunities for new build. Such groups can draw upon local resources, energy and

knowledge. They can also access new forms of investment. The result is a special form of social enterprise – community enterprise.

Key words: social enterprise, land, building, assets, investment, community, academic.

Whyte, W.F. and Whyte, K.K. (1991) *Making Mondragon: The Growth and Dynamics of the Worker Co-operative Complex*. New York: Ithaca.

Whyte and Whyte describe the growth in northern Spain of one of the biggest co-operatives in western Europe which has supplied employment and community benefits. They describe the organisational structures in particular and talk of these as ‘social inventions.’

Key words: co-operatives, community, social inventions, academic, Spain.

2 Government and policy documents

UK and England

Commission on Unclaimed Assets (2007) *The Social Investment Bank: Its Organisation and Role in Driving Development of the Third Sector*. London: Commission on Unclaimed Assets

This document discusses the sector's position in respect of government policies regarding the disposal of assets. It argues that the sector's ability to take advantage of available assets is undermined by financial fragility. Furthermore, it notes that the third sector is fragmented, under-capitalised and, in aggregate, unable to invest in sustainable growth and development.

The Commission on Unclaimed Assets was established in October 2005 to study how funds released from dormant bank accounts could be used to generate the maximum public benefit. In a consultation paper published in July 2006 it recommended the establishment of a social investment bank that would help put the third sector on a more robust financial and professional footing.

The report concludes that if the third sector is to continue to grow and meet its goal of supporting marginalised communities it urgently needs greater investment and professional support. Suitable capital should be available for organisations at all stages of development, from charities without trading revenue all the way to social enterprises that reinvest some or all of their profits in their mission and commercial businesses with a social purpose. It suggests an independent social investment bank should be created using the capital from dormant accounts to develop the social investment market on a scale that can support the UK's vibrant and diverse but under-capitalised third sector, including social enterprise, community development and voluntary organisations. It argues that to be effective and able to operate credibly in capital markets, the social investment bank would need founding capital of at least £250 million, with an annual income stream of £20 million for a minimum of four years. The social investment bank should be an independent institution answerable to the third sector, with a governance framework that is effective, representative and compliant with best practice. It suggests that the most effective way of providing significant capital to the third sector would be by facilitating access to private finance as well as to the broader capital markets and suggests Community Investment Tax Relief (CITR) should be significantly extended.

Key words: social investment bank, unclaimed assets, UK.

Conservative Party (2008) *A Stronger Society: Voluntary Action in the 21st Century*, Policy Green Paper No.5, 30. London: Conservative Party.

The Conservative Party in opposition has been in agreement with the arguments expressed by the Commission on Unclaimed Assets and is in favour of setting up a social investment bank. Their Green Paper noted that many social enterprises were prevented from growing due to lack of access to capital. In addition they argue that the current government is selling land and buildings which could be transferred to co-operative organisations. They propose that statutory bodies should be asked to take into account social value as well as financial value in any disposal. Further, they argue that both public assets and revenue streams

should be transferred to co-operatives in a more decentralised model of welfare delivery. Quirk's views on asset transfer are supported.

Key words: social and financial value, transfer assets, social investment bank, Conservative Party.

DCLG (2008) *Managing Risks in Asset Transfer: A Guide*. London: DCLG

This guide is aimed at local authorities and community organisations. It notes that, as Quirk had argued, there are risks to asset transfer but there are also risks to *not* transferring in the sense of a loss of community benefits. This guide emphasises there is a need to be equipped to understand and manage the risks. The danger of 'clawback' mechanisms being applied by the statutory organisation remains a possible limit on the community organisation benefiting fully from earned income from the asset. From the statutory organisation's point of view it will need to be reassured that good governance is in place within the receiving third sector agency. Methods of managing risks from both sides include having an 'expectations document' and/or a 'service level agreement' specifying aspects of the community organisation's behaviour (e.g. being open to a diverse groups and social needs). Different types of tenure agreement present contrasting risks and opportunities for both parties (from full ownership through to a fixed lease). Various risk management tools used by the Treasury are described as well as the variety of quality standards approaches developed within the third sector (PQASSO) or the social enterprise field (such as VISIBLE, Health Check etc.). The document ends with a discussion of more than a dozen commonly identified risks (for both parties) and ways to assess or overcome them.

Key words: transfer, managing risk, assessing risks, opportunities.

DCLG (2008) *Communities in Control: Real People, Real Power*. Cm. 7427. London: DCLG

The 'Empowerment White Paper' is in favour of more people having a role in running local services and advocates more assets being transferred to community ownership. It proposes the establishment of an Asset Transfer Unit to provide information, research and to spread good practice. There is also a proposal to support pilot Community Land Trusts and to see social enterprises able to compete fairly for contracts. An extension of participatory budgeting processes for citizens in priority setting locally is also proposed.

Key words: asset transfer, community ownership, Community Land Trusts, empowerment.

DCLG (2008) *How to Develop a Local Charter: A Guide for Local Authorities*. London: DCLG

This document relates to the development of a local charter between the various sectors. Two aspects of the document refer to asset management and/or ownership.

The first aspect discusses the possibility that the development of a local charter may spark interest from a town or parish council or VCS organisation to take responsibility for delivering some services or managing local assets. It is suggested that local authorities consider these requests through normal procedures for the procurement and delivery of services by an external provider, including an assessment of local demand for this model of delivery. Should devolved provision be agreed, the charter should make sure all stakeholders are clear about local responsibilities.

The second aspect relates to the delivery of services by voluntary and community sector organisations. It is suggested that the local council may be asked to take on additional responsibilities for devolving services or assets to the sector. If this is the case it is suggested that the council has a responsibility to make sure the 'voice of the whole community is heard'.

Key words: service delivery, third sector, charters, local authorities, guide.

DCLG (2007) *Making Assets Work: The Quirk Review*. London: DCLG

The Quirk Review sets out three main conclusions from its work. First, it argues that assets can be used in the service of an array of social, community and public purposes. It suggests that any sale or transfer of public assets to community ownership and management needs to realise social or community benefits without risking public interest concerns and without community purposes becoming overburdened with asset management. Second, the review suggests that the benefits of community management and ownership of these assets can outweigh the risks and often the opportunity costs. If there is a rational and thorough consideration of risks and opportunity costs, there are no major impediments to the transfer of public assets to communities. Third, the review points out that risks can be minimised and managed if all parties work together. This needs political will, managerial imagination and a more business focused approach from the public and community sectors. The review team recognised that where the stake is greater, the financial and legal responsibilities for the organisation taking on the asset will also be larger – but, at the same time, such situations also offer greater freedom to exploit the asset's potential.

The document argues for five key actions. First, it proposes the publication of comprehensive and authoritative guidance on all aspects of local authority asset management, including the issue of transferring assets to community management and ownership. Second, it seeks the publication of a toolkit for public bodies so they can engage in risk assessment and risk management in relation to transfer. Third, it asks for local authorities and community organisations to have greater access to expert advice and organisational support in this arena. Fourth, it calls for a keener approach to the investment of public funds designated for community-led asset-based developments by involving specialist financial intermediaries. Fifth, it requests a major publicity campaign on this issue through seminars, roadshows, training, media coverage, online and published information, as well as the dissemination of good practice.

Key words: Quirk Review, management, risks, community-led, financial and legal, skills, expertise, guidance, toolkit.

DCLG (2007) *Third Sector Strategy for Communities and Local Government*. London: DCLG

This document describes the third sector as mainly comprising small neighbourhood-based community organisations. Such organisations are defined as often being mutual aid or interest groups with few staff or physical assets. They are likely to have low levels of income and be dependent on voluntary support. Such organisations, in the best cases, have a strong connection to and understanding of local community interests. The *Third Sector Review* is discussed with reference to the importance of developing community assets to enable community organisations to generate their own wealth, deliver services and strengthen community engagement. The government's plans to implement the Quirk

Review's proposals are also discussed, considering how supporting and developing community anchors can help build greater enterprise and sustainability across the sector. In particular, it notes that the government is examining the feasibility of supporting community anchor organisations to stimulate and develop enterprise and self-sufficiency through the transfer of assets to community ownership and management, and through the expansion of their earned revenue.

The document also addresses community input and use, the importance of reviewing the barriers and incentives to the transfer of assets to local community groups, the lack of community representation, the use of appropriate clawback mechanisms, and possible community fragmentation through the splintering of asset ownership. Finally, the report also highlights a range of measures already in place to encourage and enable greater community control.

Key words: community organisation, anchor, ownership, clawback, government, strategy.

DCLG (2006) *Community Assets: The Benefits & Costs of Community Management and Ownership*. London: DCLG

This document starts by drawing attention to the positive impact community management and ownership can have on community-based organisations. It notes that although community-based organisations do impact on the wellbeing of society as a whole, they are financially and organisationally fragile – reliant on over-stretched staff, volunteers and uncertain funding.

Attention is drawn to the interdependent structures underpinning the third sector. It links the search for organisational and financial sustainability with the ability of community and multi-purpose organisations to take control over the buildings they occupy. Two avenues of asset management are noted which hold good prospects of leading to significant progress: (a) the transfer of existing community buildings to community management and (b) the acquisition of redundant buildings.

With reference to the first route, the paper argues that there are approximately 18,000 community buildings, such as community centres and village halls, across England and Wales. Such buildings offer opportunities for smaller multipurpose organisations. With regard to the second route, the document argues that taking over the management of redundant buildings offers benefits to both the occupying organisation and the owner. It notes that problems tend to emerge at the acquisition stage where owners and purchasers can take a different approach to valuation.

Occupying existing buildings offers community-based organisations the opportunity of learning by doing and adopting an incremental approach to growth and change. The document also notes that new build developments play an important role in the regeneration of neighbourhoods. However, new builds have to be funded in their entirety at the outset.

The benefits to community-based organisations of taking control of the buildings they occupy are discussed. Such benefits include: the provision of space and a secure base; increased income streams; the opportunity to plan ahead and expand and diversify activities; offering the means by which organisations are able to experiment with new approaches to meeting

the needs of their communities. Taking over the ownership of the building strengthens the balance sheet and provides the collateral for working capital loans, enabling organisations to raise a mortgage and other finance. The benefits of community ownership for the communities in which community-based organisations (CBOs) are located are considerable, such as the activities offered, and the provision of a place to meet. It is however mentioned that supporting CBOs to take greater control over the buildings they occupy is neither a cost-free or risk-free initiative. The ownership of buildings is not a guarantee for sustainability. Difficulties may also be experienced in maintaining an organisation's core operating costs.
Key words: management, ownership, community organisations, community buildings, core costs.

HM Treasury and Cabinet Office (2007) *The Future Role of the Third Sector in Social and Economic Regeneration: Final Report*. London: TSO

This discusses the funding and importance of asset management and ownership. It summarises measures announced in the final report of the third sector review – one of a series of reviews which informs the Comprehensive Spending Review and which is run jointly by the Cabinet Office and the Treasury. These measures included a £10 million fund for new investment in 'community anchor organisations and community asset and enterprise development' to add to the £30 million Community Assets Fund announced in the 2006 Pre-Budget Report. It suggests the importance of developing community assets to enable community organisations to generate their own wealth, become more enterprising, deliver services and strengthen community engagement and cohesion. It notes the important role that assets can play in building communities through the generation of surpluses for the community, along with their role in bringing stability and sustainability to a community organisation and in facilitating partnership between local statutory agencies and the community. It suggests larger community-based social enterprises play a unique role in building and strengthening communities, acting as an anchor in the community for the provision of services and facilities for the rest of the community sector as well as generating wealth for the community. Government investment in asset development and its role in building the sustainability of community anchor organisations is reported. The report details the importance of development trusts in maintaining a sustainable asset base.

In a section on 'unclaimed assets and social investment' it also refers to the 2005 Pre-Budget Report which announced the commitment of the government and the bank and building society sector to develop a scheme to access genuinely unclaimed assets lying dormant in accounts and reinvest them for the benefit of society, while retaining a right for customers to reclaim their assets at any time.

Key words: management, ownership, benefits, investment fund, sustainability, anchor, unclaimed assets.

HM Treasury and Cabinet Office (2007) *Unclaimed Assets Distribution Mechanism: A Consultation*. London: HM Treasury

This document relates to government policy in relation to 'unclaimed assets'. It notes that the government would like to see a proportion of the available assets used to invest in the long-term sustainability of the third sector and boost the social investment market. The document builds on the work of the independent Commission on Unclaimed Assets.

It sets out that government policy is to use unclaimed assets to boost youth services provided by the third sector. Third sector organisations, together with local authorities, are seen as important partners in delivering high quality youth services. The third sector in particular is considered well placed to benefit from unclaimed assets to develop services in this area. However, the independent Commission for Unclaimed Assets believes that the social investment market is underdeveloped. This undermines the potential of the third sector to deliver social change.

Key words: unclaimed asset, commission, social investment.

HM Treasury (2007) *UK Unclaimed Assets Scheme: Summary of Responses to Consultation*. London: HM Treasury

This report summarises responses to the government consultation regarding the ‘unclaimed assets scheme’ and their relevance to third sector funding. The ‘assets’ discussed in the document relate to public sector assets. It is suggested that finances gained from selling off public assets could be used to benefit local communities.

Key words: unclaimed assets, response, consultation, communities.

HM Treasury (2006) *Improving Financial Relationships with the Third Sector: Guidance to Funders and Purchasers*. London: HM Treasury

This report is a result of previous investigations into funding the third sector. The report states that recommendations made by the National Audit Office in the 2002 Treasury review have been implemented across government departments. However these recommendations have not been powerful enough to make a significant change to the funding practices of government departments.

Key words: government departments, third sector, funding practices.

HM Treasury (2006) *Unclaimed Assets Within the Financial System: Eleventh Report of Session 2006–07*. London: TSO

This document discusses the millions of pounds of unclaimed assets lying dormant in banks and building societies. It argues that there is a strong case for focusing the available assets in England on improving the life chances of young people and helping them through the important transition from childhood, through adolescence, to adulthood. The government also believes that a proportion of the available resources in England should be invested to improve financial capability and promote financial inclusion. In addition to these primary priorities for investment it states that the government would also like to see a proportion of the available assets used to invest in the long term sustainability of the third sector and boost the social investment market; that is, investment made for a social purpose in organisations that are committed to delivering positive benefits for society.

Key words: unclaimed assets, financial inclusion, sustainability, third sector.

LCST (2007) *Report from the Local Community Sector Taskforce*. London: DCLG

This report, from an independent taskforce which reports to government, was written with all the leading community sector agencies and departmental officials of DCLG and other relevant government departments including DfES, London Development Agency (representing the Regional Development Agencies), DTI (later LDI), DEFRA, HM Treasury and the Home Office. It provides an overview of the UK’s current community development policy and its investment programmes, which total £225.45m. The taskforce praises the work

of the third sector and is in favour of extending funds such as the Adventure Capital Fund (ACF). It also supports asset based development through an awareness programme aimed at local councils and pledges £10 million refurbishment aid for groups that wish to take on statutory assets. The evidence base for investment is couched in the government's support of the role that enhanced social capital can bring to deprived areas. The taskforce recommends a series of support packages for community groups in deprived areas to continue their work. The government recognises the need to improve the relationship between service users and public services, through alternative delivery vehicles that are able to tap into hard-to-reach groups that fall below the radar of the public and private sector.

Key words: community sector task force, ACF, service users, local councils.

LCST (2006) *Report from the Local Community Sector Task Force*. London: Local Community Sector Task Force

This report summarises the findings of a government task force commissioned to ensure that central, regional and local government put in place a framework which allows neighbourhood and community groups to manage the wind-down of the Single Regeneration Budget (SRB). Key points include an agreement with policies promoting the sale of unused assets. It proposes a funding system that will allow the sector to respond to the government's desire to devolve powers to the local and neighbourhood level. The report further believes more needs to be done to promote asset transfer, ownership and management. The report argues that an asset-building approach, underpinned with sustained investment, will enable some parts of the sector to move away from grant dependency towards capacity-building in a more sustainable way. It notes that assets include, but are not limited to, buildings and land and also include social capital. It outlines that asset management and/or ownership allows communities to better plan for the future by means of: wealth creation (where revaluation and restoration can have a powerful effect in restoring confidence in local businesses thus attracting new investment); surplus generation; enabling community organisations to remain in the community through the provision of grants or shared facilities; improved partnership working for both third and public sector organisations; increased community access to local services. Asset-based organisations can act as a base for neighbourhood-based service provision. The risks of community management and/or ownership of assets are also examined, as are the difficulties associated with communities not having the capacity to manage assets.

Key words: SRB, task force, capacity, land, buildings, community, promote, risk.

LDA (2006) *London Development Agency: The Third Sector*. London: LDA, www.lda.gov.uk/server/show/nav.001005006009 (accessed 21 April 2008)

This document discusses the third sector in London. It draws attention to the contribution to economic development and regeneration made by the sector. It provides a statistical overview of London's third sector, enumerating the number of registered charities, how much capital they generate, how many people they employ, in which areas of the charitable sector they operate and how much money they bring into their respective London boroughs. The paper shows how in Newham, Hackney and Tower Hamlets alone, 3,000 voluntary and communities organisations have leveraged £585 million per year into disadvantaged communities in these three boroughs.

It argues that there are areas where the third sector can add value to the delivery of London Development Agency (LDA) regeneration and development objectives. It suggests the sector has a distinctive role in delivering cleaner, greener, and safer communities. The focus for this role is the development of sustainable community centres and assets which can stimulate enterprise and provide effective public service delivery at a grassroots level. The paper notes that there are a number of agencies involved in delivering this agenda, particularly local authorities, local strategic partnerships and the emerging local area agreements.

Key words: London Development Agency (LDA), community centres, sustainable, value, London.

LGA (2007) *Community Management and Ownership of Assets Review submission 5 February 2007*. London: Local Government Association

This document is the Local Government Association's (LGA) submission to the preliminary consultation paper produced by the Community Management and Ownership of Assets Review. The review, commissioned by the Secretary of State for Communities and Local Government and led by Barry Quirk, produced a review report later in 2007. The LGA document argues there should be a focus on wider public sector asset management and the outcome of creating sustainable, robust and revenue-balanced community organisations, not the process of asset transfer. It argues that more finance is needed to support asset transfer and that exit strategies should be developed in order to support sustainable funding bases across the third sector. It notes that the sector needs support to build capacity, management expertise in assets, business planning and financial management. The potential of transferring assets to community groups needs to be included in the cross-departmental estates management strategy. The LGA notes its interest in working with the review team and others to develop clear guidance for local authorities on asset management and to work with government to develop a transparent set of criteria for organisations to use to apply for the £30million capital grants programme.

Key words: community management, ownership, sustainable, capital grants, local authority.

Miliband, D. (2006) *Speech to the NCVO Annual Conference, The Guardian, 21 February*, www.guardian.co.uk/society/2006/feb/21/localgovernment.politics1 (accessed 21 April 2008)

Miliband's speech refers to community asset management and ownership in a discussion on the charity sector. He notes that there are more than half a million non-profit organisations, including 190,000 charities in England and Wales and more than 6,000 new charities are registered each year. The annual income from registered charities now exceeds £27bn. The sector has a paid workforce of 600,000 and six million volunteers. He suggests that a critical guarantor of independence for the sector in the future must be assets as these enable organisations to diversify their income streams, for instance, through taking loans to develop social enterprises that trade directly with business and members of the public. He notes that they create a buffer for organisations to take more risks and act more independently. He suggests that central government, through the dormant assets commission announced by the chancellor in the pre-budget report in 2005, will look to channel assets into the sector from dormant bank accounts.

