



# Building Community Assets

## Information Pack for Building Community Assets Community Asset Champions

**Welcome** to the Building Community Assets information pack. This pack is designed to provide some background information and signpost the reader to further sources of information that will help them with learning about community assets, and direct others to the appropriate resources.

Community assets can be land and/or buildings that are owned by a community and are utilised to benefit them.

Social Enterprise East of England (SEEE) has prepared this pack to help Community Asset Champions in their area to understand community asset ownership and its connection to the social enterprise concept.

To access an electronic version of this pack please refer to the Building Communities Asset website:

[www.buildingcommunitiesfund.org.uk](http://www.buildingcommunitiesfund.org.uk)

[www.seee.org.uk](http://www.seee.org.uk)



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## Signposting Section

This section provides information on key agencies that could assist on the road to owning community assets. The agencies listed below each have a page describing who they are, what services they provide and contact details.

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Urban Forum			✓

1. Organisations that provide assistance with funding and finance
2. Organisations that provide support for planning
3. Organisations that provide guidance on policies and research



# Action with Communities in Rural England (ACRE)

## What is Action with Communities in Rural England?

**ACRE** is the national umbrella organisation of the Rural Community Action Network (RCAN), which operates at national, regional and local level in support of rural communities across the country.

ACRE aims to promote a healthy, vibrant and sustainable rural community sector that is well connected to policy and decision-makers who play a part in delivering this aim.

The Department for Environment, Food and Rural Affairs (DEFRA) has invested in the RCAN under a three-year contract, administered by ACRE, to deliver strategic advocacy on behalf of rural communities. ACRE is also recognised for its contribution to third sector policy through its strategic partner status with the Office of the Third Sector, with whom it has a three-year funded relationship.

## What services are provided?

Rural Action East is the umbrella organisation for six rural community organisations in the East of England.

- Bedfordshire Rural Communities Charity
- Cambridgeshire ACRE
- Rural Community Council of Essex
- Community Development Agency for Hertfordshire
- Norfolk Rural Community Council
- Suffolk ACRE

## Rural Action East aims to:

- Provide an influential voice for rural communities and the Voluntary and Community Sector at all levels
- Be a valued partner of regional organisations
- Facilitate collaboration across the region
- Achieve improvements in quality and effectiveness
- Be recognised for its values.
- Allow its members to deliver projects

## Contact details:

Website: [www.acre.org.uk](http://www.acre.org.uk)



# Adventure Capital Fund (ACF)

## What is Adventure Capital Fund?

**ACF** helps ambitious community enterprises to become financially sustainable. The financial support is a mixture of loans and grants, along with expert mentoring and support services. They expect a return on the investment and hold investees to account to provide results, both social and financial. While it is a supportive and understanding funder, it expects the organisations that it support to take a business like approach to their work.

## What services are provided?

ACF offers three types of fund and one type of grant:

- **Main Investment Fund:** is for established community enterprises with the potential to make a major contribution to their communities. Loan and grant mix from £50,000 to £75,000 plus a comprehensive support package, fund can be used for capital or revenue costs.
- **The Business Development Fund:** is for community enterprises in the early stages of development. A grant of up to £15,000 comes with up to five days' support and can be used to make an organisation ready to run its own enterprise and trading activities.
- **Managed Workspace Fund:** provides investments in the form of both loans and grants to community enterprises looking to set up a managed workspace facility. These workspaces will be rented to a vibrant mix of third sector organisations and other businesses.
- **The Business Development Grant:** Following a Business Development Grant, organisations should be prepared to run enterprise and trading activities in order to become more sustainable. This grant is now open for applications.

Due to high demand, applications to ACF's Main Investment and Managed Fund Workspace Fund are now closed, news of its future status is to be published in March or April 2009.

## Contact details:

If you would like to register an interest in making an application in the future, please email [info@adventurecapitalfund.org.uk](mailto:info@adventurecapitalfund.org.uk) with your contact details.

Website: [www.adventurecapitalfund.org.uk](http://www.adventurecapitalfund.org.uk)



# Asset Transfer Unit

## **What is the Asset Transfer Unit?**

**The** Asset Transfer Unit is to be the leading provider of expert advice, guidance and support on the transfer of under-used land and buildings from the public sector to community ownership and management - helping organisations to develop those assets and deliver long-term social, economic and environmental benefits.

The Asset Transfer Unit is a new initiative being delivered by the Development Trust Association in association with Community Matters and the Local Government Association, and funded by Communities and Local Government.

## **What services do they provide?**

The asset transfer unit works in a very practical way. It offers;

- Advice, support and expertise to groups who may already run very good quality services, but may run them on a small scale and who may or many not want to expand.
- It offers support and advice to groups or individuals who want to acquire a building or a space but they may not have the expertise in how to acquire a business, how to acquire building, how to develop a business plan, how to present it.
- The Transfer Unit should be able to provide confidence for the public sector and other people who are disposing of assets that what they are disposing of will be run appropriately and well.

## **Contact details:**

Tel: 0845 345 4564

Email: [info@atu.org.uk](mailto:info@atu.org.uk)

Website: [www.atu.org.uk](http://www.atu.org.uk)



# Building Community Assets

## **What is Building Community Assets?**

**The** Building Community Assets website is an online resource for information about building community assets focusing on the East of England. The content on the website has been collated by Social Enterprise East of England (**SEEE**) and funded by East of England Development Agency (**EEDA**).

## **What services are provided?**

The website includes;

- concept
- case studies
- funders
- problems and pitfalls
- content of this pack will be placed on the website

## **Contact details:**

Website: [www.buildingcommunitiesfund.org.uk](http://www.buildingcommunitiesfund.org.uk)



# British Urban Regeneration Association (BURA)

## What is the British Urban Regeneration Association?

**BURA** is the leading membership organisation championing regeneration. Its unique strength derives from its wide range of members in the private, public and community sectors distinguishing it from any other sector interest group.

## What do they do?

- Leading the policy debate, influencing and shaping future policy - Facilitation
- Training regeneration practitioners - Training
- Identifying and promoting excellence in regeneration - Events
- Providing a knowledge, evidence and research base - Research
- Building national and international networks of practitioners - Membership network
- Current reports include articles to help understand the current climate - Reports

Download Free Reports e.g:

**-A guide to the role and potential of Community Asset Models in the South East of England (2008).** This report maps out developments on the asset acquisition front across the South East looking at; leading examples of transfer, key institutions involved, the pitfalls that can occur, the alternative courses of action that exist etc.

**-Who gains?: The operation of section 106 planning agreements in London (2008).** This report investigates issues related to the formulation, implementation and monitoring of S106 agreements across London.

**-Comprehensive Spending Review 2007.** Identifies what further investments and reforms are needed to equip the UK for the global challenges of the future. BURA's report addresses the key priorities for government funding within the regeneration sector in order to deliver sustainable communities and provide greater efficiencies in investment.

**Webpage:** [www.bura.org.uk/Regeneration+Policy/research/Previous+Research.htm](http://www.bura.org.uk/Regeneration+Policy/research/Previous+Research.htm)

## Contact details:

British Urban Regeneration Association  
4th Floor, 63-66 Hatton Garden, London EC1N 8LE  
Email: [info@bura.org.uk](mailto:info@bura.org.uk)  
Tel: 020 7539 4030  
Website: [www.bura.org.uk](http://www.bura.org.uk)



# Capacitybuilders

## What is Capacitybuilders?

**Capacitybuilders** is a non-departmental public body (NDPB) set up in 2006 to take over the management of the Change Up programme and to work with other funders to build the capacity of the Third Sector by improving support for third sector organisations.

## What services are provided?

Capacitybuilders are expecting to invest £88.5 million between 2008-11 into seven funding programmes.

The most relevant for building community assets is the Capital Grants Programme.

- By 2011 Capacitybuilders wants to increase the access that third sector organisations have to high quality, relevant and affordable shared facilities and services offered by local resource centres across England. They will support the creation and development of shared premises and facilities for third sector organisations in England.

The Capital Grant programme has three strands:

- Strand A for established centres to make better use of existing resources - **now closed**.
- Strand B for existing centres for refurbishment and development of premises- **now closed**.
- Strand C is for the development or significant expansion of third sector resource centres- deadline 31st March 2009.

Although some of the stands are closed or soon closing it is worth reading the application criteria in preparation for future funding streams.

## Contact details:

Website: [www.capacitybuilders.org.uk](http://www.capacitybuilders.org.uk)



# Charity Bank

## **What is the Charity Bank?**

**Charity** Bank is the UK's only regulated bank that is also a registered general charity. They are the only bank that uses 100% of depositors' savings to support charities, voluntary organisations and social enterprises..

Their mission is to facilitate social change through investment. Their lending and credit practices are underlined by a motivation to deliver workable and affordable finance for organisations that might not be able to borrow from commercial lenders, and which could otherwise struggle to survive, let alone prosper.

## **What services are provided?**

They provide a range of products similar to any high street bank:

**Saving accounts for individuals and organisations**, they have four types of savings accounts:

- 1. Bonds**
- 2. ISSA**
- 3. Standard savings account**
- 4. Children's savings account**

**Loan Finance.** The advantage of loan finance is that it can be borrowed long-term, allowing more time to plan and develop trading income streams. Even small charities, community organisations and social enterprises can, with the support of loan finance, leverage their funds more cleverly to ensure the smooth completion of their projects. Charity bank have three types of loan finance:

### **1. Islamic Finance**

Charity Bank have been developing a number of financial tools for the Muslim community and those who prefer not to use the interest-based banking model.



## 2. Loan Finance Service

- Short term bridging loans against delayed grants or other identified income such as pre-finance covenanted or contracted income
- Working capital loans
- Loans for building purchase and refurbishment
- “Final brick” loans, which enable you to get on with the project after most of the funds have been raised
- Loans for new developments or for income generation

Charity Bank will also help:

- Negotiation of larger loans from commercial or other lenders. The largest individual loan facility they have arranged to date is £28 million.
- Mixed funding packages, working with trusts, statutory funders or venture philanthropists to provide a mix of loans, grants, or other funds.
- Provide loans from £1000 to £1 million

## 3. Asset Finance

The Charity Bank Asset Finance programme has been developed in response to an identified need among emerging social enterprises and enterprising charities. It is aimed at organisations that struggle to obtain finance from mainstream sources, but where the purchase of a new minibus or computer system, for example, could make all the difference in improving the way in which they operate.

Asset finance process

- The customer chooses the equipment and supplier
- Charity Bank pays the supplier on their behalf
- The customer pays for the equipment (such as a vehicle) over a period matched to its working life
- Outright ownership passes to the customer at the end of the agreement on payment of the Option to Purchase Fee
- The asset appears on the customer’s balance sheet

### Contact details:

Charity Bank (Tonbridge Headquarters)

194 High Street

Tonbridge, Kent TN9 1BE

Tel: 01732 774040

Fax: 01732 774069

Email: [enquiries@charitybank.org](mailto:enquiries@charitybank.org)

Loans desk number: 01732 774050.