Miliband also suggests that local government can take a more active role in asset-building as the government had changed the guidance on best value in 2003, to enable local authorities to dispose of assets at a discount of up to £2m, thus enabling some assets to be effectively gifted to the third sector. He suggests a need to look at the practical barriers – both for local government, and the voluntary sector of developing this.

Key words: dormant bank accounts, best value, social enterprises, independence.

ODPM (2005) *Communities Taking Control: Final Report of the Cross-sector Work Group on Community Ownership and Management of Assets*. London: ODPM

This report reflects the government's support and interest in asset transfer and sets out a course for action. The report is a combination of input from government departments, mainly the then Office of the Deputy Prime Minister and the Home Office, with the Local Government Association, key third sector organisations and the private sector. It recommends proposals for early action such as a promotional campaign to raise interest from local councils to incentivise action and remove barriers to asset transfer through greater awareness. It also proposes a further examination of the community right to buy principles and suggests further consideration of distributing charitable funding to organisations such as Community Interest Companies (CICs).

Key words: government, barriers, transfer, CIC, promotion, local authorities.

OTS (2008) *Community Assets*. London: Cabinet Office, www.cronfaloterifawr.org.uk/eng/prog_community_assets?regioncode=-uk&status=theProg (accessed 21 April 20/08)

This document describes the £30 million Community Assets programme, funded by the Office of the Third Sector and delivered by the Big Lottery Fund – a programme to enable third sector organisations to have greater control over the assets they use, such as community buildings. The document outlines plans to refurbish various community-owned buildings including churches, community centres and youth centres. The importance of partnership working and contracting of services are briefly discussed and the commitment of the public sector demonstrated by 'offering peppercorn rents, ranging from £1 per year for 125 years'. The document draws attention to one community group shortlisted to receive government funding to create community assets: Birtley Community Partnership in Gateshead. This partnership requires funding to create an information resource and a drop-in centre. Formed in 2002, it works closely with Gateshead council on town centre regeneration and other joint projects. The document outlines plans to make Birtley a community hub noting that the partnership will provide a 'space' for various community groups whilst catering for the needs of those defined as 'socially excluded'.

Key words: Community Assets programme, Big Lottery, community buildings, socially excluded.

OTS (2008) *Community Assets Programme*. London: Cabinet Office, www.cabinetoffice.gov.uk/third_sector/community_action/community_assets.aspx (accessed 8 April 2008)

This brief report discusses the £30 million Community Assets programme. The aim of the programme is to empower communities by encouraging the transfer of underused local authority assets to local organisations. The fund provides grants for refurbishment of local authority buildings, to ensure that high-quality spaces and facilities are transferred to third

sector ownership. The aim is to achieve greater security and independence for local third sector organisations; for such organisations to be better able to meet the needs of the communities they serve; for communities to have more access to better facilities that respond to their needs; and for more effective working partnerships between local authorities and the third sector. In total 220 applications were submitted from across England, seeking grant funding of just over £155 million in total. Of these, 164 were complete and eligible. 128 applications went to full assessment, which included a visit to each project. The number of successful organisations is not recorded in detail.

Key words: Community Assets programme, empower, independence, third sector, ownership.

OTS (2006) *Partnership in Public Services: An Action Plan for Third Sector Involvement*. London: Cabinet Office

This document focuses on government policies in respect of third sector and public sector partnerships. It suggests that there is a need for successful community-led organisations to have a strong asset base to provide the flexibility to meet the needs of their communities and to raise finance. The role of community ownership and management of assets in helping build partnerships with local people to improve neighbourhoods is also discussed. The paper notes that the government is committed to supporting the principle of community asset-building through: investment in the capacity of community-led organisations, and improvement of local neighbourhoods. However, it notes the need for the government to have appropriate regard to the risks and costs that may be involved. The benefits of management or ownership of physical assets by local community organisations are highlighted. Such benefits are seen as including: improvements in the way statutory agencies offer public services (via the third sector, which, the document argues, is more sensitive to communities need); increased local employment; raised income for communities; and restoration of unused buildings for community use. Assets can also empower community organisations and those managing them, to build their skills and give them greater financial security to plan and provide collateral for borrowing for further growth.

Key words: management, ownership, community organisations, risks, benefits.

Wales

Welsh Assembly Government (2005) *Social Enterprise Strategy for Wales*. Cardiff: Social Economy Team, Welsh Assembly Government

The strategy is outlined in this enabling document which aims to locate social enterprise centrally in Welsh life. There are targets around social enterprise growth and around social enterprises gaining £2m in new contracts, £6m worth of transferred assets and £12m in refurbishment costs for assets.

Key words: social enterprise strategy, contracts, refurbishment, Wales.

Scotland

SOLACE (2007) *SOLACE Backs Quirk Review – Land and Buildings can be Sold or Transferred to Communities with Clear Management of Risk*. London: SOLACE, www.solace.org.uk/asp/news_press_releases.asp?archive=n&id=34 (accessed 13 April 2008)

In welcoming the Quirk Review's conclusions, John Schultz, president of SOLACE (the Society of Scottish Local Authority Chief Executives and Senior Managers) argued that maximum community benefit would occur by councils placing community empowerment at the centre of their asset management strategy. This meant councils needed to think differently about managing assets and increase the capacity of community groups to take on these greater responsibilities. SOLACE Assistant Director General, Mike Bennett, also supported the Quirk Review's findings. He argued that the review combined an in-depth understanding of the requirement to change current practice alongside a persuasive vision of how public authorities could achieve this. The review's caution on the community right-to-buy was seen as justified, in view of the practical difficulties involved, but the strategic approach was expected to influence the future management of assets in Scotland. SOLACE strongly welcomed the review's contention that the strongest assets of any community are its people, their character and their personal connections with the wider world.

Key words: Quirk, community benefit, empowerment, land, buildings, local authorities, Scotland.

COSLA (2008) Joint Commitment to Community Empowerment, Communication from Scottish Minister for Communities and Sport and Spokesperson for Community Wellbeing and Safety, 28 April, www.cosla.gov.uk (accessed 18 June 2008)

This is an announcement of a joint agreement between central and local government concerning community empowerment. This entails developing an action plan in partnership with the community and voluntary sector. It intends to cover, among other aims, direct capacity-building community groups, as well as support to help communities own assets.

Key words: community empowerment, local authorities, Scotland.

Northern Ireland

Community Support Programme (2007) Northern Ireland Executive Department for Social Development's Community Support Programme. Belfast: Northern Ireland Executive,

www.dsdni.gov.uk/community_support_prog (accessed 9 June 2008)

The Department for Social Development's Community Support Programme is worth £16.7m a year across the districts of Northern Ireland. It provides targeted support to community centres, local advice centres, grants to community groups and employment of staff in district councils. The aims are to achieve an active, influential, informed and sustainable community. Community economic and social development are envisaged under the rubric of sustainability.

Key words: Social Development Community Support programme, Northern Ireland.

3 Practitioner: Studies, analysis and case studies

UK-wide

ACEVO (2008) *Legal Structures for Social Enterprises at a Glance*, www.acevo.org.uk/legalforms (accessed 2 June 2008)

This useful and concise table shows how seven legal structures used by third sector organisations map onto a variety of issues such as ownership and governance, and the degree to which an asset would be 'locked in' in any of these approaches.

Key words: legal structure, third sector, ownership, governance.

Arradon, G. (2007) *Development Trusts in 2007*. London: DTA

A comprehensive survey of 230 DTA members representing 54 per cent of its entire member base.

Key words: survey, development trusts, DTA.

Arradon, G. (2004) *Better to Borrow?* London: DTA

Information booklet on using bank loans to finance capital purchases and refurbishment of community-owned or community-managed assets. The booklet uses case studies from its members who have loans financed from NatWest/RBS and Unity Trust Bank.

Key words: case studies, loan finance, ownership, management.

Arradon, G. (undated) *On the Borderline: Development Trusts Tackling Poverty in the UK*. DTA, London

A report with case studies focused on three main themes: (a) how development trusts generate wealth by creating opportunities for employment and training, (b) how they circulate wealth, (c) how they prevent wealth leaking out by fighting financial exclusion.

Key words: case studies, generating wealth, development trusts, DTA.

Barker, K. (2006) *Propositions for the Next Age of Planning*. London: Demos-Future Planners

The report is aimed at informing current debate concerning the future of the planning profession. It considers the apparent loss of political and public faith in planners as deliverers of public value. It briefly refers to the role of planners in asset distribution.

Key words: planning, profession, asset distribution.

bassac (2007) *Consultation on the Community Asset Fund - Response from the bassac Network*. London: bassac

This response to the consultation on the Community Asset Fund (CAF) highlights bassac members' experience and welcomes the arrival of the £30m fund. Specifically, bassac argues for: the development of existing ownership arrangements in addition to the roll-out of the CAF scheme; funding to support technical assistance to build the capacity to manage the transfer and/or refurbishment of buildings; funding to refurbish existing assets managed by the community sector in order to build the capacity of community organisations to manage buildings in the long term (either owned or leased); a rent-to-buy scheme as a means of developing the capacity of the community sector to manage buildings.

The document argues that bassac members have used a range of models and methods in managing buildings for community benefit. The motivations of bassac members are often different to the statutory partner. For them the building is operating as part of a wider vision driven by community development values. Services are designed to meet a local need and the building bassac members operate from is seen as integral to the work they carry out rather than being an adjunct to it. Some bassac members own their own asset, but a significant number rent from statutory partners. The bassac research shows that this second group spend between 30 per cent to 37 per cent of their income on supporting the building's management and maintenance which represents, they argue, a significant proportion of the total income of the community sector being spent on management and maintenance of buildings in wider public ownership. Many of these members would be unable to increase rental income by using the buildings as ways to generate income. The buildings are already highly used in a manner that is integral to service delivery. Ten specific questions are then answered by bassac in their response.

Key words: ownership, case studies, bassac.

bassac (2007) *Thriving Under Pressure: Community Anchors in their Neighbourhoods*. London: bassac

The report identifies the challenges and opportunities facing multi-purpose community groups and how bassac can support its members to tackle the following issues: independent voice, the commissioning culture and process, sustainable funding, partnership working, managing change in staff and services, governance and the board, local authority funding, buildings management.

Key words: anchors, challenges, opportunities, building management, partnership.

Betrell, D. (2007) *Housing: A Community Asset?* London: DTA

This report is aimed at individuals and community organisations to encourage them to build their asset base through building housing. The report uses case studies of working community-owned housing trusts to illustrate the ability of organisations to adapt to this work. It also presents the government's case for involving the voluntary and community sector, and a thorough bibliography is provided on housing as an asset for community organisations.

Key words: community owned housing, community, DTA.

Byrne, K. (2005) *Community Impact Mapping*. London: DTA

A guide for DTA members and other community organisations to measure their social and community impact using a storyboard approach.

Key words: measuring social impact, storyboard, DTA.

**Capacitybuilders (2007) *CapacityBuilders Supports New Community Asset Programme*, Capacitybuilders, Birmingham,
http://capacitybuilders.org.uk/detail/Capacitybuilders_Supports_New_Community_Asset_Programme/34/17.aspx (accessed: 13 April 2008)**

This document announced details of a grant to support the DTA Community Asset Programme. The main objective of the programme can be summarised as: a one-year programme of work to promote awareness and increase the knowledge and skills of community-based asset development among both frontline community organisations, third

sector support agencies, and their local authority partners. Building on the experience gathered by the Finance Hub over the past 12 months, the programme aims to take account of the Quirk Review.

Key words: capacity builders, community organisation, ownership, asset programme, Quirk.

Capacitybuilders (2006) *Finance Hub, Building Third Sector Capacity Encouraging Asset Transfer and Surer Funding. Capacitybuilders, Birmingham*

This document is a collection of briefings on asset transfer, full cost recovery, publicly funded assets, state aid and surer funding. The briefing pack was produced in light of the government's own pledge by the chancellor in 2004, to dispose of £30 billion of public assets by 2010, £24 billion of which is to come from the local government sector.

Key words: capacity building, local government, briefings.

CEMVO (2007) *Office of the Third Sector Community Assets Fund: CEMVO's Response to the Office of the Third Sector. Council of Ethnic Minority Voluntary Organisations, London*

This document discusses CEMVO's response to the OTS in respect of the Community Assets Fund (CAF). Its key recommendations are that investments from the CAF should be channelled to projects that benefit smaller and underdeveloped voluntary and community sector (VCS) groups (particularly minority ethnic groups). They should also gain capital or funds for refurbishment which would enable them to deliver basic but essential services to the most socially deprived and economically disadvantaged groups. The minimum fund range should be lowered to £100,000 to enable smaller but capable organisations to apply. Large beacon projects should not be funded on the grounds of the fund's limited resources. It suggests that all CAF recipients and their partners and stakeholders should be contacted to ensure full involvement in the decision making process and to ascertain how they would like the project to meet their needs.

Key words: minority ethnic, response, Community Assets Fund (CAF).

Coffey, R., Smyth, J. and Hogg, M. (2007) *Using the Community Interest Company Model in the Housing Sector: A Marriage in the Making? York: Joseph Rowntree Foundation*

This document relates to the role of Community Interest Companies (CICs) in the housing sector. It discusses the legalities of asset management – the issue of 'asset lock' is mentioned in detail. The document does not appear to have relevance to smaller housing associations.

Key words: Community Interest Companies (CIC), asset lock, housing.

Community Finance Solutions, University of Salford (2008) *What are the Origins of CLTs? www.communitylandtrust.org.uk (accessed 13 June 2008)*

This website home page is designed as a resource for those wishing to understand the origins and workings of Community Land Trusts (CLTs).

The Community Land Trust mechanism, was – it suggests – first developed in Britain and Ireland out of experiments in practical land reform by the co-operative movement and the Chartists in the nineteenth century. These experiments led to the development in 1903 of

Letchworth Garden City using the 'co-operative land society' system devised by Ebenezer Howard to capture value for community benefit. Howard's radical innovation was not replicated in Britain but it was revived in the 1950s by Gandhian land reformers under the Gramdan ('village gift') co-operatives in India. This movement led by Vinoba Bhave brought more than one million acres of gifted land into 'village trusteeship'. This success came to the attention of Martin Luther King, and the first CLT in the USA was established by the civil rights movement in 1967 in Georgia to provide access to affordable farmland for African-American sharecroppers. Community Land Trusts are now a well-defined legal form in the US and over the past 15 years more than 130 CLTs have been developed in urban and rural communities. The US federal government provides financial assistance to local communities for legal and other technical expertise.

In the early 1990s, CLTs were revived in Britain by crofters in Scotland for collective purchase of land from absentee landlords. The CLT established on the Isle of Eigg was at the forefront of this movement. There are a growing number of CLTs in Scotland and the Land Reform (Scotland) Act 2003 has created an enabling framework. This gives rural Scottish communities the community right-to-buy as a pre-emptive right to purchase land in which they have registered an interest and for which they have demonstrated that it would be in the public interest for them to own. As in the USA, communities in Scotland can access technical assistance, packages of finance and other resources to establish a CLT locally.

Key words: Community Land Trusts (CLTs), history, development in UK.

Community Finance Solutions at the University of Salford (ed) (2008) *Placeshaping: A Toolkit for Urban Community Land Trust*. Salford: Community Finance Solutions

This comprehensive report sets out a series of recommendations to different agencies drawn from pilot projects. It points out the enormous complexity of the policy environment with which those seeking to progress a Community Land Trust (CLT) will need to contend. A CLT, although now praised by policy-makers, is not one single 'off the shelf' model. It does seek to provide affordable housing that is under the control of a given community. The report puts forward a series of tools to address some of the more complicated issues and offers illustrations of the many different approaches to CLTs.

Key words: Community Land Trust (CLT), affordable housing, policy, toolkit.

Community Finance Solutions at the University of Salford (2008) *Then We Will Do It Ourselves: A Report on the Rural Community Land Trusts*. Salford: Community Finance Solutions and Wessex Reinvestment Trust

This report sets out case studies of rural Community Land Trusts which are seen as an emerging solution for residents to exercise control over a community asset to gain affordable housing. A range of interconnected community needs may be met including sustaining local communities. The report suggests that there is a need for legal and regulatory changes so CLTs can be recognised and their potential realised.

Key words: Community Land Trust (CLT), affordable housing, case studies, legal changes.

Community Co-operatives, www.cooperatives-uk.coop/live/cme2146.htm (accessed 9 June 2008)

A range of case studies around community co-operatives which involve asset ownership are outlined by Co-operatives UK. These include: Harwich Connexions which undertakes

community-owned transport, tourist information, and an enterprise and youth centre; FutureFarms, a community-owned and run farm which provides food for the local village; The Natural Food Store, a community-owned shop in Headingley, Leeds; Berrynarbor Community Shop and Post Office in Devon; Wotton Electric Picture House, a community-owned cinema using volunteers and some grant aid; Energy4All, which sets up community-owned wind farms across the UK.

Key words: co-operatives, ownership, farm, stores, transport, wind farm.

Co-operative Commission (2001) *The Co-operative Advantage, Report of the Co-operative Commission*. London: Co-operative Commission

The Commission makes various recommendations to revitalise the co-operative sector in the UK such as securing assets, particularly against predatory takeover bids, via either trust funds or ownership, or the transfer of assets to a holding company.

Key words: strategy, co-operative, securing assets.

Dayson, K., Bendle, S. and Paterson, B. (eds) (2007) *Community Land Trusts: A Practitioner's Guide*. Salford: Community Finance Solutions at the University of Salford

This guide to Community Land Trusts (CLTs) points out how by separating land from its use the individual can gain from an increasing equity in their home while the community retains the property for future generations. A brief historical sketch of CLTs is offered. The guide provides a staged approach with sections setting out the case for CLTs; planning and implementing the scheme; legal and organisational models; housing tenure models; development of a business plan and the detailed development process.

Key words: Community Land Trusts (CLTs), guide, development stages.

Devon Reinvestment Service (undated) *Duchy Square Project, DRS Ockment Centre*. Exeter: Devon Rural Network (source: Sylvia Brown, ACRE)

This research leaflet examines the development of community workspace units and includes a brief description of the benefits to the community.

Key words: community, workspace, benefits.

Dorfman, M. (1983) *Making use of Vacant Land and Buildings, London Planning Aid Services*. London: Town and Country Planning Association

This community manual provides ideas and suggestions about how to make the best of land and buildings which are not in use.

Key words: vacant land, vacant buildings, community, UK.

DTA (2008) *Community Asset Ownership: DTA's Position Statement*. London: DTA, www.dta.org.uk/activities/campaigns/communityassets/introcommunityassets.htm (accessed 13 April 2008)

This document describes DTA's vision for community asset ownership: the DTA wants to see robust and independent development trusts in every community, achieving long-term social, economic, and environmental improvements. Ownership of community assets is a means towards that end. The community ownership of assets is seen to achieve multiple benefits including earned income. It notes that on average development trusts' assets produce a return of 6 per cent every year, and every penny is reinvested back into the

community. Local ownership significantly enhances local multipliers. Other benefits outlined include: the delivery of services and facilities at local level (small business support, affordable housing, recycling, leisure facilities) according to the needs of the community; increased community confidence, building community-led skills and the nurturing of community-led enterprise; the building of better partnerships with the private sector through the financial security and bargaining power offered by asset ownership; safeguarding the public good by turning liabilities – such as derelict sites – into assets. The document also summarises government policy on the issue of community asset management from 2003 to 2007, and the Quirk Review. Government investment and support are discussed, as is the value of community assets. The report concludes with notes on the future of asset transfer, and the DTA's continued commitment to a community right-to-buy.

Key words: ownership, vision, position, benefits, DTA.

DTA (2008) *The Quirk Review: One Year On*. London: DTA, www.dta.org.uk/activities/campaigns/communityassets/quirkreconvening.htm (accessed 13 April 2008)

This document summarises the DTA's position on community assets. It notes that at least £100m of assets should be transferred every year for the next 10 years. It argues that the impact of the Quirk review should be extended to other parts of the public sector, notably health, police and fire authorities, regional development agencies, and government departments such as the Ministry of Defence, and English Partnerships. It advocates the introduction of a UK-wide version of a community right-to-buy, for urban as well as rural areas.

It argues that community development organisations should be able to access a mix of capital grants and loan finance (the DTA called for £150m over three years) for community asset purchase, refurbishment, and new build, combined with revenue funds for initial feasibility, project development, and to strengthen management and financial competences. It suggests new approaches to finance should be introduced – notably community share and bond issues – which can attract finance from local residents as well as venture philanthropists. The document argues that a focus on the transfer of community centres (as has been the case in many demonstration areas) does not offer the best chances of success for community organisations. Instead, emphasis should be on projects with trading viability for the long term. The DTA suggests it needs to make sure that transfer does result in long term viability rather than liability.

Key words: DTA, Quirk Review, response, viability,

DTA (2008) *Case Studies 2005–2008*. London: DTA

This document offers nine case studies from Development Trust Association members. Each one describes its asset base programme (value of assets, overall income), the benefits of their asset base for its organisation, the qualitative benefits to the community and lessons learned.

Key words: DTA, case studies, value, income, benefits, lessons.

DTA (2008) *Community Assets Fund*. London: DTA, www.dta.org.uk/activities/campaigns/communityassets/assetincentivefund.htm (accessed 13 April 2008)

This document draws attention to the purpose of the Community Assets Fund (CAF), a £30m programme to transfer public buildings to local organisations which was first proposed in the government's 2006 pre-budget report. Funded by the Office of the Third Sector (OTS) and delivered by the Big Lottery Fund the programme offers grants of between £150,000 and £1m to refurbish local authority buildings, ensuring they are appropriate for transfer to the third sector. Up to £500,000 of revenue will also be made available for capacity building.

The CAF aims to: improve the physical infrastructure available to local communities; empower community-led third sector organisations to be innovative in responding to local needs, and enhance their capacity to tackle social disadvantage, transform lives and draw communities together; enable third sector organisations to strengthen their place in local communities – not only through increased capacity but also through greater independence and the opportunity to run a financially sustainable asset; benefit the wider community by raising the potential for job creation and further investment; and creating a focal point for local pride, confidence and cohesion.

Key words: Community Assets Fund (CAF), communities, benefits, finance, DTA.

DTA (2008) A Demonstration Programme in 20 Local Authority Areas. London: DTA, www.dta.org.uk/activities/campaigns/assetsforcommunities.htm (accessed 13 April 2008)

This report refers to a short-term action research programme conducted between May 2007 and March 2008. The primary aim of the study was to demonstrate in selected areas how local authorities and local community-led third sector organisations can be supported to develop joint plans for asset transfer (in line with the recommendations of the Quirk Review). The study encapsulated perspectives from a wide geographic range including London, Peterborough, Birmingham, Leeds and Sheffield. It notes that each local authority will benefit from tailored support packages put into place with the purpose of advancing up to 40 asset transfer projects over a 12 month period. Such support is available in order that asset transfer may be taken forward through a partnership approach.

Key words: action research, demonstration, local authorities, community, transfer, partnership, DTA.

DTA (2007) *DTA 2004-2007 Comparison Tables*. London: DTA

This document provides comparison tables for all DTA members' assets, income and staffing levels.

Key words: assets, income, comparisons, DTA.

DTA (2007) *Community Asset Development*. London: DTA

This is a summary of the asset base of development trusts between the years 2006-2007. It includes 12 descriptive case studies from DTA members. Altogether the value of the DTA members' asset base in 2007 was estimated at £341m, a 23 per cent increase from the previous year. The report forms part of a survey carried out by the DTA. The main barriers reported by members in their quest for asset ownership are a lack of appropriate finance or access to funds for feasibility studies, opposition from local authorities and competition from private developers.

Key words: case studies, survey, value of assets, finance, local authorities, DTA.

DTA (2006) *Better to Borrow: How DTA's Use Loan Finance to Achieve Community Goals*. London: DTA

This is a short instruction booklet on a range of finance options for community organisations. Case studies from DTA members reflect a variety of the structures discussed.

Key words: finance, community organisations, case studies, development trusts, DTA.

DTA (2006) *Bonds and Bridges, A DTA Practitioner Guide to Community Diversity*. London: DTA

A guide for the community sector to map out diversity and capitalise on the cross-sections of community that exist based on the principles of bonding and bridging networks. The report profiles a selection of concepts to engender greater inclusion of diverse communities. The techniques range from community surveys, participative governance techniques, democratic governance, community access planning and community festivals.

Key words: community, diversity, techniques, guide, DTA.

DTA (2006) *Community Right-to-buy*. London: DTA, www.dta.org.uk/activities/campaigns/communityassets/communityrighttobuy.htm (accessed 13 April 2008)

Based on success in Scotland, the DTA proposes a campaign for a community right-to-buy to enable communities to take on ownership of buildings and land. The document notes that there are hundreds of examples where derelict or underused town halls, schools, warehouses, pubs, office blocks and areas of waste land have been transformed from liabilities into thriving community assets— delivering services and amenities for local people and generating revenue which can be re-invested to achieve further social benefits. It suggests a support and investment programme could be provided by the government to work alongside right-to-buy.

Key words: right-to-buy, derelict, underused, land, buildings, DTA.

DTA (2006) *Comprehensive Spending Review: Review of the Future Role of the Third Sector in Social and Economic Regeneration: A Response from the Development Trusts Association*. London: DTA

This document summarises the DTA's response to the Comprehensive Spending Review (CSR). The areas most relevant to asset ownership and management relate to investment for community asset ownership. The DTA suggests the government could do much more to provide investment to assist community organisations TO acquire and develop assets. It argues that community asset ownership enables the community sector to deliver facilities and services as well as stimulating the local economy and enhancing social and human capital. The value of asset ownership in generating income is also noted. The DTA agrees with the recommendations of the Local Community Sector Task Force that an estimated £150–200m of investment is needed over 7–10 years to achieve 500–650 community organisations with a sustainable asset base.

On the community right-to-buy the DTA discusses Scotland where for rural communities, the community right-to-buy legislation provides a mechanism whereby communities can register interest in land or buildings, and when they come up for sale, the community has a first option to purchase at an independent valuation. It supports the introduction of similar

legislation in England and suggests such legislation should encompass urban as well as rural areas.

On regulation the DTA argues that there is widespread misunderstanding of the options available to local authorities and other funding bodies with respect to clawback clauses in funding agreements and with regard to powers to transfer assets from the public sector. The result of this is that community enterprise initiatives are often stifled from the onset. It suggests a strong government-backed programme to raise awareness in the third sector regarding regulations, and to promote good practice, is urgently needed.

Key words: response, Comprehensive Spending Review (CSR), clawback, right-to-buy, urban, rural, DTA, Scotland, UK.

DTA (2005) *So You Want to Set Up a DT?*, London: DTA

The guide outlines the purpose behind a development trust including the economic, social and environmental benefits. It takes the reader through a step-by-step guide on how to develop the interest of the local community, how to develop a plan and get organised. The guide includes several development trust case studies.

Key words: guide, development trusts, case studies, DTA.

DTA (2005) *Fabulous Beasts?* London: DTA

This booklet offers a collection of community enterprise stories from Coin Street Community Builders, East End Microcredit Consortium, the Westway Development and many more development trusts. The report profiles some of the most pioneering community development organisations in operation. Groups which take steps to asset development may thus be well placed to influence the shape of socio-economic regeneration in deprived areas.

Key words: community enterprise, stories, profiles, regeneration, development trusts, DTA.

DTA (2005) *A Community Right-to-buy*. London: DTA

This document discusses community ownership of buildings and land. It argues that asset ownership can lead to community transformation by energising local people and by providing a long-term foundation for enterprise and renewal. The document suggests that there are many instances where underused public buildings or wastelands have become assets which now house services and amenities for local people, generating income which is then reinvested back into the community. The document draws attention to the successful Land Reform (Scotland) Act (2003). This Act provided a community right to buy for rural communities in Scotland. The DTA recommends that future government should: establish a community right-to-buy across the whole UK, for all types of community (including urban and rural), and provide further support and investment to underpin the community right-to-buy. Similar initiatives are cited including the Scottish Land Fund and the Adventure Capital Fund. It argues that funding initiatives ensure that community organisations have access to the skills and finance they need for sustainable and successful asset development. In addition it suggests that consideration should be given to releasing funds from dormant accounts in addition to other public and private sources of funding.

Key words: community ownership, land, buildings, development trusts, right-to-buy, DTA.

DTA (2004) *Taking Root*. London: DTA, DEFRA and Countryside Agency

This report provides an overview of rural development trusts. It reflects a mixture of regeneration, cultural regeneration and coastal regeneration projects funded and delivered in rural areas. The qualitative cases provide summaries of the type of funding they have received.

Key words: rural, regeneration, case studies, development trusts, DTA.

DTA (2003) *Ten: Celebrating Ten Years of The Development Trusts Association*. London: DTA

This report is a celebration of the DTA's ten-year mark. It provides the historical and political context of the DTA, from the seeds of its growth with marginalised activists to mainstream community development enterprises.

Key words: historical, development trusts, DTA.

DTA (2000) *Securing the Future of Community Enterprise*. London: DTA

The DTA manifesto makes its case for community-based regeneration based on two decades of failed top-down regeneration initiatives amidst growing inequality between the richest and poorest neighbourhoods. The DTA argues that their model can enable community groups to engage in long-term sustainable change. The manifesto maps out three key steps to success that can be taken: by the Development Trust Association, by the government and by the private sector.

Key words: regeneration, community ownership, manifesto, development trusts, DTA.

DTA (undated) *Community Anchors, Killer Facts and Key Questions*. London: ACF/CA

A paper that makes a case to the DCLG to support community anchors and to award fund management responsibilities to experienced organisations. The evidence is a mix of quantitative and qualitative information in a question and answer format that shows what community anchors can offer and how fund management may be better handled by organisations with community fund experience as opposed to local authority expertise.

Key words: Adventure Capital Fund, anchors, fund management, development trusts, DTA.

English Heritage (2007) *Understanding the Assets*. London: English Heritage

This report discusses the management of world heritage sites in England. It provides an overview of the assets owned and managed by English Heritage. It also 'maps' the assets grouping them into domestic (38 per cent); agriculture and subsistence (12.3 per cent); commercial (7.4 per cent); transport (7 per cent); religious, ritual and funerary (6.5 per cent); gardens, parks and urban spaces (5.6 per cent); commemorative (4.2 per cent); industrial (2.3 per cent); recreational (2.2 per cent); education (1.6 per cent); water supply and drainage (1.4 per cent); health and welfare/civil/communications/defence/maritime (each category less than 1 per cent) (3 per cent); other (8.4 per cent).

Key words: heritage, ownership, management, categories, English Heritage.

Federation of City Farms and Gardens (2008) *The True Value of Community Farms and Gardens*, www.farmgarden.org.uk/ (accessed 13 June 2008)

This research, commissioned by Northern Rock Foundation, examined the wider value of city farms and community gardens. The impact and value of community farms and gardens to individuals and communities is examined. The findings suggest that these projects

provided benefits to local people and increased their wellbeing, community involvement and pride in their environment.

Key words: City farms, community gardens, wellbeing.

Futurebuilders (2007) *Investing in the Third Sector: Improving Public Services, Investment Plan 2007–8*, www.futurebuilders-england.org.uk (accessed 9 June 2008)

Futurebuilders arose from the Treasury's cross-cutting review in 2002 and is now a £150m fund backed by the Cabinet Office to improve the third sector's ability to deliver public services. It offers loans, grants and professional support. A consortium of Charity Bank, Northern Rock, Unity Trust Bank and NCVO won the first bid in 2003 and set up a non-profit company to manage the funding (from April 2008 a new consortium commenced running the programme).

Key words: Futurebuilders, investment, public services.

Garner, H, and Hart, L. (2007) *The Green Asset Guide*. London: DTA & Environment Trust

A reference guide aimed at other DTA members and community organisations on how to create sustainable assets. The guide advises readers on how to create adaptable buildings, capture waste and waste treatment, engage in energy generation, use sustainable building materials, and consider regulations and policy. It references the government policy guides on sustainable development and a paper by Sir John Egan.

Key words: guide, buildings, energy, materials, policy, sustainable, development trusts, DTA.

Gibson, M. and Kocabas, A. (2005) *Making Community Buildings Work for People, an Action Research Study into the Sustainability of Community Buildings*. Civic Trust, London

An analysis of the challenges faced by community buildings, voluntary sector tenants and local authority owners. The scope of the study is 12 community buildings in inner city London in deprived urban areas. The study proposes a joined up approach using top-down and bottom-up strategies to ensure community buildings are sustainable and able to deliver their services.

Key words: community buildings, action research, sustainable, Civic Trust.

Hargreaves, I., Mills, C. and Michie, J. (2006) *Ownership Matters: New Mutual Business Models*. London: Mutuo, www.mutuo.co.uk/think_tank.php (accessed 9 June 2008)

Mutuo, a London based organisation, conducts research into mutual solutions in the sector and explores the possibility of mutual solutions in the public and private sectors. This book argues that 'new mutualism' is the future for community ownership and control of service-based corporations as it offers a viable 'third way' in which the decision-making power of corporations can be put into the hands of customers and communities.

Key words: mutual, co-operative, community ownership.

Hart, L. (2005) *To Have and to Hold: The DTA Guide to Asset Development for Community and Social Enterprises*. London: DTA

This detailed guide is built on practitioner's experience of developing assets – in the main seen as land or buildings on a freehold or leasehold basis. It offers a step-by-step guide – from building local support through to examining feasibility and dealing with professional advisors – while recognising that the process is unlikely to be linear and that several activities will be taking place simultaneously. Defining the community and identifying and involving stakeholders are seen as processes that need to be developed, rather than being self-evident. Checklists to identify obstacles and progress are offered. There is a useful section offering tools for assessing risks. A second part of this guide deals with issues of maintaining both the physical asset and community involvement..

Key words: how to do it guide, ownership, management, buildings, land, development trusts.

Hart, L. (2001) *Asset Transfer: A Can-do Guide*. London: DTA/LGA

This follow-up report from the DTA's Manifesto provides more detail on the steps required to engage in asset transfer. The report argues that asset transfer strategies are central to the success of many neighbourhood renewal initiatives. Hart describes how to secure an asset base. This study provides details of local and regional government agencies involved in the process. It also discusses the legal and financial framework, as well as the planning obligations. The study also contains a list of most government publications released at the time on asset-based development.

Key words: transfer, local, regional, government, development trust, DTA.

Hart, L. and Bell, D. (2001) *Developing an Asset Base*. London: DTA

A guide for local government, partnerships, the private sector, and the community and voluntary sector on developing asset bases in deprived areas. When the guide was written local councils were becoming increasingly aware of the concept of asset transfer. The guide focuses on this awareness within a policy context. It includes financial and legal sections plus 12 case studies of development trusts.

Key words: transfer, guide, local authority, development trust, DTA.

Hart L. (1997) *Asset-based Development for Community-based Regeneration Organisations*. London: DTA

This document is one of the earliest to concentrate solely on asset-base development. It notes that in the past local authorities have been greatly opposed to handing over valuable assets to people in the community. This publication looks at some of the case studies where assets have been transferred to the community and the outcome has been successful.

The pressures and opportunities of asset base development are discussed. At the time funding was a major issue with few grant organisations offering support for asset-based development. The main opportunity was via regeneration funding. The origins and nature of community assets are discussed at some length. The total monetary value of community based fixed assets in 1995/96 was £29,188,028 (£29,095,570 urban; £92,485 rural). Barriers to future asset development are noted. These include issues of credibility and finance where organisations with no track record of asset base, or indeed no asset base at all, will struggle

to secure funding for future development. The property market in disadvantaged areas may also prevent organisations from developing an asset base. The difficulties associated with evaluating risk are discussed.

Key words: transfer, cases, opportunities, scale, local authority, development trust, DTA.

Hill, C. (2007) *Community Share and Bond Issues: Sharpest Tool in the Box*. London: DTA

This short paper outlines the benefits that shares and bonds can provide for community-owned enterprises. Written with assistance from social enterprise specialist Malcolm Lynch and Jason Curtis of Wrigleys Solicitors, the report contains case studies of diverse community share options.

Key words: community owned enterprise, shares, bonds, DTA.

Hill, S. (2008) *Land is the New Gold*. C20 Futureplanners (unpublished)

A draft article arguing the case for government to re-think its policy on the use of public land in light of the 'credit-crunch'.

Key words: public land, policy.

Jones, K. (2008) A set of eight draft articles published by The Royal Institute of Chartered Surveyors, Coventry..

1 *Sustainable Communities and Corporate Property*.

An introduction to good asset management for local authorities and an introduction to the series of leaflets.

Key words: asset management, local authorities.

2 *Transfer of Assets to Community Ownership and Management*.

A guidance note on how local authorities can strengthen and empower their communities by using their assets. It references the latest government reports on community asset transfer such as the *Quirk Review* (DCLG), *Communities Taking Control* (ODPM), *Firm Foundations* (Home Office), and *Social Enterprise: A Strategy for Success* (DTI).

Key words: guidance, communities, empower, local authorities.

3 *Procurement and Commissioning*.

A guidance note for local authorities on procurement and commissioning. The leaflet references government procurement guidance literature, regional efficiency material and national procurement strategies.

Key words: guidance, commissioning, local authorities.

4 *Making the Right Choices*.

A guidance note on how and why local authorities make decisions about assets and why a transparent and structured approach is fundamental to their asset management process.

Key words: guidance, decisions, management, local authority.

5 *Value for Money*.

A guidance note on how local authorities can seek value for money from their assets within the framework set by the government's Comprehensive Spending Review (2007) and Value

for Money (VFM), delivery plan where VFM is defined as ‘the optimum combination of whole life costs and benefits to meet the customer’s requirements’.

Key words: guidance, value for money, local authority.