Website: [www.charitybank.org](http://www.charitybank.org)



# Chartered Institute of Public Finance and Accountancy (CIPFA)/Institute of Public Finance (IPF)

## **What is the Chartered Institute of Public Finance and Accountancy and the Institute of Public Finance?**

**CIPFA** is one of the leading professional accountancy bodies in the UK and the only one which specialises in the public sector. It is responsible for the education and training of professional accountants and for their regulation through the setting and monitoring of professional standards. CIPFA has responsibility for setting accounting standards for the local government.

CIPFA also provides a range of high quality advisory, information and training and consultancy services to public service organisations.

IPF is the management support services company of the CIPFA. They specialise in giving advice on financial management, governance, property and asset management solutions, the supply of information and expertise, and the provision of people with appropriate skills to help at the most senior level.

## **What services are provided?**

CIPFA's online information resource supports financial managers in public services in housing associations, public sector housing officer, private sector housing developers. It provides policy updates, best practice for management, operations and financial management, courses, events.

## **Research and reports:**

These publications are aimed at regeneration practitioners and policymakers, local authorities, Regional Development Agencies, Housing Market Renewal Pathfinders, New Deal for Communities areas, Urban Regeneration Companies and Economic Development Companies.

- A Simple Guide to Local Area Agreements and Comprehensive Area Assessments, Feb 2008
- Tool-Kit to Support the Sustainable Communities Agenda, 2006
- The credit crunch and regeneration: impact and implications, Jan 2009.



### **CIPFA Housing Advisory Network (HAN) Website**

The CIPFA Housing Advisory Network website gives information on management products for social housing professionals across three streams of social housing practice:

- Management
- Operations
- Finance

**TISOnline.net** (Technical Information Service website) This website has a regeneration section which provides information on the principal regeneration issues, exploring the role of public sector bodies in economic development, regeneration of the built environment, and the development of sustainable communities.

The guidance covers the key agencies involved in public sector regeneration, national policies and their implementation at the local level, and funding regimes and resources eg.

- Neighbourhood renewal fund
- Lottery Funding
- Legal frameworks
- Overview of regeneration grants
- Community interest companies
- Enterprise zones and enterprise areas
- Local strategic partnership
- Faith communities and regeneration
- Role of the voluntary sector
- Transport and regeneration

Web page: [www.tisonline.net](http://www.tisonline.net)

Subscription charge is £35 +VAT

### **Contact details:**

Institute of Public Finance Limited

3 Robert Street,

London.

WC2N 6RL

Websites: [www.cipfa.org.uk](http://www.cipfa.org.uk)

[www.ipf.com](http://www.ipf.com)

[www.tisonline.net/fis/25\\_regeneration/default.asp](http://www.tisonline.net/fis/25_regeneration/default.asp)



# Communitybuilders

## What is Communitybuilders?

**Communitybuilders** is a £70m investment fund which takes forward a commitment within the Communities and Local Government (CLG) 'Communities in Control: real people, real power White Paper (July 2008)' to build more cohesive, empowered and active communities.

The fund, which is jointly run by CLG and the Office of the Third Sector (OTS), is designed to empower citizens and communities by strengthening the resilience of multi-purpose community-led organisations across England through a mixture of financial and advisory support.

The type of the organisations that will be supported by the investment fund will have to have the ambition and capability to fulfill the following roles:

- Offering a place for communities to meet.
- Supporting and promoting active empowered citizens and community groups.
- Providing and hosting community services.
- Mobilising opportunities and resources within and into a local area

The Communitybuilders fund will be delivered by a national partner organisation on behalf of CLG and OTS, the partner organisation is in the process of being recruited at which point the fund will be rolled out and further information will become available.



# Community Development Finance Association (CDFA)

## **What is the Community Development Finance Association?**

**CDFA** is a trade association for Community Development Finance Institutions (CDFI) which are independent organisations which provide loans and support to businesses and individuals.

Community Development Finance Institutions (CDFIs) they are sustainable, independent organisations that provide financial services with two aims: to generate social and financial returns. They supply capital and business support to individuals and organisations whose purpose is to create wealth in disadvantaged communities or under served markets.

Investors can “do good” by increasing access to finance for individuals, businesses and organisations who need it most, while securing a financial return through the community investment tax relief (CITR). Unlike donations to charities, at the end of five years, investors can get the money invested back. It is then up to them to decide whether they recycle it through a CDFI again or use it for any other purpose. Whatever the decision, the socially minded investor will know their money has been put to good use.

## **What services do CDFA provide?**

The CDFA's mission is to grow, support and strengthen the sector by regulating and supporting CDFIs nationally.

## **What services do CDFI's provide?**

- Working capital
- Bridging loans
- Property & equipment purchase
- Start up capital
- Business purchase
- Marketing campaigns
- Personal loans
- Home improvements
- Back to work loans

## **Contact details:**

Community Development Finance Association Website: [www.cdfa.org.uk](http://www.cdfa.org.uk)



# Community Land Trust (CLT) Website

## **What is a Community Land Trust?**

**CLTs** are established in communities to acquire fixed assets and then hold them in perpetuity for local use. They work on a non-profit basis, raising money from new sources and unlocking other resources, to provide and manage housing, workspace, community buildings and green spaces (including allotments).

CLTs work by enabling occupiers to pay for the use of buildings and services at prices they can afford, while the value of land, subsidies, planning gain and other equity benefits are permanently locked in, on behalf of current and future occupiers, by the Community Land Trust.

CLTs are not a wholly new kind of organisation - in spirit they are similar to some development trusts or almshouses and smaller housing associations. What they offer is a vehicle for the delivery of community aspirations. They are expressions of community engagement - and they also offer a new set of legal, financial and resource management tools that are relevant to a wide range of existing as well as new organisations.