6 Measuring Asset Management Performance for Local Authorities.

Focuses on the ‘Review and Monitor’ diagram in Annex C in Building Strong on Strong Foundations – A Framework for Local Authority Asset Management (DCLG, 2008).

Key words: guidance, framework, performance, local authorities.

7 Improving the Experience for Citizens and Businesses.

Considers how assets can be used to improve the delivery of services to customers.

Key words: guidance, service delivery, local authorities.

8 Tenanted Non-residential Property.

Considers ways to maximise benefits from tenanted non-residential property, for example, property owned by the local authority but let by third parties other than HRA housing.

Key words: guidance, property, let, benefits, local authority.

Leisure Trusts and sporta ,

[www.isrm.co.uk/news/conf2007pres/ Mark%20Sesnan_Weds%201030.pdf](http://www.isrm.co.uk/news/conf2007pres/Mark%20Sesnan_Weds%201030.pdf)

<http://www.sporta.org/> (accessed 13 June 2008)

A presentation by Mark Sesnam, CEO of Greenwich Leisure Trust, describes *The Future of Leisure Trusts*. There are more than 100 leisure trusts (LTs) many of them co-operatively owned. sporta is the umbrella association. LTs are non-distributing organisations that run indoor leisure centres open to the public. Some of them also manage cultural facilities.

Key words: co-operatively managed, leisure trusts.

LGA and Community Matters (2006) Community Buildings: Maximising Assets.

London: LGA and Community Matters

This document draws attention to asset management in a number of different case studies. The relevant issues discussed are the rules governing the use of assets for public benefit while operating or upon dissolution in relation to: registered charities, community interest companies (CICs), and industrial and provident societies. It argues that where community organisations have the required capacity, local authorities should consider transferring community buildings or assets to that organisation, either through disposal of freehold or long leases.

Key words: community buildings, asset management.

LGA/DTA (2004) Assets for Enterprising Communities. London: LGA/DTA

This information pamphlet contains case studies showing where local authorities have engaged with development trusts. The material contains the latest government policies on assets and changes made to the planning policies and valuing policies for assets, in order to encourage asset based development.

Key words: development trusts, case studies, policy, community, local authority.

Marriott, P. (1997) *Forgotten resources?* York: Joseph Rowntree Foundation

This is a report on findings from research carried out by Community Matters on the role of community buildings in strengthening communities. The research covers England and Wales and the report provides comprehensive data on the numbers and types of community buildings that exist in England and Wales.

Key words: community buildings, strengthening communities, England, Wales, Community Matters.

Middleton, A. (1998) *President's Address. Co-operative Congress, Lincoln.*

This is a speech to an asset-rich movement, mostly in decline, in which Middleton argues that the co-operative retail movement 'went to sleep' on their assets. He notes that even though financial figures currently appear poor they would be much worse if co-operative societies were paying for their trading premises. He argues that it was not lack of capital that led to failures in the movement but an inability to use them effectively – in fact borrowing against a substantial asset base had been proceeding at some scale. He argues strongly against trying to develop the co-op 'on borrowed capital.' He went on to consider whether consumer co-operatives – which developed from local communities – had become detached from the people they originally strove to serve.

Key words: co-operatives, capital, detached membership base.

National Trust (2006) *The Disposal of Heritage Assets by Public Bodies.* London: National Trust

This document discusses the disposal of heritage assets by public bodies. It expresses concern that the disposal of such assets threatens the country's cultural and natural heritage. The government is criticised for the lack of information regarding the status of public assets.

The document states that buildings comprise the main heritage assets to have been disposed of by the public sector, together with a small amount of land having a heritage (usually wildlife) interest. The National Trust believes that the recent pattern of heritage asset disposals by local authorities in England and Wales will continue. It argues that half the authorities responding to surveys about this issue had never disposed of a heritage asset: this suggests a reservoir of assets yet to be tapped. It notes that local authorities are at different stages of heritage asset disposal, some nearing completion of the process, while others are only at the beginning. Northern Ireland is discussed, where local government is a smaller institutional activity. Changes in the constitution in Northern Ireland make it likely that numerous small town halls will become redundant. The National Trust argues that proper attention to the heritage merit of assets in the disposal process cannot be guaranteed. Heritage interests will need to be actively promoted, as asset managers are insufficiently aware of such interests to see them as a priority. The National Trust feels that central and local government need to place a higher value on the status of heritage; that heritage issues need to be more strongly represented in property asset management obligations; that the disposal of heritage assets by local government should be more strictly monitored; and that the private finance initiative should be structured to support heritage assets and not undermine them.

Key words: heritage, National Trust, public sector, England, Wales, Northern Ireland, National Trust.

NCVO (2007) *Asset Management Survey Answers*. London: NCVO (unpublished)

Commercially confidential survey conducted by NCVO for their members. The survey includes information on asset income levels, scale of asset ownership, total square footage of property occupied or managed, cost of rent and leases, maintenance issues and tenant issues.

Key words: survey, NCVO members, scale, income levels, ownership, rents.

NCVO (2007) *New Research Raises Doubts About Government's Increased Role in Charities*. London: NCVO, www.ncvo-vol.org.uk/press/releases/?id=5126 (accessed 14 April 2008)

This report draws attention to research conducted by NCVO. Arguing that government funding to the voluntary sector has only increased 1.5 per cent since 2001, the study challenges recent reports that dramatic increases in government funding of charities are leading to a loss of charities' independence. Larger organisations appear to have benefited most from the switch to contracts, with 37 per cent of government funding to charities going to organisations with incomes of over £10 million, compared to 0.4 per cent going to organisations with incomes of up to £10,000. The paper also highlights that charities' income continues to rise and now stands at £27.7 billion; that charities are becoming more efficient – over 84 per cent of income is spent on pursuing charitable activities, an increase of 3 per cent on three years before; and that every £1 spent on fundraising generates £11.34, an increase of over £2 on two years before; and that charities' incomes are highly volatile – over 10 per cent of charities have moved up or down an income band between 2003/04 and 2004/05.

Key words: research, charities, government funding, trends, contracts.

NCVO (2001) *Taking Stock: The Future for Enterprising Communities*. London: DTA/LGA, Social Enterprise London, New Economics Foundation

A collection of one-page statements promoting enterprise-led development in deprived communities. The material comes from a range of organisations such as the Esmeé Fairbairn Foundation, bassac, Kellogs, National Tenant' Resource Centre, Local Investment Fund and others.

Key words: enterprise, development, communities, foundations.

Oliver, D. (2002) *Promoting Asset Base Development in the UK*. London: Scarman Trust

Asset-based community development (ABCD) is underway in various formal and non-formal associations, in Savannah, USA. The focus of the paper is to guide readers through the structural organisational processes that small community organisations should think about. Examples of the types are provided from Savannah with three case studies. In the UK, it is argued, ABCD needs to emphasise its local context in the absence of inherent local associations and the author refers to ABCD in the UK as local asset development, (LAD).

Key words: community development, case studies, USA, UK.

Peel, D. and Bailey, N. (2003) *Celebrating Community Involvement*. London: DTA/University of Westminster

The report recognises the steps that the government has taken to move away from a traditional top-down 'we know best' mentality of policy formation, and its determination to

engage with civil society, strengthen citizen responsibility and engage with communities. The Social Exclusion Unit had presented this agenda as had the DfEE. The report contains case studies of how development trusts engage with their board, their members and their communities.

Key words: community, involvement, development trusts, board, citizen.

Perry, M. (2007) *Inspiring Rural Communities*. Plunkett Foundation, Woodstock, Oxfordshire. (Source: Mike Perry, unpublished)

A slide show presentation on the importance of rural community-owned renewable energy projects. The Baywind Renewable project is used to demonstrate the case, as well as international case studies of similar projects.

Key words: rural, community, renewable energy, cases.

Ryan, J-C. and Sander-Jackson, P. (2008) *Fool's Gold*. London: New Economics Foundation/Community Links

This study argues for an asset-based development and sustainable procurement approach to ensure the regeneration legacy remains intact in east London after the 2012 Olympic Games. Evidence is based on current procurement and contract figures and existing community asset case studies such as Brodyfi Community Renewables Ltd.

Key words: sustainable, procurement, renewables, Olympics.

Simpson R. (2008) *Unclaimed Assets Distribution Mechanism: A Consultation. A Response from Voluntary Arts Network*. Cardiff: Voluntary Arts Network, www.vaengland.org.uk/uploaded/map6546.doc (accessed 21 April 2008)

This document provides a summary of the Voluntary Arts Network's response to the Quirk Review. It relates to the whole of the UK. The Voluntary Arts Network (VAN) agrees with the underpinning purposes of the unclaimed assets but believes that the sector should continue to be funded, in part, by government. It also argues that any asset reclaiming should adhere to the principles of charity law. VAN suggests that available assets should be 'used to invest in the long term sustainability [and capacity] of the third sector and boost the social investment market'. It emphasises the need for asset investment to benefit all parts of society – not just young people.

Key words: arts, sustainability, third sector, UK.

Smith, I.D. (2005) 'BMAC lecture: A challenge to the sector'. *Third Sector*, 403. p. 221

In this lecture Iain Duncan Smith argued that a 'cosy' relationship between government and large voluntary and community organisations is stifling diversity in the third sector. He further suggests that charities should reflect the views of donors and proposes the concept of 'stakeholder mechanisms'. Such mechanisms include matched funding and voucher systems.

Key words: government, conservative, third sector.

Social Firms UK (2006) *Measuring Social Value in Social Firms: A Do-it Yourself Training Manual for SROI*. London: New Economics Foundation and Social Firms

Social Firms UK aims to support the development of social firms. These provide work in commercially viable businesses to disadvantaged people including those with learning

disabilities or mental health problems. This guide shows the value of information gained through to measuring the social value process by means of two case studies.

Key words: disadvantaged people, business, social value, case studies.

Somper, C. (undated) *A Scoping Study on Asset-based Tools and Approaches for Sustainable Rural Areas*. Fife: Carnegie UK Trust

A comprehensive review conducted by Forum for the Future of different types of community asset-based approaches and tools. The methodology used was an evaluation framework developed by Forum for the Future and defines assets as: manufacturing/built, land, capital, human and social. The report reviews the Leader Programme, Local Heritage Initiative, Big Lottery Fund, Heritage Lottery Fund and the Sustainable Development Fund for National Parks. The research covers England, Wales, Scotland and Northern Ireland.

Key words: tools, evaluation, sustainability, rural, UK

Tuckett, I. (1999) *Issues for Government and Development Trusts*. London: DTA.

Source: DTA

The Social Exclusion Unit set up 18 policy action teams in 1999 and the DTA produced a discussion paper for the government that outlines the success and failures of development trusts over the past several years. The DTA proposes using its model as a vehicle to harness community empowerment, inclusion and economic development.

Key words: development trusts, community, empowerment, economic development.

Tyler, D. (2008) *Empowering Communities Through Asset Management*. London: Improvement and Development Agency for Local Government, www.idea.gov.uk/idk/core/page.do?pagelid=7377195 (accessed 13 April 2008)

In this article, David Tyler, Chief Executive of Community Matters, considers the implications of the Quirk Review. The role of asset management policy as a method of engaging communities is also discussed. Tyler argues that asset management should be thought of as one of many approaches to encouraging community engagement. He notes that the Quirk Review identified cultural obstacles to transferring public buildings to the community.

The paper summarises the Quirk Review's conclusions that: the public benefit of asset transfer should be clear; the transfer of public assets to community ownership must generate social or community benefits without putting the wider public interests at risk; and communities should not become overburdened through managing their assets. The benefits of community asset management is discussed, as is the need for all stakeholders to work together.

The paper defines the term 'assets' as covering all public land and buildings, such as community centres, libraries, swimming pools, car parks and gardens. It can also include redundant council buildings, managed woodland, lighthouses and disused fire stations.

Action points for councils wishing to adopt a community empowerment approach to asset management are raised. These are: that freehold transfer should be undertaken when it is in the best interests of the community group or organisation and the community it serves; the freehold or leasehold transfer should be at zero cost or below market value when the council is satisfied that the community organisation will add sufficient value to asset; long leases

should be offered to community organisations to provide security of tenure and make income generation viable. Council departments should adopt a common approach to asset management and disposal, formulating an exit strategy should the community organisation experience problems in asset management, and working with them to promote asset management if asset transfer is not an option.

Key words: Community Matters, benefits, transfer, land, building, engagement.

Ward, M. and Watson, S. (1997) *Here to Stay: A Public Policy Framework for Community Based Regeneration*. London: Development Trusts Association

This document focuses on community-based regeneration and development. It argues that community development involves treating people as an asset. Several case studies are highlighted. St Peter's Urban Village Trust (Birmingham) is described showing how a group of local people purchased a disused teacher training college and turned the space into various community based initiatives including housing, youth hostels, managed workspace, charity offices, training and education facilities as well as social and sports facilities. A policy framework is set out.

Key words: regeneration, community, facilities, policy framework, development trust, DTA.

Wyler, S. (2008) *Maintaining Momentum*. London: DTA

The report builds a case for sustainable development over the next 20 years in light of the momentum caused by the Quirk Review. The DTA imagines what the landscape of community development will look like in the face of difficult local authority contract agreements. The paper uses DTA member case studies and includes a table of recommendations that cover local authority transfer targets, partnerships with the private sector and dedicated investment programmes.

Key words: development trusts, DTA, sustainable, community development, local authority, case studies.

Wyler, S. (2006) *Investing in Assets for Community Enterprise*. London: DTA

A paper by the DTA that sets out a framework to deliver £150–£200m investment to 500–600 community organisations over a period of 8–10 years to help them acquire an asset base worth over £500m. The DTA recommends that the Adventure Capital Fund (ACF), a government department, or a new arms-length fund should deliver the investment.

Key words: development trusts, DTA, enterprise, community development, ACF, case studies.

Wyler, S. (2005) *Examples of Local Authority Support for Community Asset Ownership*. London: DTA

A list of city councils that have engaged with asset transfer projects with DTA members. Each case reflects the different degrees of engagement in the issue, for example Bristol City Council has an explicit asset transfer programme whereas most of the examples are transfers of old, redundant buildings to charities.

Key words: transfer, scale, local authorities, development trusts, DTA, England.

Wyler, S. and Petch, H. (2008) *Anchors, Assets, Enterprise: The Way to Achieve Community Empowerment*. London: DTA

An evidence base from 23 DTA members formed the basis of building a response to the DCLG's White Paper *Unlocking the Talent of our Communities*. Overall the DTA argues that the White Paper has developed a narrowly defined strategy on community empowerment. The DCLG places the onus on the individual and the state, ignoring or omitting the role of multi-purpose community anchors, the benefits of community asset ownership and community enterprise. The DTA suggests the government reconsiders the structural benefits of providing communities with community anchors in order to tackle socio-economically deprived areas.

Key words: development trusts, DTA, community, empowerment, cases, government.

England

Ajayi, J. (2008) *High Trees Community Development Trust*. London: DTA, www.dta.org.uk/activities/campaigns/communityassets/casestudies/developinganassetbasecasestudy2.htm (accessed 18 April 2008.)

This website draws attention to the activities of High Trees Community Development Trust in London. Set up as a not-for profit limited company in May 1998, High Trees Community Development Trust (HTCDT) became a registered charity in February 2000. It was originally developed to encourage individuals and small groups resident in the neighbourhood of St Martins Estate, London, to set up and run projects for the benefit of all sectors of its diverse community. The trust's main asset is a former public library. It was transferred with housing stock and nursery buildings to St. Martins Community Partnership (SMCP) in October 1999. SMCP handed over management of the library to the trust in March 2000. In addition, High Trees Community Development Trust has converted a former laundry into an IT centre with 12 PCs and computer recycling facilities. The CDT's approach to fundraising is to find the fund that fits the project. In this way, the needs of the residents determine the nature of initiatives established.

Key words: former library, resident's needs, development trust, London.

Bentilee Community Housing (2008) *Bentilee Community Housing*, www.bentileehousing.com/housing-association-stoke-trent.htm (accessed 09 April 2008)

This webpage highlights the benefits of renting a property with a housing association (HA): the provision of 'excellent customer services', effective ways of dealing with complaints, and tenant support and advice. The HA's objectives are described as being to: provide decent homes, in supportive environments, which appeal to a diverse range of people; to achieve high quality, value for money and continuous improvement in all areas; to protect and enhance assets and the assets of those with whom the HA works; to ensure that services and products fulfil current and future market demands and opportunities. In order to gain full recognition of achievements and capabilities Bentilee Housing Association organises regular community events in Bentilee. The webpage draws attention to several of these including an 'estate clean up day'.

Key words: community housing association, community events, England.

Brown, S. (2008) *Response to Request for Evidence from London Metropolitan University*. London: ACRE

The paper provides a snapshot of the scale, management and usage of community buildings in rural communities across England and contains references to DEFRA research, ACRE research and web links for additional research. Brown argues that local authority support for the urban transfer agenda may undermine rural communities who have supported and maintained their community facilities for decades.

Key words: rural, scale, community buildings, local authority, ACRE, England.

Coffin, L. (2008) *Holsworthy Community Property Trust*. London: Devon Reinvestment Trust. (Source: Sylvia Brown, ACRE)

Qualitative case study about Holsworthy Community Property Trust's affordable housing project produced by the Devon Reinvestment Trust for the Market and Coastal Towns Association.

Key words: rural, case, ACRE, England.

Coin Street Community Builders (2006) *Coin Street Community Builders: A Very Social Enterprise*. London: CSCB

Coin Street Community Builders represents an important case in the field of asset development. This booklet describes the history from the 1970s. Protests by local dockers and residents prevented the construction of a huge series of office blocks and they proposed their own alternative community plan. A supportive local authority for London enabled the constituted group to purchase the land, and they then used this asset to pay back the loan, until eventually they were able to construct social housing, local amenities and develop a vibrant cultural quarter.

Key words: asset development, community protest, loan, Coin Street.

Community Council of Devon (2007) *Why Community Buildings Matter*. Devon: Devon Community Council. (Source: Sylvia Brown, ACRE, web-based)

This document is a summary of results, with case studies, from research carried out by Devon Community Council into the scale of use and impact of multi-purpose community buildings across Devon. The research applies a methodology to assess the social and economic impacts of such buildings and builds on the previous research conducted 10 years earlier in 1997.

Key words: rural, community buildings, impacts, cases, ACRE, England.

Cryar, W. (2007) *Nottingham: the Renewal Trust*. London: IDeA, www.idea.gov.uk/idk/core/page.do?pagelId=7694088 (accessed 14 April 2008)

The Renewal Trust was formed in inner-city Nottingham in March 1997. It aims to improve the quality of life of people living in the St Ann's and Sneinton areas and supports activities to renew the area socially, economically and environmentally. Nottingham City Council transferred an old school complex in the St Ann's area to the trust in 2000, with an annual revenue budget, to create the Sycamore Centre. Facilities at the centre now include a youth and community centre, a refurbished sports hall and a business centre. The first centre is subject to leasehold at a peppercorn rent from Nottingham City Council. The second centre, the Renewal Trust Business Centre, is a freehold property. In 2004, Hungerhill transferred £10,500 via gift aid donation to the Renewal Trust. The funds were used to

support the trust's work with young people. The quantifiable benefits from the project so far include: £120,000 small-to-medium sized enterprises (SME) grants fund per annum; £250,000 rolling loans programme.