### **Example:**

It is often difficult for people to find a suitable and affordable home in their local community. Community Land Trusts (CLTs) seek to address this problem by creating affordable housing and community resources through the co-operative ownership of land by the local community. Land is acquired by community groups (usually below its market rate) through public investment, planning gain or philanthropic or charitable gifts and is held in perpetuity by the local community. The value of the land (plus subsidies and other equity benefits) is permanently locked in, on behalf of the local community and future occupiers, by the CLT.

## **What is the Community Land Trust Website?**

The CLT website has been created by Community Finance Solutions as an online resource for those interested in CLTs. Community Finance Solutions (CFS) is an independent research and development unit engaged in promoting and developing integrated solutions for financial and social inclusion, and community asset ownership. Located within the University of Salford, CFS offers independent research and advisory services to social landlords, local authorities, national government, charities and other organisations and agencies.

The CLT website has information about its work and services, access to the experience and expertise of their researchers and associates, and the latest publications to download.



## What services are provided on the CLT website?

Free resources on the website for public access include:

- Case Studies
- Reports: The website has reports on past, current and recent projects undertaken on community land trusts, research to help build a case for new projects and examples of best practice eg :
  - 'Placeshaping: A Toolkit for Urban Community Land Trusts', Edited by Community Finance Solutions. The report offers a path through the maze of urban policy and legal complexities to show how Community Land Trusts can contribute to place-shaping in urban communities. As well as providing a number of tools designed to be useful to community, housing and regeneration practitioners, it also includes a number of case studies of ten projects around the country who are leading the way in community-based shared equity housing.
  - 'Then We Will do It Ourselves: A report on rural Community Land Trusts' The publication covers the key issues for rural CLTs and demonstrates what is possible when the ingenuity and hard work of local communities is matched by a progressive approach from local authorities and funders. Seven inspirational case studies are included, which are the pilot projects highlighted in the Housing Green Paper of 2007.
  - 'Community Land Trusts: A Practitioner's Guide, editors Dr Karl Dayson, Steve Bendle, Bob Paterson. The guidance in this document is drawn from the experience of setting up and providing technical support to emerging CLT projects. It is not intended to be comprehensive but seeks to include tools, technical resources and contacts for anyone developing a Community Land Trust project. The guide aims to give help in getting started and also to be a useful reference tool throughout the various stages of a project.

**Tool kits:** many of these tools provide templates that can be adapted for your particular type of community asset.

- The basics
- Community engagement
- Policy context
- Finance for CLTs
- Business planning
- Working with partners
- Urban models
- Acquiring land
- Planning tools and Section 106 agreement
- Legal constitution and governance
- Construction methods
- Co-operative models



## **What services are provided by Community Finance Solutions (CFS)?**

### **Research & evaluation services:**

- Feasibility studies
- Financial & operational viability and sustainability studies
- Impact studies
- Project & programme evaluations
- Capacity building
- Strategy development

### **Advisory & support services:**

- Technical advice: legal, financial, organisational advice to community organisations to start up or to improve existing initiatives
- Policy advice: advise authorities on legislative issues relating to community ownership of land, and we can help funders to get the most out of their investment in community finance or community ownership of land initiatives
- Project management: managing Face-to-Face debt advisory services with six partner organisations for the Department of Business, Enterprise and Regulatory Reform (formerly DTI)

### **Contact details:**

Community Finance Solutions  
Room 214, Crescent House, The Crescent  
University of Salford  
England  
M5 4WT

Tel: 0161 295 4454

Website: [www.communityfinance.salford.ac.uk](http://www.communityfinance.salford.ac.uk)

Website: [www.communitylandtrust.org.uk](http://www.communitylandtrust.org.uk)

### **Link to download free reports:**

[www.communitylandtrust.org.uk/index.php?option=com\\_content&task=blogcategory&id=47&Itemid=70](http://www.communitylandtrust.org.uk/index.php?option=com_content&task=blogcategory&id=47&Itemid=70)



# Community Land Trust Fund

## What is the Community Land Trust Fund?

In September 2008, the Esmée Fairbairn Foundation and Tudor Trust became the founding investors in the Community Land Trust Fund to meet the need for technical assistance and additional finance for Community Land Trusts.

## What services are provided?

There are three types of funds administered by the Community Land Trust Fund:

1. Feasibility Fund - to provide community groups or fledgling Community Land Trusts with expert consultancy support to scope out opportunities, recommend ways forward and develop a concept note
2. Technical Assistance Fund – to provide further consultancy to CLTs as they take ideas about an affordable housing project and progress them to a level where we will be able to attract investment
3. Investment Fund, comprised of:
  - Pre-Development Finance - funds to enable promising CLT projects to secure planning permission, to employ architects and other professionals and to conduct site surveys
  - Development Finance - providing CLTs with loans that help fill the gap alongside commercially available building development finance

## Contact details:

Website: [www.tudortrust.org.uk](http://www.tudortrust.org.uk)

Web page: [www.tudortrust.org.uk/TheCLTFund/tabid/82/Default.aspx](http://www.tudortrust.org.uk/TheCLTFund/tabid/82/Default.aspx)

Venturesome are managing the Investment Fund element of the Community Land Trust Fund.

Venturesome

Charities Aid Foundation

St Andrew's House,

18-20 St Andrew Street,

London EC4A 3AY

Tel:0207 832 3026

Website: [www.cafonline.org/communitylandtrustfund](http://www.cafonline.org/communitylandtrustfund)



# Community Matters

## **What is Community Matters?**

Community Matters is the National Federation for Community Organisations. They currently have 1162 member organisations across the UK and have been supporting community associations and similar organisations since 1945.

## **What services are provided?**

Advice, training, consultancy and technical support in the following subject areas:

- Incorporation
- Bar or trading separation
- Insurance
- Employment matters
- Leases
- Governing documents (constitutions), etc.
- Committee procedures
- Management of the community building
- Health & Safety
- Financial Management
- Technical and legal
- Developing policies and procedures

Webpage : [www.communitymatters.org.uk/services/Training.htm](http://www.communitymatters.org.uk/services/Training.htm)

## **Contact details:**

Community Matters,  
12-20 Baron Street,  
London  
N1 9LL

Tel: 020 7837 7887

Fax: 020 7278 9253

Email: [info@communitymatters.org.uk](mailto:info@communitymatters.org.uk)

Website: [www.communitymatters.org.uk](http://www.communitymatters.org.uk)



# Co-operative & Community Finance

## What is Co-operative & Community Finance?

**Co-operative** & Community Finance has been providing loan finance for co-operatives, employee owned businesses and social enterprises for 35 years. They raise money primarily by public share issue, and lend it for social purpose and collective benefit. Co-operative & Community Finance also manage loan funds for several other organisations for example in the East of England they managed the Building Community Assets Fund.

## What services are provided?

- Manage a number of loan funds throughout the UK. Many are specific to cities and others cover large areas like the West Midlands.

For those in areas not covered by specific funds, there other funds like:

- Administers ICOF Fund plc- a national fund for worker co-operatives
- Administers Loan funds for Community Capital and Co-operative Loans (UK wide funds available for co-operatives and any other trading social enterprises).
- Manages London Development Agency's social enterprise fund
- Manages Phone Co-op's co-operative fund
- a new ring-fenced regional funds for the East of England available

Their staff will be glad to advise on the availability of specific funds and the most suitable forms of finance for your business.

## Contact details:

Brunswick Court,  
Brunswick Square,  
Bristol BS2 8PE

Tel: 01179 166750

Fax: 01179 166751

Email: [info@co-opandcommunityfinance.coop](mailto:info@co-opandcommunityfinance.coop)

Website: [www.icof.co.uk](http://www.icof.co.uk)



# Department of Communities and Local Government (CLG)

## **What is the Department of Communities and Local Government?**

It is a central Government department.

## **What do they do?**

The department of CLG sets policy on local government, housing, urban regeneration, planning and fire and rescue. It has the responsibility for all race equality and community cohesion related issues in England and for building regulations, fire safety and some housing issues in England.

## **Download free publications:**

- Planning for a sustainable Future: White paper 21 May 2007 Legislation and policy  
[www.communities.gov.uk/publications/planningandbuilding/planningsustainablefuture](http://www.communities.gov.uk/publications/planningandbuilding/planningsustainablefuture)
- The Credit Crunch and Regeneration: Impact and implications 30 January 2009  
[www.communities.gov.uk/publications/citiesandregions/creditcrunchregeneration](http://www.communities.gov.uk/publications/citiesandregions/creditcrunchregeneration)

## **Contact details:**

Communities and Local Government  
Eland House  
Bressenden Place  
London  
SW1E 5DU  
Website: [www.communities.gov.uk](http://www.communities.gov.uk)



# Development Trusts Association (DTA)

## What is the Development Trusts Association?

**DTA** is a national membership organisation of community enterprise practitioners. The DTA help people set up development trusts and help existing development trusts to develop. They have regional development managers to support organisations locally.

## What is a development trust?

- A community asset organisation that is:
- Engaged in the economic, environmental and social regeneration of a defined geographical area.
- Independent, self-sufficient or aiming for self sufficiency, and not for private profit..
- Community based, owned and managed.
- Actively involved in partnerships and alliances between the community, voluntary, private and public sectors.

## What services do they provide?

- **Support for existing development trusts and new start ups-** The DTA offer networking, best practice and expertise in asset development.
- **DTA Health Check** - A community enterprise development tool to help development trusts review how they are doing and where they want to go.
- **Consultancy-** Growing the next generation of community enterprises through specialist advice and practical 'hands on' support.
- **Knowledge and skills exchange programme** - This small grants programme is designed to ensure that good practice is shared across the members.
- **Publications** – That provide a broad range of information, resources and contacts to develop a land or building project.
- **Course, training and events-** That aim to help organisations understand how they can grow and diversify income by helping them explore trading activities.
- **Asset Transfer Unit-** The DTA are managing the Asset Transfer Unit programme which provides expertise to manage the process of community asset transfer.

## Contact details:

Development Trust Association  
33 Corsham Street, London N1 6DR  
Tel: 0845 458 8336  
Fax: 0845 458 8337  
Email: [info@dta.org.uk](mailto:info@dta.org.uk)  
Website: [www.dta.org.uk](http://www.dta.org.uk)



# English Partnerships

## What is English Partnerships?

**English** Partnerships is the national regeneration agency, supporting high quality sustainable growth in England. A non-departmental public body sponsored by the government department **Communities and Local Government (CLG)**. They work with a wide range of partners including local authorities, the Housing Corporation, regional development agencies and the **Commission for the Built Environment (CABE)**. English Partnerships and the Housing Corporation have worked with CLG to establish the **Home and Communities Agency**.

## What they do?

Manage programmes to:

- Increase the supply of high-quality affordable housing, and housing for key workers
- Make best use of the nation's scarce supply of land by identifying previously developed land and increasing its supply for development
- Reduce the stock of low demand and abandoned housing in the Market Renewal Pathfinder areas and other areas suffering low demand for housing, whilst increasing the supply of new and refurbished high quality housing and amenities in those areas
- Deliver high-quality sustainable urban regeneration in areas experiencing economic restructuring
- Increase the quality and quantity of private-sector investment in housing and regeneration
- Set and promote best practice in urban design and construction standards across the regeneration and development industry
- Promote the use of Modern Methods of Construction
- Improve regeneration skills

**English Partnerships became part of the Home and Communities Agency on 1st December 2008. Thus its website is no longer being updated but is available for historical reference.**

## Contact details:

Website: [www.englishpartnerships.co.uk](http://www.englishpartnerships.co.uk)



# Foundation East

## **What is Foundation East?**

**Foundation** East is a CDFI covering East Anglia and undertaking business lending, personal lending and additionally creating a community land trust. Individuals and companies can become a member of Foundation East through purchase of shares in the Industrial and Provident Society. Members have a direct say in how the organisation is run and involvement is welcomed.