Key words: quality of life, property, loans, Nottingham, England.

**Davies, P. (2007) *ClowneEnterprise Ltd., Clowne*. London: IDeA
www.idea.gov.uk/idk/core/page.do?pagelid=7694418 (accessed 14 April 2008)**

This case study refers to the establishment of a social enterprise. It discusses how the enterprise is supported by experienced entrepreneurs and business leaders. The enterprise is housed in a building used formerly as sheltered accommodation by the local council. Bolsover District Council agreed to grant a 25-year peppercorn lease on the building to a suitable social enterprise that would sub-let the building to entrepreneurs. Bolsover District Council developed the property and applied for necessary funding prior to transferring it. This reassured the council that the building would develop properly. Clowne Enterprise benefited in not having to find funding or manage the refurbishment. The project represents the first of its kind for the council. If the project succeeds, it is likely to lead to further asset transfers. While asset transfer was not an original aim for the building, it is now being considered as a viable future option.

Key words: transfer, local council, case study, England.

**Energy4All (2008) *Energy4All Delivering Community-owned Green Power*.
www.energy4all.co.uk/energy_home.asp (accessed 9 April 2008)**

Energy4All is a not-for-profit organisation dedicated to helping communities around the UK to own a stake in renewable energy schemes. It does this by creating co-operatives to own complete sites, or to buy a stake in a site from a commercial developer. These co-ops are modelled on the successful Baywind Energy Co-op in Cumbria. Baywind has about 1,350 members and has operated since 1996. It now owns and runs its own commercial wind farm, makes regular share interest payments to its members and supports local environmental schemes.

The minimum investment is usually £250, with a legal maximum of £20,000. The co-op is run according to normal co-operative principles, so each member receives a single vote in the co-op's affairs, regardless of the amount invested. Energy4All notes the following benefits of community ownership: a direct stake in a local project; attractive financial return to members; extended economic benefits for the local area; delivery of local energy conservation projects; educational support on environmental issues; individual commitment to low carbon initiatives; membership of a nationwide network of green co-operatives. The website draws attention to the community energy project situated at Bro-Dyfi, Dulas Valley, Wales and highlights further local benefits of energy project community ownership, such as providing employment for and bringing revenue into the local community.

Key words: renewable energy, membership, co-operative, England.

Flush, D. (2007) *The North Pennines Heritage Trust*. London: Development Trusts Association, www.dta.org.uk/activities/campaigns/communityassets/casestudies/developinganassetbasecasestudy4.htm (accessed 13 April 2008)

The North Pennines Heritage Trust was incorporated as a company limited by guarantee in September 1987. Following incorporation, and having gained charitable status, the trust rented premises and recruited a manager and administrator. It is administered by a board of 14 directors, appointed from the membership of 400. In collaboration with the nine local authorities in the area, English Heritage and with site owners, the trust identifies important sites in need of conservation and interpretation. It assembles financial packages and carries out the work either by its own labour or by contract. The website details nine case studies, ranging from the restoration of a traditional miner's cottage to the conservation of Dilston Castle and Chapel in Northumberland for public enjoyment. In addition the trust has built and funded a 375kw hydroelectric generating station which supplies power to its Nenthead Site and sells all surplus power to the National Grid. This project was funded using a private investor as no grants were available within a realistic timeframe or the conditions attached were unacceptable. The main financial benefits of the asset-based programme is the ability to raise secured loans and overdrafts from mainstream financial institutions. There is a policy of directing spending towards local firms and employing local people. The trust is the second largest employer on Alston Moor. Since 1991 the trust has raised over £5.5 million, most of which has gone directly or indirectly into the North Pennines economy, through wages, the purchase of goods and services or the employment of many subcontractors.
Key words: heritage, conservation, employment, loans, England.

***Fordhall Community Land Initiative*. www.fordhallfarm.com (accessed 9 April 2008)**

This website described the work of Fordhall Community Land Initiative — a farm in Market Drayton in Shropshire which is an industrial and provident society with non-profit making shares and more than 8,000 members around the country.
Key words: community land, membership organisation.

Fox, A. (undated) *The Cornwall Community Land Trust Project*. Cornwall: Cornwall Rural Housing Association. (Source: Mike Perry, Plunkett Foundation, unpublished)

A slide show on the development of a community land trust in Cornwall which includes several case studies on the scale of the trust's housing project.

Key words: community land trust, housing, cases, England.

Knutt, E. et al (2007?) *How Local Authorities and Social Enterprises are Working Together. Regeneration and Renewal*. London: DTA and LGA

A collection of case study articles about local authorities across the country that have supported social enterprise ventures including Liverpool City Council, Ealing Council, North-East Lancashire Council, Oxfordshire County Council. The report concludes with several smaller articles from community development organisations.

Key words: local authorities, social enterprises, regeneration, England.

Northstowe New Town Report, www.urbed.com/cgi-bin/main.cgi?org_code=ffgggretyuiop57&option=article&doc_id=252 (accessed 2 June 2008)

A report commissioned by a consortium of organisations in Cambridgeshire (examining Northstowe') builds on earlier case studies such as *Who Runs this Place?* to look at building an innovative and civic-active market town. It suggests a development trust may be a suitable vehicle. It proposes financial mechanisms such as energy consumption charges and obtaining endowment assets.

Key words: new community, development trust.

O'Neil, M. (2003) *Regional Audit of Community Buildings*. London: ACRE

An audit of 675 community buildings registered in the West Midlands catchment area. A database has been constructed to map out where gaps in provision of services exist, identify alternative sources of funding and ensure sustainable development of assets.

Key words: rural, community buildings, audit, England.

Pipe, R. (2007) *Plymouth: Millfields Community Economic Development Trust*. London: IDeA, www.idea.gov.uk/idk/core/page.do?pagelId=7694409 (accessed 14 April 2008)

This case study refers to Millfields Trust, a not-for-profit company set up to help regenerate St Peter's ward in Plymouth. Local people are involved in the regeneration process participating in the management of the trust. In spring 2000, Plymouth City Council granted a 25-year lease to the trust on three buildings in the Millfields complex, a former naval hospital. The local council helped the trust acquire Millfields and the former Jaeger building by granting 25-year peppercorn leases. The buildings were refurbished using a mixture of grants. Phase three of the trust's work will provide a further 10,000 square feet of workshop accommodation. Over the past six years, 131 companies have taken space within the trust's premises. In 2005/06, the buildings had a turnover of £400,000 and employed five staff. There are currently 56 tenants employing a combined total of more than 200 people. The income from lettings supports the trust's work, and allows it to support a number of small to medium-sized enterprises (SMEs). It also invested more than £40,000 in local community organisations over the past five years. The trust is seen as a community anchor organisation for the locality, and illustrates that a community organisation can manage assets successfully.

Key words: community, grants, buildings, workshop, development trust, England.

Pulse Regeneration Urban Strategy Associates (2004) *Bristol City Council Asset Transfer Research*. Bristol: Pulse Regeneration

In Bristol the estimated backlog bill for repairs and maintenance of local authority buildings is £274.9m. This report provides an in-depth analysis of Bristol City Council's asset transfer history to date and considers national experience within the legislative framework. It cites the Adventure Capital Fund (ACF); Bristol City Council policy; the key benefits to asset transfer; the added value of transfer; the measurement of benefits. The study provides quantitative data that reflects the level of demand and supply in Bristol for asset transfer. The report recommends additional research is needed examining other examples of procurement strategies that are based on Best Value and investigations to measure wellbeing benefits as exercised by local authorities.

Key words: transfer, study, local authority, Bristol, England.

SSHA (2007) *Managing Services and Assets: South Staffordshire Housing Association*. Southampton: Ordnance Survey

This document relates to a GIS system used by South Staffordshire Housing Association to locate homes and maintain its database. It promotes use of a single database for all matters relating to the association's asset management.

Key words: mapping, database, housing association, management, England.

Wolseley, P. (2007). *Plymouth: Wolseley Community Economic Development Trust*. London: IDeA, www.idea.gov.uk/idk/core/page.do?pagelId=7694388 (accessed 14 April 2008)

This case study refers to Wolseley Community Economic Development Trust which was formed during the redevelopment of a large, derelict area of inner-city Plymouth between 1994 to 1996. At the time of its development the main need in the area was for employment, facilities and new business opportunities. The trust is a membership organisation. It has more than 300 members, who elect the majority of its management board. The board has nine community resident directors and three local business directors, elected by the membership. In addition, city councillors also sit on the trust's board. In 2000, the council transferred derelict land and buildings to the trust on a 25-year lease. This was to develop and manage two business parks, a healthy living centre and a community resource building. The council also provides direct financial support and in-kind officer support for joint activities. The trust uses its trading arm to financially support its community activities. In 2005/06 the trading arm raised £120,000 in financial support and more than £50,000 in in-kind support. The trust manages two business parks and two community centres worth approximately £10 million. It has a turnover of £950,000 annually, with trading comprising £620,000 a year. The CEDT provides £150,000 in direct financial support for community activities. The project was made possible by two major injections of funding from the European Regional Development Fund (ERDF) and a single redevelopment budget (SRB) over a nine-year period. The trust has supported the creation of over 650 jobs, mostly by tenants of the business park. The model of community-run regeneration is epitomised by the trust's management. This is by a community-dominated board underpinned by asset ownership. The trust has provided sustained improvement to a deprived city area.

Key words: membership, derelict land, European funding, community regeneration, governance, England

Wales

BPC (2006) *Social Enterprise – What is it and Where is it?* Cardiff: Business Partnership Council, www.new.wales.gov.uk/docrepos/40371/403823114/1260521/BPC_21031?lang=en (accessed 24 April 2008)

This document discusses social enterprise from a business perspective. In relation to third sector assets the document praises the Welsh Assembly model of community ownership and involvement noting that community ownership allows communities to make connections. It conceptualises 'managed' assets in the form of building, land and enterprises. The

importance of community assets in generating income for local communities is also discussed.

Key words: ownership, management, building, land, Wales.

Bro Dyfi Community (2005) *Offers of Shares and Membership*. Powys: Bro Dyfi Renewables Ltd, www.ecodyfi.org.uk/energy/energybdc.htm (accessed 24 April 2008)

This is a brochure for members of the Renewable Energy Investment Trust from BDCR, offering share options, membership and capital of BDCR Ltd.

Key words: renewable energy, shares, membership, Wales.

Cwm Harry Land Trust, www.cwmharrylandtrust.org.uk/ (accessed 2 June 2008)

This website provides information on the sustainable systems and community agriculture undertaken by Cwm Harry Land Trust. Based in mid-Wales Cwm Harry undertakes sustainable waste management and community food growing to benefit the local economy. The organisation is a company limited by guarantee with no share capital.

Key words: land, waste management, agriculture, Wales.

James, E. (2007) *Arts Factory: South Wales*. London: Development Trusts Association,

www.dta.org.uk/activities/campaigns/communityassets/casestudies/developinganassetbasecasestudy3.htm (accessed 13 April 2008)

This case study draws attention to a Welsh project, the Arts Factory, an independent development trust established in 1990 by a group of local people in order to increase the range of opportunities available for people with learning difficulties. The trust soon recognised that the problems faced by this client group are also faced by a great many other people in the area and in 1993 it refocused its mission to develop opportunities for all local people, regardless of any label, to help build a stronger community. Arts Factory is based in the Rhondda, South Wales. It is a membership organisation. Local people pay £1 a year to show that they support the trust's work. Arts Factory currently has more than 1,500 members. It is a company limited by guarantee without share capital. The asset base programme includes Trerhondda, a derelict chapel purchased in 1996 now used as a community facility providing a pre-school learning programme, a youth drop-in, electronic job points, a credit union collection point, a local produce market, advice and guidance surgeries, and a wide range of learning opportunities for local people. Trerhondda also contains managed workspace which is let to other organisations including an open-learning centre run by a local FE college, and the Young Builders Trust. Arts Factory is also involved in Power Factory – a joint venture between Arts Factory and EON-UK to develop a 10.4 megawatt wind farm in the Rhondda.

Key words: membership, local needs, energy, converted chapel, community, development trust, Wales.

Land For People, www.landforpeople.co.uk/ (accessed 2 June 2008)

This website provides an introduction to *Land for People*, an umbrella organisation helping communities in Wales, Shropshire and the Marches become more sustainable, with an emphasis on building affordable homes for local people. This is a not-for-profit company with charitable objects, with links to local government, regeneration partnerships, building societies, housing associations and charitable trusts. It suggests a community land trust be

understood as 'a community controlled organisation that owns, develops and manages land and buildings for the benefit of the local community.'

Key words: community land trust, Wales, England.

Leaney, V. (undated) *Community Investment and Ownership Creating a Warm Glow From Community Investment*. Powys: Dulas Ltd, www.ecodyfi.org.uk/word_docs/CommOwnmar2004.doc (accessed 24 April 2008)

This paper is for communities interested in raising finance to support renewable energy projects and discusses mechanisms to raise equity, such as the Renewable Energy Investment Club. It includes case studies on community-led and wholly community-owned wind turbine projects in mid-Wales.

Key words: renewable energy, finance, community owned, Wales.

Lewis, T. (2007) 'Local energy projects bring local people together', *Western Mail* 19 July, www.walesonline.co.uk/news/wales-news/tm_headline=local-energy-projects-bring-people- (accessed 24 April 2008)

This newspaper article cites the existence of 500 renewable energy projects in the UK, with some of the most successful ones coming from Wales, and reports on the social impact these projects are having on the local communities in which they operate.

Key words: renewable energy, communities, Wales.

VSPC (2008) *The Political Economy of Funding the Third Sector in Wales*. Cardiff: Voluntary Sector Partnership Council, www.wales.gov.uk/dsjlg/minutes/081313/0807politiceconomye?lang=en (accessed 22 April 2008)

This document provides an overview of the third sector in Wales. It highlights the importance of investment in assets and capabilities which 'strengthen the sector' in promoting sustainability. It also identifies the importance in identifying unclaimed assets.

Key words: third sector, unclaimed assets, Wales.

Scotland

BLF Scotland (2005) *Investing in Communities: Our Manifesto*. Edinburgh: Big Lottery Fund Scotland

This document discusses how the Big Lottery Fund (BLF) Scotland disposes of the lottery funding profits aimed at charities. Of particular relevance is the guarantee to invest in community assets and promote community ownership and control of assets. The BLF expects such investment to regenerate communities and to encourage entrepreneurship and social enterprise.

Key words: Big Lottery, community ownership, regeneration, Scotland.

DTA (2008) *Community Right-to-buy*. London: DTA

This document puts forward the DTA's support for the community right-to-buy. It cites the success of the Scottish programme and suggests this programme should be rolled out nationally. It further emphasises the need to include a clawback policy .

Key words: right-to-buy, clawback, DTA, Scotland.

DTA Scotland (undated) *Newsletter About DTA Projects*. www.dtascto.org.uk (accessed 6 June 2008)

DTA projects in Scotland are discussed.

Key words: DTA, Scotland.

Forward Scotland (2007) *Disposal of Land by Local Authorities*. Stirling: Forward Scotland

Forward Scotland's response to the Scottish Government's second consultation on the disposal of land by local authorities regulations 2007. The response covers technical elements of land ownership rights, term of long leases and consultation procedures.

Key words: land ownership, disposal, leases, local authorities, Scotland.

HIE (2007) *Management Strategy Between Enterprise, Transport & Life Long Learning Department*. Glasgow: Highlands & Islands Enterprise

This document relates to Scottish policy in respect of the Highlands and Islands Enterprise (HIE). The relevant points are: the need for the HIE to identify any surplus assets and dispose of them in accordance with government policy; the management of assets in accordance with legislation and government guidelines; the use of assets as capital – selling of assets to raise finance. The document also details the management and disposal of fixed assets in accordance with current guidelines.

Key words: disposal, selling, policy, Scotland.

HIE and Communities Scotland (2007) *Framework Agreement*. Glasgow: Highlands & Islands Enterprise

This document set out guidelines and legal boundaries in relation to HIE (Highlands and Islands Enterprise) and Communities Scotland working together in a partnership. Both organisations may be conceptualised as social enterprises. The document is concerned with: the role of the HIE network within the partnership in acquiring and managing assets, maintaining assets as a means of income generation, and the acquisition of assets by the HIE network as a means of promoting social and economic development in the area.

Key words: managing assets, partnership, legal, policy, economic development, Scotland.

HIE (2007) *Scoping Study for the Assessment of the Asset Base of the Community Business Sector in the Highlands & Islands*. Glasgow: Highlands & Islands Enterprise

This document provides the findings of a scoping study into the asset base of community businesses located within the Scottish Highlands and Islands conducted by HIE (Highlands and Islands Enterprise). It uses case study methodology, focusing on four cases. The cases are analysed in terms of fiscal value and financial management. The study found that there is a need for revaluation. Where assets are likely to appreciate over time they should be revalued regularly in order that the worth of such assets is not undervalued. It suggests that there needs to be an understanding of the importance of: asset ownership for community enterprises; the negative impact of depreciation on community businesses; the use of capital buildings as equity for grant and loan applications. The study also identified significant barriers for community enterprises wishing to expand, including cultural resistance to lending money to the third sector; a grant dependency culture; lack of information in the sector regarding funding sources and finally difficulties with low quality business advice available to community enterprise.

Key words: study, ownership, community business, cases, barriers, Scotland.

SCVO (2008) *Third Sector Summit Interim Research Briefing*. Edinburgh: Scottish Voluntary Sector Organisations, www.scvo.org.uk/scvo/Information/ViewInformation.aspx?al=t&page=&all=&from=DSR&Info=1550&TCID=27&PageName=Facts (accessed 22 April 2008)

This document provides an overview of the Scottish voluntary sector. It suggests that the third sector's income in 2006 was £3.87bn, over £500m more than previously estimated. The income for the Scottish third sector consists of voluntary sector charities £2.87bn, housing associations £870m, and credit unions £130m. There are estimated to be around 45,000 organisations in the Scottish third sector. In Scotland, the third sector employs an estimated 129,000 professional paid staff and is one of the country's largest employers.

Key words: scale, third sector, Scotland.

Swinson, A. (2008) *Scotland's Strategy: Worth the Wait?* Edinburgh: Scottish Social Enterprise Coalition, www.socialenterprisemag.co.uk/sem/features/detail/index.asp?id=214 (accessed 14 April 2008)

This article discusses Scotland's social enterprise strategy. The article relates to the Scottish policy document: *Better Business: A Strategy and Action Plan for Social Enterprise*. The strategy currently has £1.5m attached to it for the next 12 months. The article suggests that more money is promised however sees the policy as 'richer in good intentions than hard cash'. The impact of the May 2008 elections on the policy is briefly discussed though the document argues that the 'future promises to be bright for social enterprise'. Changes in political priorities in relation to social enterprise are noted and it points out that four years earlier only the Greens' manifesto made any real mention of social enterprise. Now all the major parties are committed to supporting the sector.

The SCVO sees its job as preparing the sector in Scotland to take advantage of developing political opportunities. It notes that in order to do this the sector will need to be aware of its strengths and how to build on them. It will need to adopt innovative approaches to developing social enterprise in areas and parts of the economy where it is currently under-developed. The article draws attention to the 'unique' strengths of social enterprise in Scotland. It notes that land reform legislation has paved the way for communities to take control of their physical assets – and in many rural areas this has kick-started a small business revolution. The article also points to the sector leading the way with renewable energy, community recycling and transport initiatives. Social care is noted as an area where social enterprise is underfunded. The document notes that underfunding at local level remains a constant problem, forcing providers to hand back contracts rather than risk bankruptcy.

Key words: social enterprise, strategy, Scotland.

Wightman, A. (1996) *Who Owns Scotland?* Edinburgh: Canongate

Andy Wightman's work has consisted of journalism, research and campaigning. His book is a major survey of land ownership in Scotland and his website provides links to his blog and on-going campaigns: www.andywightman.com/ (accessed 5 May 2008).

Key words: land, ownership, Scotland.

Northern Ireland

Belfast's Leading Social Entrepreneurs Rewarded at Flax Trust Ball,

**www.brysongroup.org/index.php?option=com_alphacontent§ion=1&cat=1&task=
(accessed 2 June 2008)**

This is a report on awards by the Flax Trust and School for Social Entrepreneurs (franchise) in Ireland. The award winners had had a long engagement in projects around training, education and employment, improving the local environment. The Ireland Funds (2008) supports organisations such as the Flax Trust 'the largest regeneration project in Ireland' which made use of former linen mills to create a business and training centre in former no-man's land areas of Belfast.

Key words: regeneration, environment, business centre, Northern Ireland.

Carnegie Trust International Partners,

http://rural.carnegieuktrust.org.uk/international_partners (accessed 9 February 2008)

This web page describes the work of the trust, particularly in conjunction with the International Association for Community Development (IACD), working with projects including community land trusts, Rural Media Link and the Eden Project with a set of case studies available to download. It describes the partnership with IACD on a rural action research project as well as the international asset-based community development (ABCD) work. A link is provided to this latter activity which has included a review of literature and resources authored by O'Leary [see separate review].

Key words: Community Land Trust, case studies, Northern Ireland.

Jobs Loss Shock at Inner City Trust,

www.4ni.co.uk/northern_ireland_news.asp?id=974 (accessed 9 February 2008)

This is a news item concerning the loss of 40 jobs at the Inner City Trust in Derry. This is attributed to cuts in European Funding. The trust is seen by a local councillor to have made a 'significant contribution to the development of Derry as a tourist destination' through a heritage centre and Tower Museum. He argued that it was vital that the infrastructure was not lost.

Key words: museum, heritage, Inner City Trust, Northern Ireland.

A Community Relations Resource and Peace Building Centre: the Junction,

www.thejunction-ni.org/index.htm (accessed 9 February 2008)

This site provides an introduction to the Junction, a community relations resource centre likely to receive funding for a Peace Building Centre as a venue for workshops, seminars, drama with offices for community groups in Derry/Londonderry.

Key words: resource centre, peace, community relations, Northern Ireland.

INCORE, www.incore.ulst.ac.uk/about/ (accessed 9 February 2008)

This web site page describes INCORE, Magee University College of Ulster, Derry— a conflict resolution research centre which touches on asset-building issues and has links with civil society organisations.

Key words: conflict resolution, assets, Northern Ireland.

NICVA (2008) *Guidance on Reserves Held by Voluntary and Community Organisations*. Belfast: Northern Ireland Council for Voluntary Associations, www.nicva.org/uploads/docs/reserves_policy.doc (accessed 22 April 2008)

This document provides guidance for community and voluntary sector organisations located in Northern Ireland. It relates mainly to monetary reserves but also includes advice regarding funding relating to asset management.

Key words: reserves, third sector, Northern Ireland.

NICVA (2007) *Programme for Government and Budget 2008–2011 NICVA Briefing Paper*. Belfast: Northern Ireland Council for Voluntary Associations

This document summarises the Northern Ireland Council for Voluntary Associations' briefing in response to the Quirk Review. It provides an overview of the proposed strategy for the sector in noting that there are three cross-cutting priorities for the sector to address: societal; economic and environmental. It comments that much of the strategy for the sector in Northern Ireland is dependent on the sale of 'unused' assets. NICVA expresses serious doubts about this policy noting that unused public assets can only be 'sold once'.

Key words: Quirk Review, unused assets, Northern Ireland.

O'Leary, T. (2008) *Asset Based Approaches to Rural Community Development: Literature Review and Resources*. Fife: International Association for Community Development for Carnegie UK Trust

This is an international collaboration with partners in Australia, Brazil, Canada, India, Romania, Uganda, UK and New Zealand. It provides a rich seam of international research and literature on asset-based community development (ABCD). O'Leary conceptualises different approaches. One root arises from the 'cultures, cosmologies and communities' of those who are undertaking this work. A second she identifies is from 'practice, theory or 'sense-making' of those active as academics or practitioners in the field (IDS, Sussex, UK; Coady Institute, USA; Centre for Development Practice, South Africa). A third root she identifies is funder driven such as from the Ford Foundation, Carnegie, World Bank, non-governmental organisations. Her research shows ABCD approaches are being developed at community as well as local and national levels and across many countries. She draws links to participatory appraisal techniques used in rural communities and cites around 20 toolkits from around the world. The main part of the report identifies questions of scale with ABCD approaches; the enabling conditions for rural development; capitals and capabilities along with assets and strengths. O'Leary also identifies links to the systems thinking of 'appreciative inquiry.' A list of international organisations, toolkits and case studies, and reference articles are provided.

Key words: international collaboration, ABCD, participatory appraisal, case studies, Northern Ireland.

Ulster Community Investment Trust (2006) *UCIT Annual Report*. Belfast: Ulster Community Investment Trust, www.ucitltd.com (accessed 9 February 2008)

The report provides a lending and social dividend summary for 2006, a list of all its clients (childcare, housing, environment, arts and culture, tourism projects, enterprise/workspace retail units, and community support) and four case studies written by the Ulster Community Investment Trust.

Key words: community enterprise, case studies, Northern Ireland.

Wilson, J. (1999) *The New Entrepreneurs Seminar 3: Social Entrepreneurs*. London: Smith Institute

This records the speakers' points at a seminar which took place at 11 Downing Street. Stephen Timms discussed the emergence of Community Links from a small house in Newham to a location, at peppercorn rent, at Canning Town Hall. Later, sums of money were required for the refurbishment of that building which were duly raised. Frances Kavanagh discussed the way Northern Ireland was 15 years ahead in the field of community economic development. He mentioned how he brought together 10 key community action people and they had combined assets of £10m between them.

Key words: community, economic development, building, Northern Ireland.

4 Evaluations

Brown, S. (2003) *The Role of the Community Building*. Cirencester: ACRE

A pilot project of 10 village halls covering a range of different factors in order to develop a comprehensive methodology to explore the social capital that community buildings can generate. The aim was to develop an evaluation tool for village management committees and to assess their impact on the local community.

Key words: rural, evaluation tool, impact, community buildings, ACRE.

Browning, S. (2007) *Scottish Land Fund: findings from our evaluation*. Big Lottery Fund Research Issue 34. London: Big Lottery Fund

This research shows how the Community Land Fund has pioneered community ownership in rural Scotland and this document provides the Big Lottery's interpretation of the evaluation findings. The report argues that the Land Fund has allowed communities to take charge of and develop assets and they are expected to benefit from these for many years. The evidence shows there is an improvement in the quality of life from most projects although the pace of the change is variable. Community ownership has promoted local interaction and networks and community groups have remained as strong after asset acquisition. The summary argues that community ownership is not always the best solution but points out that of 188 communities who were supported by the Land Fund only one has given up ownership. The Land Fund made 256 grants to rural communities with populations under 10,000 until the programme closed in July 2006. Interviews during the research sought to assess the benefits delivered by the projects. Maintaining momentum may be a crucial issue in the years ahead. Social benefits cited included a greater sense of confidence in the local community, the development of transferable skills such as negotiating and the development of links with local schools.

Key words: community land fund, ownership, community benefits, social benefits, Scotland.

Centre for Sustainable Energy and Hassan, G. (2005) *Community Benefits from Wind Power*. London: DTI

This independent study for the DTI assesses the nature and scale of community benefits of wind power projects in the UK compared to similar projects in Spain, Denmark and Germany. In the UK community benefits are a contentious issue and not built into the fabric of wind power development as they are in the other three countries. The report finds that the power generated has been too low to encourage mass production of turbines and wind farms, there is no visible mass job creation, evaluation impacts have not been evidenced, there is no formal mechanism to distribute funds, and the planning system does not address community finance. To encourage a greater demand for wind energy in the UK the authors recommend strengthening community-led planning of wind projects, development of direct financial contribution mechanisms, such as a community fund, and opportunities for community ownership and dividends.

Key words: sustainable energy, community planning, Europe, UK.

Community Technical Aid (now known as Community Places) and PMG Consulting (March 2004) *Networking Buildings for Sustainability Research Report*

This evaluation report was commissioned by the Task Force on Resourcing the Community and Voluntary Sector to look at sustainability for local community development centres in

Northern Ireland. The management and possibly ownership of such centres should involve the groups involved in the centre but 'should also be open, responsive and accountable to the wider community infrastructure'. Futurebuilders was seen as an important English initiative to support the sector's assets such as buildings. Their work to encourage sustainability entailed requiring access to physical, financial, human and social capital through networking centres. Development is seen as requiring an interplay between all four. The report has been used, according to the authors, to support funding applications to develop network centres.

Key words: evaluation, sustainability, community development centres, Northern Ireland.

CRESR (2004) *South Yorkshire Social Infrastructure Programme (SYSIP): Evidence on the Role, Scope and Scale of Community Assets*. Sheffield: CRESR, Hallam University

This item concerns research in progress. Yorkshire Forward and the South Yorkshire Objective 1 Programme have committed investment funds of around £35m to support community economic development through voluntary and community sector infrastructure in South Yorkshire between 2006 and 2009. The programme includes significant investment in community assets. An evaluation, led by researchers at Sheffield Hallam University, ran from March 2007 to June 2009. From October 2007 to June 2009 the evaluation focussed on five linked themes: volunteering, sustainability, core infrastructure services, neighbourhood infrastructure and partnership. On sustainability, the investment is supporting four types of intervention: the construction of new assets – new buildings for Voluntary Action Barnsley and Voluntary Action Rotherham, advising on making community assets more sustainable, enabling the development of new community assets, and providing a range of support around procurement and income diversification.

Key words: community sector infrastructure, asset development, support, sustainable, England.

Futurebuilders England (2007) *Is Futurebuilders Working? Learning Report*, www.futurebuilders-england.org.uk (accessed 9 February 2008)

This is the second learning report from Futurebuilders (FB). It has undertaken surveys of trustees, examined an independent internal advisory panel report, an Audit Commission report and a continuing independent evaluation being conducted by Sheffield Hallam University. It identified a range of factors that needed to combine if FB was to succeed. It argued that the current commissioning environment is not yet ready with a lack of secure contract fees from commissioners and a grants-orientated view at times from both third sector and commissioners.

Key words: learning report, futurebuilders, commissioning environment, lack secure contracts.

Gore, T. (2005) *The CISWO One-stop Shop Project*. Sheffield: Hallam University

The One-Stop Shop Project is a community service delivery organisation that operates from buildings provided through the Miner's Welfare Services. The project is funded through the Community Fund and is part of the regeneration of ex-mining areas. An evaluation of this project was conducted and recommends that managers and trustees require skills training in strategic management and marketing of the services they offer.

Key words: evaluation, trustees skills, regeneration, England.

Gore, T., Ryan P. and Wells P. (2003) *The Contribution of Community Businesses of Yorkshire and the Humber to the Rural Economy*. Leeds: Centre for Regional Economic and Social Research and Policy Research Institute, Leeds Metropolitan University.

Two specialist teams, one from the Centre for Regional Economic and Social Research and another from the Policy Research Institute at the Leeds Metropolitan University, carried out research to examine the scope, extent and impact of community-owned businesses in the Yorkshire and Humber region. Up to 20 case studies were used to highlight economic contribution, scale, legal structure and management operations of businesses, and key development stages of the businesses. The study found that for many businesses a strong local market exists because of a gap in the provision of goods and services from commercial channels. The report contains policy recommendations and a list of businesses found in the scoping study.

Key words: community business, rural, economy, England.

Macdonald, B. et al (2007) *Scottish Land Fund Evaluation (Final Report)*. London: Big Lottery Fund

The evaluation concludes that the Scottish Land Fund (SLF) met its objectives. The fund enabled 188 community groups to own their own land. The findings are based on 26 interviews of community groups who received funds to invest in land. The methodology involved interviews with directors, trustees, development officers and case studies. The authors recommendations are that community asset ownership requires support and development particularly in the following areas: ensuring that projects are community-led; maintaining community engagement; helping make projects aware of challenges and risk; assisting projects to undertake monitoring of performance to assess progress; providing development officer support; and working towards sustainability – both of a financial and community engagement nature.

Key words: land fund, evaluation, Scotland.

MacMillan, R. (2004) 'County Durham community buildings survey 2003', *One Voice Network - Network News, Issue 3*

This report gives a comprehensive picture of the extent of community buildings in the county of Durham in 2003. This came at a time when support for developing such buildings was being developed in the context of the idea of physical 'hubs' to serve towns and villages. The report looks at some definitional issues of community buildings and makes use of a JRF formulation from a report by Marriot (1997). This contains notions of a building, run by a voluntary committee for public benefit. It includes most village and community halls, independently run community centres, church halls and some other buildings. It points out that the evidence base around the wider role of village halls is fairly limited. The survey suggests there are just over 270 village halls in the county, that are on average 68 years old. Nearly half were community owned while one third were owned by a statutory authority. Maintenance was usually the responsibility of the owning body.

Key words: community buildings, village halls, survey, ownership.

PricewaterhouseCoopers (2001) *URBAN Community Initiative in Northern Ireland 1994–1999, Evaluation Report*. Belfast: PricewaterhouseCoopers

This is an evaluation report of a European URBAN operational funded programme which had three sub programmes in Northern Ireland: two in Belfast and one in Derry. It examined the outputs from these three project areas. The project in Derry in particular included large amounts on physical projects including refurbishment and new build aimed at young people, community development and training activities. There was an emphasis on risk taking, wide consultation and high community involvement. The evaluation claims to have ‘traced definable impacts on a large number of people in need’ in these highly deprived and excluded parts of the UK.

Key words: community development, refurbishments, new build impacts found, Northern Ireland.

Thake, S. and Lingayah, S. (2008) *Delivering Against Expectations. Adventure Capital Fund: Independent Evaluation*. London: London Metropolitan University.

This is the fourth independent evaluation report of the Adventure Capital Fund (ACF). This fund was launched by the government in 2002. It aimed to provide patient capital to independent community organisations so as to enable them to develop their asset base. Patient capital is a term used to describe a stream of income into the organisation which is between grants and near-market level loans – it may combine a mixture of both sources on terms appropriate to a given organisation. The research period covers four years from December 2002, when the ACF was first launched, to December 2006 and covers Round 1 and Round 2 investees. The evaluation found that once funds had been taken up, progress of the projects was much slower than anticipated due to capacity constraints on the organisations that were not fully understood by the ACF. The report sets out several recommendations for the ACF board to consider such as monitoring applications when they come in and providing adequate support to the investees from the umbrella community organisations that represent many of the groups.

Key words: evaluation, Adventure Capital Fund, slow progress, support needs.

Thake, S. (2005) *Adventure Capital Fund Round 2: Baseline Report Defining the Market*. London: London Metropolitan University

At the beginning of Round 2 the Adventure Capital Fund (ACF) awarded £3.8 million of investment to 21 organisations. The investment was a mix of patient capital, seed capital and working capital. The evidence revealed that the patient capital was more relevant to organisations with a turnover between £100,000 and £1 million and for organisations with low trading surpluses and a turnover of more than £1m. Most of the applicants were from the London regions. However the ACF made awards to organisations based in eight of the nine regions. The report provides detailed analysis of the scale and content of ACF Round 2.

Key words: patient capital, relevant, Adventure Capital Fund.

Thake, S. (2004) *Sustainable Futures: Investing in Community-based Organisations*. London: New Economics Foundation

This is the second report in the evaluation series of the Adventure Capital Fund (ACF) and covers December 2002 from the launch to June 2004 of Round 1 investees. The report concludes that the ACF programme has proved a demand for: capacity-building support for organisations to take on social enterprise programmes, sources of long-term funding and

access to skilled advice and knowledge. The report provides case studies of some of the investees and quantitative evidence of their investment, and an evaluation score card of the ACF's developmental capabilities.

Key words: demand, Adventure Capital Fund (ACF), capacity-building, case studies, evaluation.

Thake, S. (2003) *Primed for Growth: Adventure Capital Fund Baseline Report*. London: New Economics Foundation

An introductory report on the Round 1 applications to the Adventure Capital Fund (ACF), the application process and the support programme offered to investees. The package was designed to provide a robust and supportive framework for long term investees. At the time of writing this report the policy agenda was in tune with the idea of an investment culture for community organisations. The Home Office, ODPM, DTI and HM Treasury were all in favour of the investment in the community sector and this was supportive to ACF. This was combined with support from the New Economics Foundation, Scarman Trust, Development Trusts Association and the Local Investment Fund.

Key words: baseline report, Adventure Capital Fund.

5 Commentators

Carpenter, J. (2007) 'Asset transfer freedoms not used', *Regeneration & Renewal*, April, pp. 1

This article notes that many public bodies are still imposing rules requiring publicly-funded community groups to repay profits from revenue-raising schemes, despite not having been required to do so for two years. The policy also meant that organisations could not use their assets as collateral for further loans.

Key words: transfer, loans, community groups.

Carpenter, J. (2007) 'Taskforce calls for £50m local pot', *Regeneration & Renewal*, January, pp. 4

This article summarises government policy in respect of the establishment of community micro-grants. It refers to a report by the Local Community Centre Taskforce, 2007. It notes that the government taskforce proposed that grants totalling between £35 million to £50 million a year between 2007–2010 should be offered to community groups to develop social capital and build community capacity. The report also recommends that the government launches a campaign to promote the benefits of community ownership and management of assets.

Key words: community ownership, management, Taskforce, capacity.

Carpenter, J. (2007) 'Third sector tonic as red tape cut', *Regeneration & Renewal*, January, pp. 8

This article draws attention to government policy aimed at reducing bureaucracy for those voluntary organisations wishing to sell or lease their property assets. According to the Cabinet Office, the plan will make it simpler for charities to manage their property assets. It estimates that the measure will save voluntary organisations a total of £2.4 million a year.

Key words: community organisations, sell, lease, bureaucracy.

Cater, N. (2007) 'What's the deal on community assets?' *Third Sector*, 6 June, pp. 13

This article discusses the transfer of community assets. It takes a critical perspective arguing that many of the assets councils will want to transfer will be 'crumbling wrecks'. Thus councils will have to provide large incentives 'to confuse charities into thinking they are getting a bargain'. The article highlights the Treasury's plans to allow the acquired assets to promote enterprise and generate a surplus to promote sustainability; however, it also draws attention to the 'clawback provisions' put in place to protect public funding.