## **What services are provided?**

- Minimum investment is £100 for individuals and £250 for corporate investment. Maximum investment is £20,000.
- Loans are between £500 and £50,000.

## **Contact details:**

Foundation East  
Saxon House  
7 Hillside Business Park  
Kempson Way  
Bury St. Edmunds  
Suffolk  
IP32 7EA  
Tel: 01284 757 777  
Website: [www.foundationeast.org](http://www.foundationeast.org)



# Homes and Communities Agency

## What is the Homes and Communities Agency?

The HCA is a non-departmental public body sponsored by the government department Communities and Local Government (CLG). The HCA is the national housing and regeneration agency for England, with an annual investment budget of more than £5bn. The HCA formed on 1 December 2008 along with the Tenant Services Authority (the regulatory body for Registered Social Landlords). HCA brings together English Partnerships, the Academy for Sustainable Communities, the investment programme of the Housing Corporation, and the delivery elements of housing from CLG. While it inputs into development of policy, its primary focus is on delivery.

## What they do?

The essential role of the new agency will be about creating opportunity:

- For people to live in affordable homes in places that they want to live in.
- For local authorities and communities to deliver the ambitions they have for their own area.
- The Agency works nationally but supports the delivery of the ambitions of local partners to provide better places that offer great homes and good jobs in well-served communities that people enjoy and where they can afford to live.
- The Gypsy and Traveller Sites Grant will be the responsibility of the Agency. Site provision and grant availability will be part of the Single Conversation between the Agency and local authorities and other delivery partners.

Reports DCLG has published four documents that are of particular relevance to Arms Length Housing Management Organisations (ALMO). These are:

- Review of Arms Length Housing Management Organisations
- From Decent Homes to Sustainable Communities – a discussion paper
- Supplement to the Guidance on Arms Length Management
- A Decent Home: Definition and guidance for implementation – Update.

These documents are all available on the NFA website ([www.almos.org.uk](http://www.almos.org.uk) under guidance and briefings) and the DCLG website ([www.communities.gov.uk](http://www.communities.gov.uk) under Housing – Making Homes Decent).



## **What services or projects are being undertaken nationally by HCA?**

- Urban Regeneration Companies and Economic Development Companies
- National Coalfields Programme
- Land Stabilisation Programme
- Land Restoration Trust
- Milton Keynes Partnership
- Town Centre Regeneration
- New Towns
- The Gypsy and Traveller Sites Grant

This provides funding for local authorities and registered social landlords to create new sites and refurbishing existing sites. The aim of the grant programme is to increase the number and quality of authorised sites throughout England and a total of £97m of grants are available from 2008-11. The HCA is managing the Gypsy and Traveller Sites Grant programme for 2009/10 and 2010/11. HCA's role is to promote and manage the annual bidding round, manage the assessment of applications, allocate funding and evaluate funded schemes. To apply refer to the website.

## **What services or projects are being undertaken in the East of England by HCA?**

Current activities in the East of England include:

- Cambridge Challenge: This national pilot is delivering 3,500 new affordable homes across three strategic growth sites, including the new Northstowe settlement.
- Carbon Challenge: Our zero-carbon pilot project in Peterborough will provide 344 new homes, of which 35 per cent will be affordable, while meeting Level 6 of the Code for Sustainable Homes.
- Home purchase schemes: East of England HomeBuy agents are supporting people in buying their own homes, through schemes such as Open Market HomeBuy and HomeBuy Direct.

### **Contact details:**

Terry Fuller

Regional Director – East of England

Cambridge office,

Westbrook Centre,

Milton Road,

Cambridge,

CB4 1YG

Website: [www.homesandcommunities.co.uk](http://www.homesandcommunities.co.uk)



# Royal Institution of Chartered Surveyors (RICS)

## **What is the Royal Institution of Chartered Surveyors?**

**RICS** represents the property profession. The key role of RICS is to regulate and promote the profession.

## **What services do they provide?**

RICS members offer advice on a diverse range of land, property, construction and related environmental issues. They also provide impartial advice to governments and policy-makers.

- Literature
- Events
- Directory of surveyor within the United Kingdom
- Business property advice

## **Contact details:**

RICS HQ  
12 Great George Street  
Parliament Square  
London SW1P 3AD  
Tel: 0870 333 1600  
Fax: 020 7 334 3811  
Email: [contactrics@rics.org](mailto:contactrics@rics.org)  
Website: [www.rics.org](http://www.rics.org)



# Tenant Participation Advisory Service (TPAS)

## **What is the Tenant Participation Advisory Service?**

**TPAS** is a not for profit membership organisation made up of tenants' groups and social housing landlords. It provides information, consultancy, training and conferences on all aspects of involving tenants in their housing management. TPAS aims to extend the reach and quality of tenant influence by working with social housing residents and landlords to develop successful partnerships and supporting tenants and community groups to take on a more representative role.

## **What service do they provide?**

- A helpline and information service for landlord members.
- Conferences and seminars on all aspects of tenant participation.
- A training programme for tenants and housing workers.
- Consultancy work with tenants groups and landlords.
- In-house training on request.
- They also have links with Central Government and help to develop government policy around tenant participation issues.

## **Contact details:**

TPAS Ltd  
5th Floor  
Trafford House  
Chester Road  
Manchester  
M32 0RS  
Tel: 0161 868 3500  
Fax: 0161 877 6256  
Email: [info@tpas.org.uk](mailto:info@tpas.org.uk)  
Website: [www.tpas.org.uk](http://www.tpas.org.uk)



# Urban Forum

## **What is the Urban Forum?**

Urban Forum is an umbrella body for community and voluntary groups with interests in urban and regional policy, especially regeneration. It was set up in 1994 as the national voluntary organisation through which local and central government could relate to the community and voluntary sectors on such issues.

## **What services do they provide?**

- Events
- Free Publications
  - How your council works- a handy guide for community groups
  - The handy guide to planning
  - The Local Strategic Partnership guide
- Links
- Campaigning
- Policy background and updates

## **Contact details:**

Urban Forum  
33 Corsham Street  
London  
N1 6DR  
Tel: 020 7253 4816  
Fax: 020 7253 4817  
Email: [info@urbanforum.org.uk](mailto:info@urbanforum.org.uk)  
Website: [www.urbanforum.org.uk](http://www.urbanforum.org.uk)



## Funding page

It is impossible to provide a list of funding sources in one document that might exactly meet your needs. In this leaflet we have brought together a range of grant and loan possibilities that may help you in your enterprising community asset ownership. They will not all be relevant to your situation, and it will be your task to establish which avenues are the most valuable to explore. We hope that this document will provide a helpful starting point.

### Capital Funding Sources

Future Builders <http://www.futurebuilders-england.org.uk/>  
Reaching communities <http://www.biglotteryfund.org.uk/>  
Charity Bank <http://www.charitybank.org.uk/>  
Triodos Opportunities Fund <http://www.triodos.co.uk/>  
Unity Bank <http://www.unity.co.uk/>  
Acre Village Hall Loan Fund <http://www.acre.org.uk/>  
Breakthrough Social Investment Fund <http://www.can-online.org.uk/>  
Foundation East <http://www.foundationeast.org/>

### Other Trusts and Funds

Abbey National Charitable Trust Ltd <http://www.abbeynational.com>  
ACF Business Development Fund <http://www.adventurecapitalfund.org.uk>  
Adventure Capital Fund <http://www.adventurecapitalfund.org.uk>  
Awards for All <http://www.awardsforall.org.uk/>  
Access to Nature <http://www.naturalengland.org.uk>  
David Knightly - Pride of Place Awards  
Grants for the Arts <http://www.artsCouncil.org.uk/>  
Heritage Grants <http://www.hlf.org.uk>  
Historic Buildings, Monuments & Designed Landscapes <http://www.english-heritage.org.uk>  
Lloyds TSB Foundation <http://www.lloydstsbfoundations.org.uk>  
Low Carbon Buildings Programme Phase 2 <http://www.lowcarbonbuildingsphase2.org.uk>  
UK Villages Community Kitty <http://www.communitykitty.co.uk/>  
Unltd <http://www.unltd.org.uk>  
Your Heritage <http://www.hlf.org.uk>



## Events/Training

Please refer to the website pages listed below, for up to date information on these events and similar future events held by these organisations:

18th February	<b>Cambridgeshire</b>	SEEE are hosting Building Community Assets Seminar-FREE Event
March	<b>Bedford</b>	SEEE are hosting Building Community Assets Seminar-FREE Event
25-26 February	<b>Leicester</b>	Collaboration for stronger communities (DTA)
2-3rd April	<b>Walsall</b>	2011 and beyond the NDC National Conference for Residents 2009 (Urban Forum)
9th March	<b>London</b>	Challenges and Opportunities (Urban Forum)
25th Feb	<b>Solihull</b>	Sustainable communities and regeneration master class (BURA)
31st March-1st April 2009	<b>NEC Birmingham</b>	Regeneration and Renewal's National Conference Laying the Foundations For Recovery

### List of organisations that provide events

Building Community Assets

[www.buildingcommunitiesfund.org.uk](http://www.buildingcommunitiesfund.org.uk)

British Urban Regeneration Association (BURA)

[www.bura.org.uk/Events/calendar.htm](http://www.bura.org.uk/Events/calendar.htm)

Community Matters- bespoke training to be arranged

[www.communitymatters.org.uk/services/Training.htm](http://www.communitymatters.org.uk/services/Training.htm)

Development Trust Association

[www.dta.org.uk/whatsnew/events/](http://www.dta.org.uk/whatsnew/events/)

Regeneration and Renewal

[www.regenerationannualconference.com](http://www.regenerationannualconference.com)

Urban Forum

[www.urbanforum.org.uk](http://www.urbanforum.org.uk)

### Community Land Trust (CLT) Workshop by DTA – March 2009

The CLT Fund is holding a series of workshops across the country aimed at helping active Community Land Trust projects in planning and raising finance for CLT developments. The workshop will give an overview of the factors to consider and the support available at each stage of development; it will also be a good opportunity to bring fledgling CLT's together to share experiences and ideas. If you would be interested in attending such an event in the East of England or require any further information on the event or the fund please contact Katie Mountain at the CLT Fund;

Email: [kmountain@cafonline.org](mailto:kmountain@cafonline.org)

Tel: 020 7832 3079



## Case study: The Ferry Project

**The** Ferry Project, a homeless charity and furniture recycling business in Wisbech, Cambridgeshire, first heard about the Building Communities Fund through Social Enterprise East of England (SEEE). At the time it was renting properties to conduct its work from, but recognised that by owning buildings it could become self-reliant and more professional in the business world, and most importantly it had the chance of turning the lost income paid as rent into an asset.