Key words: transfer, clawback, sustainability.

Chapman, R. (2007) 'Regulation with Rosie', *Third Sector*, Vol. 461, pp. 24

This article discusses Community Interest Companies (CICs). Chapman argues that there were at the time of writing about 670 community interest companies in the UK. They offer a contemporary solution for organisations that find charitable status too restrictive in terms of payments and activity. CICs offer an organisational framework designed for social enterprises that want to use their profits and assets for public good. However, an organisation cannot be both a charity and a CIC. Unlike charities, CICs can sell shares to raise the capital to get started. They also undertake activities that aren't exclusively charitable and operate more commercially – paying directors and shareholders, for example.

They are subject to a less stringent regulatory regime than registered charities. One feature of CICs is the 'asset lock'. This means that assets must either be kept by the CIC to use for the benefit of the community or, if transferred out of the CIC, be subject to fairly strict conditions. CICs are identified with social enterprise; the definition of community interest that applies to them is wider than the public benefit test for charities.

Key words: CIC, social enterprise, asset lock, community interest.

Coxon, A. (2006) 'Councils are reluctant to transfer public assets', *Regeneration & Renewal*, December, pp. 4

This article draws attention to the Quirk Review findings and argues that councils are reluctant to transfer assets to local communities. It draws attention to the words of Debbie Edwards, a policy adviser to the Office of the Third Sector. In referring to the Quirk Review Edwards stated that councils feel that 'there are only risks and no benefits' in community management and ownership of assets. The article also notes that the Quirk Review also discovered a lack of management capacity in some community groups and that such a lack of capacity may deter them from taking on assets.

Key words: transfer, local council, reluctance, Quirk, capacity, community groups.

Eccles, A. (2007) 'Keep it legal: community organisation', *Third Sector*, Vol. 494, pp. 24

This article focuses on Community Interest Companies (CICs). It describes them as limited companies with special features, the purpose of which is to use business activities to advance community benefit rather than for personal gain. All CICs must benefit the public or community they were formed to serve. CIC's assets are 'locked' – funds may only be used for the benefit of the community. The article argues that charities form a vital element of the third sector. However, it notes that charities are not the only legal structure in the sector. It suggests that individuals or groups wishing to set up a voluntary, community or not-for-profit project could consider setting up a Community Interest Company. While CICs do not benefit from the tax advantages received by charities, they are less regulated and more flexible.

Key words: CIC, benefits, community organisation.

Gilmartin, M. (2007) 'Variety is the spice of investment life', *Third Sector*, Vol. 483, pp. 26

This article suggests that charity trustees should seek to widen their charity's investment portfolio. It notes that trustees need to generate acceptable returns on their charity's assets so that they can meet liabilities while maintaining 'buying power'. It does, however, point to the possible risks of investment noting that between 2000 and 2003 the value of investments decreased.

Key words: charity assets, investments, trustees.

Harwood, R. (2007) 'Keep it legal: asset protection', *Third Sector*, Vol. 487, p. 24

This article argues that trustees must exercise a 'general duty of care' when making investments. It notes that trustees must also comply with certain duties including assessing the suitability of their charities in relation to any investments made. Trustees should also consider the need for diversification of charity investments. The extent of diversification will be influenced by the amount charities have available to invest.

Key words: protection, investments, care, charities

Knight, J. (2007) 'We'd appreciate a little consultation', *Third Sector*, Vol. 499, pp. 15

This article discusses the government consultation regarding the best way to distribute the revenue from dormant accounts. It notes however, that the government has not consulted directly with the third sector about where the revenue from the dormant accounts would best be spent. The article suggests the sector would appreciate consultation on this matter.

Key words: dormant accounts, consultation, third sector.

Little, M. (2007) 'Sector funds on the rise', *Third Sector*, Vol. 495, pp. 1

This article draws attention to the fact that charity investments managed very modest gains in the previous quarter, despite the recent market turbulence. Despite big stock market losses in August (2007), charity funds posted a 0.4 per cent increase in the three months to the end of September. It is noted that charity funds rose 11.7 per cent in the preceding 12 months.

Key words: charity, investment, third sector.

Lloyd, S. and Rumbold, A. (2003) 'Navigating through the alphabet soup', *Regeneration & Renewal*, May, pp. 14

This article focuses on newly emergent social enterprises that have a 'public interest' as their ethos. Such companies are known by a variety of names including: public interest companies, community interest companies (CICs), community benefit societies and public benefit corporations. Difficulties in distinguishing between the different characteristics of the terms used to describe each type of organisation are discussed. Each term has legal and political (policy) related implications. Each type of organisation is discussed. Much attention is paid to the term public interest company (PIC). The concept of the PIC originated in the voluntary and community sector around 2001.

Key words: social enterprise, legal, company, CIC, Public Interest Company.

Marrs, C. (2004) 'Private matters, public concerns', *Regeneration & Renewal*, April, pp. 15–17

This article draws attention to examples of city centre regeneration projects which involve handing over streets to private corporations. Current land shortages mean that developers are forced to search for opportunities in town centres. The decline of town centre popularity (as a result of out-of-town shopping hubs) has resulted in councils welcoming developers. However, concerns are expressed that councils' need to attract investment is encouraging them to pass public assets to private organisations. In passing public assets to private investors, councils are stretching their democratic mandates. Such actions have prompted local protests from voluntary and community sector organisations. Questions are raised in this article about whether the third sector's protests reflect public attitudes.

Key words: regeneration, town centres, private organisations, community, local authority.

Mitra, B. (2007) 'There are ways to keep your interest', *Third Sector*, Vol. 493, pp. 26

This article encourages smaller charities to widen their investment portfolio and invest their monetary assets in closed-ended investment companies, including investment trusts. Unlike a unit trust or open-ended investment company (OEIC), these are companies in their own right, run by an independent board of directors. They invest, primarily, in the shares of other companies.

Key words: charities, investment, trusts.

Palmer, P. (2007) 'Spread assets bring a boost in value', *Third Sector*, Vol. 500, pp. 26

This article looks at the subject of asset allocation through the perspective of a case study organisation, The Rowans Hospice in Hampshire. This is a 19-bed hospice and daycare centre with an income of £3.3m. In 2004, the hospice had £1.5m in liquid assets. It had also been given a bond in Enron, the US firm, which was not under its control, and Enron had gone bankrupt, making the trustees risk-averse. After getting advice on reserves policies, the trustees and the financial director attended a training course on charity finance and decided to allow the introduction of some equities, bonds and commercial property into the charity's portfolio. These equities performed positively resulting in the portfolio being extended to include hedge funds. Three years later, Rowans still had 50 per cent of its assets in cash and bonds; however the other 50 per cent have been diversified. This allowed the trustees to minimise the risks to the charity. The assets portfolio has been giving an annual return running at 8.5 per cent; this exceeded the premium return over cash for the same period.

Key words: risk-averse, trustees, investment.

Pearson, J. (2007) 'Valuing heritage assets might cost us millions', *Third Sector*, Vol. 469, pp. 3

This article draws attention to difficulties experienced by the National Trust in identifying the benefits of capitalising on the Trust's heritage assets. It argues that some charities are warning that it could cost them millions of pounds to comply with the latest proposals from the Accounting Standards Board regarding the valuation of 'heritage assets' such as buildings, land and paintings. Although the Accounting Standards Board dropped an earlier proposal that charities should value all their heritage assets, it then stated that it should be done 'collection by collection' if practicable. Heritage assets are currently valued only if recently acquired. The second proposal was, according to this article, met with scepticism at a meeting held by the Charity Commission between financial experts from major heritage charities, members of the SORP committee and representatives of the major accountancy bodies. If the proposals were to be adopted the National Trust could spend up to £9m a year on valuations, with the cost of valuing some projects exceeding the amount spent on their conservation. Some concerns were expressed at the meeting that the new proposal suggested accounting for heritage assets should be 'useful and relevant', rather than reliable.

Key words: heritage, value, accounting, National Trust.

Priestley, C. (2006) 'A new type of organisation', *Third Sector*, Vol. 426. pp. 26

This article focuses on community interest companies (CICs). It notes that a CIC may be a private company limited by guarantee or by shares, or a public company limited by shares. Regulations exist to ensure that if a CIC is wound up, its assets will be used for the community purposes for which it was established.

Key words: CIC, community, asset lock.

Rhodes, D. (2007) 'Keeping it legal: selling land', *Third Sector*, Vol. 486. pp. 24

This article discusses the legalities of asset transfer. It notes that (if the sale is not to a connected person), trustees can proceed without an order if they have taken three steps. The first is to obtain a qualified surveyor's report on the property. The second is to act on the

surveyor's advice in relation to the advertising of the property for sale. The third is to consider the surveyor's report in relation to the sale, before deciding that a proposed sale is on the best terms available and is in the charity's best interests.

Key words: transfer, legal, surveyor, land.

Robertson, N. (2008) 'Electric dreams', *Triodos News*, Edition 30, Summer

This article provides a story of a person who came to live and work on the Isle of Eigg on Scotland that is now owned by the Isle of Eigg Heritage Trust. A subsidiary of the Trust, Eigg Electric was established to bring regular electric power to the islanders.

Key words: Isle of Eigg, Eigg Electric, trust, ownership, Scotland.

Ross, M. (2007) 'New socialist entrepreneur', *Regeneration & Renewal*, April, pp. 18–20

This article discusses Third Sector minister Ed Miliband's role as the government's 'champion of social enterprise'. It argues that Miliband's role illustrates the Labour movement's evolution from radical working class alliance to a pragmatic, mildly progressive party of governance. The article argues that it is Miliband's job to support entrepreneurs who want to use capitalism's potential to produce social and environmental benefits. It notes that Miliband defends the policy of increasing third sector delivery of local authority services. The article also discusses the £125 million Futurebuilders fund, arguing that it has a restrictive remit. The £30 million Community Assets Fund launched by Miliband is also noted.

Key words: social enterprise, government, entrepreneurs, delivery, Community Assets Fund, local authority.

Simmons, P. (2008) 'The power of community', *Triodos News*, Edition 30, Summer

This article describes how the local community in Comrie, Perthshire, came together to buy 90 acres of Ministry of Defence land via a development trust making use of the 2003 'right to buy' law. They had six months to find the funds and were able to do this by using their skills and enthusiasm with the trust's members acting as volunteers. The purchase was underpinned with loans from the Tudor Trust and Triodos Bank while Growing Community Assets (a Big Lottery Programme), Scottish Enterprise and Lloyds TSB for Scotland supported the technical aspects such as business planning.

Key words: ownership, purchase, loans, right to buy, Scotland.

Warrell, H. (2007) 'Fund manager tells charities to review their assets', *Third Sector*, Vol. 494, pp. 9

This article warns that recent market instabilities mean that charities need to review their share portfolio and seek alternatives to asset management.

Key words: charities, investments, management.

Warrell, H. (2007) 'BlackRock backs European property investments', *Third Sector*, Vol. 487, pp. 9

This article quotes John Hildebrand, head of charities at Investec Asset Management. Hildebrand is quoted as promoting overseas investment for charities. They need to be aware of opportunities and while investing overseas does involve taking on currency risk, it can also aid diversification. The article also notes that investment management firm BlackRock

encouraged charities to opt for European property funds, instead of investing solely in UK property assets, in order to spread their risks and get better returns.

Key words: charities, property, investment.

Warrell, H. (2007) 'Social Investment Bank is given cautious backing', *Third Sector*, Vol. 485, pp. 4

This article draws attention to the government's first public endorsement of the Commission on Unclaimed Assets' proposal for a social investment bank to finance the third sector. It notes that the endorsement has received a cautious welcome from charities.

Key words: Unclaimed assets, social investment bank, government, charities.

Warrell, H. (2007) 'Strong equities lift charity funds in second quarter', *Third Sector*, Vol. 485, pp. 9

This article draws attention to the positive returns charities received in their investment portfolio in the previous 12 months.

Key words: charities, investment.

Warrell, H. (2007) 'Unclaimed assets rearguard action', *Third Sector*, Vol. 502, pp. 1

This article focuses on dormant bank accounts in relation to the reclaiming of 'unclaimed assets'. It draws attention to the actions of a coalition of 52 UK charities which has enlisted the help of peers to lobby for changes to the government bill on the use of money from dormant bank and building society accounts.

Key words: charities, investment, unclaimed assets.

Warrell, H. (2007) 'Share unclaimed assets across UK say the Scots', *Third Sector*, Vol. 462, pp. 11

This article discusses demands by a Scottish third sector financier (Social Investment Scotland) that unclaimed assets from Scottish accounts should be spent on projects in Scotland. This demand was made in response by a proposal by the Commission on Unclaimed Assets that funds in dormant bank accounts should be channelled into a social investment bank for use in disadvantaged communities across the UK.

Key words: charities, investment, unclaimed assets, Scotland, UK.

Warrell, H. (2007) 'Decision soon on dormant assets', *Third Sector*, Vol. 459, pp. 1

This article draws attention to a quote by Stephen Bubb, chief executive of Acevo, who is quoted as being concerned that the social investment bank might be endangered if unclaimed assets were diverted into the BLF to pay for the Olympics. This article highlights concerns that up to half of the estimated £400m of unclaimed assets that the Commission on Unclaimed Assets proposed might be diverted to the Big Lottery Fund to replace money diverted for the Olympics.

Key words: charities, social investment, unclaimed assets.

Warrell, H. (2007) 'Dormant assets bank could harm other funders', *Third Sector*, Vol. 458, pp. 11

This article draws attention to concerns that the social investment bank could impact negatively on other funders. The report stresses that third sector organisations needed

access to 'the full range of funding options, including grants in aid, project funding, contracting and social investment'.

Key words: charities, social investment, funders.

Warrell, H. (2007) 'Assets bank policy fears', *Third Sector*, Vol. 496, p. 7

This article quotes John McFall, chair of the Commons Treasury Committee, who stated he was disappointed by the government's decision not to introduce legislation. The government should ensure that the funds available for disbursement are maximised. The article draws attention to warnings that the government's decision not to legislate to make banks surrender their dormant funds will result in less money being released for community projects. It notes that while the government wants to use unclaimed assets for spending on youth facilities, the Commission on Unclaimed Assets has suggested that some money should be put towards a social investment bank to finance the third sector.

Key words: community, social investment, unclaimed assets.

6 International sources

Sweden

Ode, A. (1999) 'Sustainable management of community forest in southern Sweden', in Gustavsson & Ode (eds) *Sustainable Landscape Management in Southern Scandinavia*. Rapport 99:1, Department of Landscape Planning, Alnarp, SLU

Forest ownership and management play an important role in Sweden. The protestant church is estimated to own more than 20 per cent of the forest in a country rich in woodland. This chapter examines some of the arrangements around community interests in forests.

Key words: community, involvement, forests, Sweden.

Trägårdh, L. (ed) (2007) 'Democratic governance and the creation of social capital in Sweden: The discreet charm of governmental commissions', in L. Trägårdh (ed) *State and Civil Society in Northern Europe: The Swedish Model Reconsidered*. London and New York: Berghahn Books

Trägårdh suggests relations between state and civil society, which may be tinged with conflict in Anglo-American contexts, may be understood quite differently in Sweden where a multitude of cross-interest deep consultative forums have tended to reinforce a state-citizen relationship which is more co-determining than confrontational in policy and implementation issues. The governmental commissions provide examples of long term co-determining structures which sit, often for many years, involving multiple sectors of society to determine policy on a wide range of social issues.

Key words: government, citizen, civil society, policy, Sweden.

Germany

Associations of German towns, www.dstgb.de/homepage/index/html and www.staedtetag.de/ (accessed 5 May 2008)

Associations of German towns have had sub-groups working on aspects of public or semi-public ownership. With ever-increasing pressure on budgets new approaches are being explored. A key theme has been examining privatisation. The site contains a contribution concerning the role and limits of privatisation ('privatisierung; die Stimmung ist gekippt') which offers a good practice guide for local municipalities by setting out key issues. It describes how privatisation arrangements to a German ear can entail provision that involves competition or a monopoly; that might be economic or not economically orientated, and might imply a profit or not-for-profit motive. It also points out that private sector provision is not always more efficient, financially more advantageous, or providing a better quality. Also reviewed: 'Privat ist nicht immer billiger' ('private is not always cheaper') which describes contrasting experiences of outsourcing rubbish and recycling.

Key words: public, private, partnerships, local authorities, Germany.

Birkhölzer, H., Lorenz, G. and Schillat, M. (2007) *Soziale Ökonomie in Berlin: perespektive für neue Angebote und sinnvolle Arbeitsplätze in der Hauptstadt*. Berlin: Technologie-Netzwerk

This book reports on research examining cases of socially orientated organisations in Berlin. These draw on a long tradition of economic self-help in Germany arising from the principles of the co-operative movement. Twelve types of social undertakings were identified in Germany ranging from the large welfare organisations and foundations to social centres, alternative groups, and projects working with disadvantaged people. Nearly 1,000 established or potential organisations of this type were discovered to be operating in East Berlin. Five cases as examples are presented. Pfefferwerk Verbund represents an example of a multi-purpose organisation operating in the Pankow district of East Berlin focussing on social and cultural activities. Established in 1988 it operates from a large building and offers a location for bringing together a wide range of organisations including those engaged in local sport and projects with the unemployed. There are also training projects and work with young people and children, and activities associated with anti-discrimination and the environment. Pfefferwerk is unusual in managing and owning its own building. An associated foundation, Stiftung Pfefferwerk, was established to gain funds to enable the building to be cleaned and developed for the role it plays today.

Key words: self-help, community, economic, ownership, foundation, Germany.

Deutsches Institute für Urbanistik, www.difu.de (accessed 5 May 2008)

The Deutsches Institute für Urbanistik has examined studies on public-private partnership and the new role of public companies in housing.

Key words: public, private, housing, urban, Germany.

Gemelli, G. (2006) 'Bürgerstiftungen zwischen Vergangenheit und Zukunft', in P. Hoelscher und B. Casadei *Bürgerstiftungen in Italien und Deutschland*. Berlin: Maecenata Verlag

Gemelli reviews the importance of the independence and pluralism of community foundations. He reminds readers of an international definition of community foundations proposed by Suzanne Feurt (1999, not referenced further) where she suggests they are 'independent philanthropic organisations which have the goal to increase the quality of life of a community over the long term...they should develop new permanent ways that will support the needs of the local community...' In this respect he also cites the importance of an online essay by E.D. Carson (2004) *The Road is not yet Travelled: A Community Foundation for Social Justice*, (Bürgerstiftungen, Berlin, December 2004, not referenced further).

Foundations also have the role of acting as a manager to gain contributions from many donors to gain an endowment that can benefit the community. Other similar work by Carson is also referenced (Carson, E.D. 2003, *Making Waves to Build Community and Raise Assets: A 21st Century Strategy for Community Foundations*, Keynote address at the Community Foundation Network annual meeting, London). Gemelli stresses the importance of foundations in a 'political' role in creating a social vision which can be furthered through policy. Gemelli draws on the Moot Foundation's definition of community philanthropy as 'a catalyst and collector of the resources...to benefit a community'. Overall he suggests that what is needed is an integration between the older charity model of foundations and the newer development orientation. This implies foundations offering combined packages of 'know-how' and advice alongside management expertise and financial contributions.

Key words: Foundations, long term, development, vision, Germany.

German Research Institute for Public Administration in Speyer, www.hfv-speyer.de/js-start.htm (accessed 5 May 2008)

New public management and public businesses have been examined by researchers at the German Research Institute for Public Administration in Speyer. This included a 2005 research project at state, länder and local level into Public Private Partnerships (PPP): 'Public Private Partnership Projekte: eine aktuelle Bestandsaufnahme in Bund, Ländern und Kommunen.' It examined a variety of types of PPP arrangements, the largest number of which were in the field of schools, sports, tourism, transport, administration. Current projects include examining new forms of public management and governance with one key theme being the interaction between the administration and the citizens.

Key words: public, private, partnership, management, government, Germany.

Müller, U. (2008) *Sports Clubs in Germany: Development, Characteristics, Challenges*. Paper presented in Giesen, April (correspondence Westfälische Wilhem-Universität Münster, Inst für Sportwissenschaft, muelleru@uni-muenster.de)

Müller discusses two types of sports clubs, an older voluntary tradition which embodied civic and democratic goals alongside physical activity dating from 1811, and a more competitive tradition, influenced by English traditions, from the mid nineteenth century. In 1980, and before the reunification of Germany, 16.9 million people were organised in sports clubs (27.8 per cent of the population) with the figure in 2007 at around 24 million members in 91,000 clubs. Sports clubs thus occupy a very significant position in the local community in Germany. Müller points out that tax benefits are provided at local, regional and national level to clubs. Two thirds of clubs use local authority sites (typically schools). Of this number nearly a third of clubs can use the facilities free of charge while the rest must pay some contribution – this is raised either by asking for a usage fee from members or by selling some products. Some 40 per cent of clubs possess their own facilities, which can be viewed as an asset, and this can open up an income stream in terms of rental to other users. The biggest type of asset owned is a location for social activity or club bar. Müller suggests that with increasing financial pressure on local authorities, as well as changes to the pattern of schooling hours, new ways of financing facilities may be found which may include new partnerships between clubs, local authorities and private commercial organisations.

Key words: sports clubs, buildings, finance, Germany.

Petry, C. (2006) 'Sechs Fragen', in P. Hoelscher und B. Casadei *Bürgerstiftungen in Italien und Deutschland*. Berlin: Maecenata Verlag

Petry, a senior practitioner with a German foundation, poses six questions for foundations. Three key issues are summarised here. What is the role of foundations in Germany in relation to other parts of society? Petry suggests they are engaged with others in undertaking social and political tasks in the economic and welfare field as well as building democracy and have a particular role in bringing other organisations together locally to achieve benefits. This is an important role when, as the author points out, in every European state there is an underclass of excluded people. What are the easiest tasks for foundations? Petry argues that 'charity' is the easiest, for example activities such as holidays for the disabled or repairing churches, as there is little argument about such work. What are the hardest tasks for foundations? Petry argues that long-term development work needs to be undertaken to avoid the social exclusion of groups such as the long-term unemployed, Black and Minority Ethnic groups and the Roma people. In particular, drawing from Putnam, it is

important to increase the 'connectedness' of groups by building both 'bridging' and 'bonding' social capital. Creating chances for excluded groups, such as young people, to participate in society and be empowered is the goal. Petry acknowledges the risks of the 'darker side' of building social capital (the Klu Klux Klan has developed a great deal of social capital) which means issues of values need to be taken into account in undertaking such activities..

Key words: foundations, welfare, social exclusion, long term, development, Germany.

Strachwitz, R.G. (2008) 'Stiftungen in einer modernen Gessellschaft: versuch einer theoriebildung', in Kohl, H., Kübler, F., Ott, C. und Schmidt, K. *Zwischen Markt und Staat: gedächtnisschrift für Rainer Walz*. Berlin: Carl Heymanns Verlag

Strachwitz examines the role of philanthropy in society and links this to the role of foundations. He draws on the long historical (and even pre-historical) disposition of a 'gift-relation' in society. In the post-communist world the state and, increasingly, the market play crucial roles but the importance of civil society and social capital should not be neglected as they may be needed to underpin those other structures. The state may have the power to 'gift' but will not be trusted by some and, overall, neither the market nor the state can be considered fully aware enough of social needs. This implies a need for an additional location for 'giving' and here the resources of both time and money donated by citizens can be considered. In Germany this civil society field encompasses the welfare associations, sports associations, cultural organisations, human rights organisations as well as various kinds of philanthropic foundations. Advocacy groups, self-help groups and intermediate or second tier organisations are other examples in this field. While there were transatlantic influences in philanthropic models between European and US cities in the 19th century there has been a tendency towards such activities becoming instrumentalised and harnessed to the goals of the state. Meanwhile debates about the role of foundations in society have not taken place in German society for over 100 years. Strachwitz argues that philanthropy needs to be orientated towards the future not simply be construed as about current provision. So foundations need to provide both vertical and horizontal links between social institutions and societies. They need to be seen not only for their role as a source of financial resources. They need to play an active role in building trust and democracy in societies. Undertaking these roles also implies there is a need for them to consider their own legitimacy and transparency in their financial affairs and activities. There is a need for them to co-operate more with other foundations. They need to show that they are actively committed to social development.

Key words: philanthropy, foundation, social development, government, Germany.

Italy

Minora, F. (2008) (francesco.minora@polimi.it) Personal communications to the UK research team, May

Francesco Minora points out that: collective properties and commons in general are managed in Italy as community ownership. Collective property can belong to (a) small groups of people (eg group of families) or (b) the local residents of a hamlet (in Italy called 'Usi civici' civic uses of lands). Legally speaking, the Italian collective property is not the same as the UK's common lands and village greens because: in general they belong to a private single owner (or to the National Trust) even if they are managed by a group of people which has the right to use the land and decide about its future. A common character to all

these types of property is that they are private property in which management is undertaken by a community of people.

Minora's research is on the impact and outcomes on local settlement of collective properties. In Italy it's estimated that 5 per cent of the land is made up of collective properties, both types (a) and (b), but this is a proxy value. In general Italian studies have focused on common lands, and especially studied according to their environmental relevance. Most of the literature on common property derives from agrarian law literature. The word 'community' is used in these studies with reference to 'village community' in rural areas.

Minora points out the following sources for researchers interested in the Italian case:

www.jus.unitn.it/usi_civici/

This important Italian centre for the study on collective property and civic uses of lands is located in Trento under the presidency of Pietro Nervi, professor at the Faculty of Economy of Collective Property Economy with key interests in forests and environmental policies.

www.cbt.trentinocultura.net/LVbin/LibriVision

In Trento there is a strong tradition of studies on community approach and social capital, especially at the Faculty of Social Sciences. In this university there is a strong presence of Catholic thought and community is an important research field. One key author here is Gubert (2004).

In addition, Minora, directs researchers to the following:

Bromley, D. (1989) *Economic Interests & Institutions; The Conceptual Foundations of Public Policy*. Cambridge, Massachusetts: Basil Blackwell

Cacciavillani, I. (1987) *Urbanistica e Regime della Proprietà*. Padova: CEDAM

De Martin, G.C. (1990) (a cura di) *Comunità di Villaggio e Proprietà Collettive in Italia e in Europa*. Padova: CEDAM

Grossi, P. (1977) *Un Altro Modo di Possedere - L'emersione di Forme Alternative di Proprietà alla Coscienza Giuridica Postunitaria*. Milano: Giuffrè

Gubert, R. (2004) *Valori e Appartenenze Sociali: Per una Valutazione delle Nuove Territorialità*. Milan: Angeli

Irelli, C.V. (1983) *Proprietà Pubblica e Diritti Collettivi*. Padova: Cedam

Minora, F. (2008 forthcoming) 'The relevance of common lands in building cultural landscapes.' Available from the author (francesco.minora@polimi.it), Polytechnic of Milan (Urban, Territorial and Environmental Planning), Laboratory on Social Policies and associated with the University of Gloucester Cheltenham CCRI Community and Countryside Research Institute.

Minora, F. (forthcoming) 'The relevance of common lands in building cultural landscapes: the case of Cento (Italy).' Available from the author (ibid).

Ostrom, E. (1990) *Governing the Commons: The Evolution of Institutions for Collective Action*. New York: Cambridge University Press.

Stevenson, G. (1991) *Common Property Economics: A General Theory and a Land Use Application*. Cambridge University Press, Cambridge

Poland

Arczewska, M. (2008) 'Poland', in T. Nicholson (ed) *We and They: NGOs' Influence on Decision-making in the Visegrad Group Countries*. Tokyo: Saskawa Peace Foundation

The chapter draws from qualitative research undertaken in Poland which emphasised how respondents from the non-government sector, while stressing the importance of independence, also indicated how they were dependent on local government. To achieve their aims they needed to work through municipalities. This chapter discusses the advocacy and influencing role of non-government organisations in Poland and the difficulties of financing the work. The availability of funds from the European Union is seen as potentially having a negative effect by turning organisations into 'grant devourers.' Acquiring assets was not cited by the respondents.

Key words: third sector, local authorities, financing, Poland.

Fraczak, P. and Wygnan´ski, J.J. (2008) *The Polish Model of the Social Economy: Recommendations for Growth*. Warsaw: Foundation for Social and Economic Initiatives (FISE)

The local development of the social economy is seen as requiring more than individual initiatives and hence needing local networks, support systems, educational and other activation processes. Social economy organisations are seen as having little chance to invest in their own material base and lack the necessary security to gain credit.

Key words: local development, support base, finance, resource base, Poland.

Kubin, K. (2008) *The Social Economy in Poland*. Warsaw: Foundation for Social and Economic Initiatives.

The social economy in Poland is explored in this booklet. Examples of partnerships with local firms have led to not-for-profit organisations like EKON, with a staff of 600 people, to create employment and living quarters for disabled people. An association in Baltów sought to improve a devastated local economy by developing agro-tourism and local crafts which attracts over 150,000 tourists to a 'Jurassic Park'. Ownership of such assets is not clear.

Key words: case studies, economic development, disabled, third sector, partnerships, Poland.

Królikowska, A. (2005) 'Financial Resources of the Social Economy Institutions', *Trzeci Sektor*, 2, pp. 73–82

This analysis points out the problems facing social economy organisations in Poland with grant income tied to specific purposes. It considers the possibility of loans or finance from

the private sector – but organisations often lack the expertise to assess the risks involved. It considers other models whereby they might gain income to grow.

Key words: finance, third sector organisation, expertise, risk, Poland.

Krzyszowski, J. (2008) 'The impact of commercialisation on organisational legitimacy and the quality of services: the case of foundation in Poland', draft working paper, Sociology Department Lodz University, Lodz, Poland

Foundations are important not-for-profit organisations in Poland. This is due to the fact that it was originally easy to register a not-for-profit organisation in this legal form. Hence many foundations are small community based organisations engaged actively in project work rather than grant giving. They are also small and poorly-funded organisations with little funds for asset acquisition.

Key words: foundations, third sector, commercialisation, services, Poland.

Rymsza, M. (2007) 'The old and the new wave of the social economy in Europe', *Trzeci Sektor*, 9, pp. 2–8

Rymsza contrasts the characteristics of the traditional social economy movement with the contemporary European model (this latter type in particular contains social enterprises). He discusses the hybrid solutions emerging in Poland which mix co-operative and more typical charitable organisations. New legislation in the last few years has allowed more traditional charitable organisations to increasingly engage in entrepreneurial activities and the social economy has thus become an important arena in which the state and the third sector can co-operate.

Key words: traditional, social enterprise, co-operative, state, third sector, Poland.

USA

Campbell, M.C. and Salus, D.A. (2003) 'Community and conservation land trusts as unlikely partners? The case of Troy Gardens', *Land Use Policy*, Vol. 20, pp. 169–180

Troy Gardens in Wisconsin is an award-winning community project involving affordable housing, a farm and gardens based on a community land trust model. The paper examines the challenges and advantages of this approach and considers how it could be more widely adopted.

Key words: community land trust, community development, USA.

Price, R. (2008) 'United States perspectives on community ownership and management of assets', Prepared by Ruth Price for IVAR, May. Available at <http://rgprice.net/community%20ownership%20report%20us%20-%20final.htm>.

A summary of Price's analysis of the field of community ownership and management sets out the wide range of such processes in the USA and the institutional, financial and regulatory regime which supports it. She has offered a variety of sources, and further information, available as follows:

Benjamin, L., Rubin, Sass, J., Zeilenbach (2004) 'Financial Institutions: Current Issues and Future Prospects', *Community Development*, Vol. 26, No. 2, pp.197–220

Bollier, D. (2002), 'Reclaiming the commons', *Boston Review*, Vol. 27, Nos. 3–4, Summer

Bookshin, M. (1974) *The Limits of the City*. New York: Harper & Row

DeFilippis, J. (1999) 'Alternatives to the "new urban politics": finding locality and autonomy in local economic development', *Political Geography*, Vol. 18, No. 8, pp. 973–990

Kretzmann, J. P., and McKnight, J.L. (1993) *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets*. Evanston, IL: Center for Urban Affairs and Policy Research, Northwestern University

Sherraden, M. (1991) *Assets and the Poor: A New American Welfare Policy*. Armonk, NY: M.E. Sharpe

Walker, C. (2002), *Community Development Corporations and Their Changing Support Systems*. The Urban Institute, December

Watt, H. P. (2000) 'Common assets: asserting rights to our shared inheritance,' Corporation for Enterprise Development: Washington DC. Paper presented at International Association for the Study of Common Property 2006 conference. Common assets are analysed in the USA context noting how the creation of a market for a particular resource presents opportunities and dangers. Taking the example of the sky – even this can be conceptualised as a common asset which could be exploited or claimed – and thus the importance of property rights is considered.
Key words: commons, property rights, markets, USA.

Wider international

ACCORD, India www.justchangeindia.com (accessed 18 June 2008)

This site links the reader to people behind one of India's largest intra-trading groups for marginalised communities. The first tribal group, based in Tamil Nadu, began their journey 20 years ago when they reclaimed their ancestral land in a landmark case led in part by Stan Thekaekera and Mari Marcel, founders of Indian NGO, ACCORD. The land is now used to produce tea and supplies the tribal community with a sustainable income. With ACCORD's links to Oxfam and Action Aid the tribal communities have been able to build their own hospital, school and train young local villagers as nurses and health advisors.

Key words: land, community, poverty, trading, social facilities, India.

***Digital Library of the Commons*, <http://dlc.dlib.indiana.edu/> (accessed 2 June 2008)**

This website contains a wealth of material from around the globe on common ownership, management and economic development.

Key words: digital library, commons, ownership, poverty, world.

Dorondel, S. (2006) 'Common forest, private benefits: Access to state and politics in a village in post-socialist Romania,' IASCP Europe Regional Meeting Brescia, Italy, March 23–25

This paper analyses the issue of the restitution of land following the 1989 post-socialist changes in Romania. It examines how one particular village gained its rights back to the common forest from the state. There is a particular consideration given to the meaning of the forest to villagers and the political hierarchy involved in the process.

Key words: common land, forest, political agenda, ownership, Romania.

Kato, K.S. and Okumu, J.O. (2006) 'The role of community based institutions in sustainable management of forest, water and soil: A case study of Mount Elgon ecosystem, Uganda', paper presentation at the 11th Biennial Global Conference in Bali, Indonesia, June 19–23

This is an examination of community involvement in the sustainable management of the forest in Uganda. This arose in the context of a government failure to manage the resource satisfactorily. A consideration is given to other similar processes in Uganda.

Key words: community, forest management, Uganda.

Lapeyre, R. (2006) 'Do local communities have capacity to regulate the tourism commons? The case of tourism resource in communal land conservancies, Namibia', IASCP Europe Regional Meeting, Center for Economics and Ethics in the Environment and Development, Université de Versailles, Saint Quentin-en-Yvelines, 47, Bd Vauban, 78047 France

This paper examines Namibian experience of community engagement in managing tourism. It points to the multiple demands on natural resources and considers the community's capacity to take on these roles and the local institution's ability to harness collective action.

Key words: common resources, property rights, tourism, social capital, Namibia.

Maan, Y., Polomaing, B., Suardika, P., Asmoro, P., Merza, M-A. and Joicey, P. (2006) 'Collaborative community-based management of the Aesesa watershed', paper presented at the 11th Biennial Conference of International Association for the Study of Common Property, 19–23 June 2006, Ubud, Bali, Indonesia

This paper examines the use of a multi-stakeholder approach, involving government agencies and community groups which arose from opposition to a dam in an arid area in Indonesia. The lessons learnt from this joint approach are considered.

Key words: collaboration, community, local authority, water management, Indonesia.

McShane, I. (2006) 'Community facilities, community building and local government, an Australian perspective', *Facilities*, Vol. 24, No. 7/8, pp. 269–279

This paper analyses the connections between community and community facilities. It considers the implications of local 'asset management' for local government facility management. The paper draws on archival and case study research and interviews with local government managers and local residents. Its findings suggest that the financing, planning and management of community facilities has emerged as a major public policy issue in Australia in recent years. This is particularly the case when considering community assets acquired in the post-World War II years (acquired during a period of economic growth). The paper argues that a growing awareness of the limits of state provision, together

with an ethos of market individualism, has brought about a renewed focus on community, and policy outputs.

Key words: community, management, local authority, residents, Australia.

Massyn, P. J. (2006) ‘*Tourism assets and the market: evaluating outcomes at Madikwe and Makuleke*’, paper delivered at the Eleventh Biennial Global Conference of the International Association for the Study of Common Property, 19–23 June 2006, Ubud, Bali, Indonesia

Massyn examines situations where poor people have made land available for tourism by taking examples from South Africa. He considers the factors which made these cases a success, including a strong rights-based approach, although he considered the poor were not able to optimise their benefits.

Key words: land, tourism, poverty, South Africa.

Poudel, B. C. (2006) ‘*Sustainable resource utilization and governance in community forests: reflection from mountains of Nepal*’, paper presented at the 11th Biennial Conference of International Association for the Study of Common Property, 19–23 June 2006, Ubud, Bali, Indonesia

This paper examines attempts to engage local people in community forests in Nepal but suggests that, despite the failure of previous top down processes which were ineffective, the new attempts maintain aspects of the old approach.

Key words: community, forests, engagement, Nepal.

Wagha, W. (2005) ‘*Right to fish and forests the case of the indigenous minorities of Indus (IMIs) the Kihals & Mors*’, DAMAAN Development Organization, Islamabad, Pakistan (unpublished)

This paper demonstrate how, for a tribal group in Pakistan, fishing rights may be crucial to their well being.

Key words: fishing rights, government, indigenous groups, Pakistan.

Wells, S. A. and Tri Nugroho (2006) ‘*Rural livelihoods: Revitalizing community forest resource rights for poverty reduction*’, abstract submission for International Association for the Study of Common Property 2006 conference

This abstract for a panel of authors considers remote forests in Indonesia and highlights points about the management of these commons. In particular there is attention to the needs of poor people.

Key words: commons, forestry, land rights, community involvement, Indonesia.