The Ferry Project's application to the Fund was successful and it was awarded a grant enabling it to buy land on which three environmentally friendly warehouses are currently being built. The new buildings will allow the expansion of Ferry Project SOFA (Shifting Old Furniture Around) - a furniture and household items reuse project that provides training opportunities for homeless people.

The buildings will also contain a number of business incubator units which can be let out to encourage enterprise in the area and act as an example of how businesses can be green and save money. Keith Smith, Managing Director of the Ferry Project has been extremely hands-on throughout the process and worked closely with the regional representative from the Building Communities Fund to ensure the project was funded. The outcomes are already immeasurable for the organisation even though the warehouses haven't yet opened. Keith believes that the Ferry Project is now seen in another light by organisations both statutory and non-statutory because it has been "deemed responsible" enough to receive such funding and this has already generated income from the expansion.



## Case study: Ingrave Community Association

**Community** spirit was still very much alive in the Eastham Estate in Essex when some of its local residents got in touch with the Building Communities Fund, despite the fact that the area's ancient community building was in complete disrepair rendering it unsafe and unusable. After determining through a feasibility study that the building was not worth repair from a financial point of view, Ingrave Community Association consulted with local people about what kind of activities they'd like in the area and found the need for a purpose-built centre.

Thanks to the Building Communities Fund, a purpose built building with meeting rooms, halls, a café, computer rooms and offices is due to be completed on the 8 April 2009. The community is delighted and the café looks set to be the socialising hub of the area. It has kick started a range of projects all of which will serve the community including computer courses, exercise classes, and taster courses.



## Case study: Miles Ward Court

**Miles** Ward Court is a historic building located within the town centre conservation area of the East Suffolk market town of Halesworth. The building has been unoccupied and unused for over 40 years and had fallen into an advanced state of disrepair. Foundation East was contacted by the local community organisations, the Halesworth and Blyth Valley Partnership and the Town Council to see whether the building could be retained and restored for community benefit.

Foundation East undertook feasibility work which revealed a need for provision of new high quality supported office and workshop space within the town centre to encourage creation of small businesses. Plans were drawn up, with the support of community partners, to create 8 small B1 class units varying in size between 15 and 60m<sup>2</sup>, to be offered on low risk 'easy in/easy out' terms with access to free or low cost business support links, plus a small meeting room for use by tenants and local community organisations.

The building is controlled in partnership with the local community partners through the use of a Community Land Trust. This has been effected by local organisations becoming members of Foundation East and due to the mutuality inherent in their structure, they are then able to direct and control the future use and direction of the building. This means that it will remain a local asset used for the benefit of, and controlled by, local people.

The project has been financed via a wide funding partnership; major funding has been obtained from the European Objective 2 Transitional programme; EEDA's Regional Renaissance programme, and from the Adventure Capital Fund. Financial and philosophical support has also been received from Suffolk County Council and Waveney District Council.

Work commenced on site in February 2007 and was completion at the end of March 2008. For further information or details on the accommodation to be provided, please contact Foundation East on:

01284 757 777 or email [info@mileswardcourt.org](mailto:info@mileswardcourt.org)

For more case studies please search the inspire east directory at [www.inspire-east.org.uk](http://www.inspire-east.org.uk)



## Case study: Noah Enterprise

**Noah** Enterprise were in the process of developing a new building to run their services for disadvantaged people in Luton when they applied for the Building Communities Fund. This was a landmark project and consequently Noah Enterprise needed to find funders who had the ability to support such a development. It was also important for them to gain support from the regional development agency as they already had Central Government Support and Local Authority support.

Noah Enterprise came to know of the Building Communities Fund from a series of workshops organised by SEEE which outlined the fund and what it could support. The Building Communities Fund suited their needs best as it allowed for new build whereas other funds were more focused on bringing existing public owned buildings back into use. It was also a 100% grant fund, which attracted them as they had already been successful with Futurebuilders and so didn't want any further loan funding.

They found the best part of the application process to be the support and encouragement they received through Ken Smith and EEDA and said 'It was good to apply for funding where your application didn't just vanish into a black hole, where there was dialogue and where the bid was questioned to test its robustness and relevance to the programme'.

The Building Communities Fund will enable Noah Enterprise to build a brand new modern facility that will allow them to work with some of the most disadvantaged people in Luton in a much more effective way. (NOAH currently operates out of a range of prefabricated leaking buildings.) As far as the immediate effect, the Building Communities Fund has given them sufficient capital to move ahead with the development, finalise partnership agreements and secure the final pieces of funding. It has accelerated agreements on the final configuration of the building. They are now at the point of signing the partnership agreements and preparing to tender for the development.



## Case study: Citylife

**Citylife** is an independent charitable organisation, incorporated as an Industrial and Provident Society, which raises funds through membership, donations, selling Bonds and in 2008 leasing business incubation and “hot desking” facilities.

Citylife has re-opened the doors of an unused building in Cambridge on Newmarket Road as a temporary site until they are able to build a brand new social enterprise centre with the help of the Building Communities Fund.

Citylife applied for the Building Communities Fund and were able to secure £750,000 to build the new enterprise centre. They applied as it was the only fund they were aware of that could enable them to secure the amount of funding that they required. More importantly they believed they had a reasonable chance of being successful!

The Building Communities Fund bursary for £15,000 firstly enabled Citylife to employ a property consultant to help them with the application process. After this the process was fairly simple especially with the help from Ken Smith from Co-operative and Community Finance - they were as flexible as they could be.

Citylife established a partnership with a Cambridge Regional College and the County Council in order to create a shared space for a state of the art sub-regional flagship social enterprise centre that will strengthen the social enterprise sector and help start up new businesses. The centre will reflect the creditability and visibility of social enterprise.



# Building Communities Six Steps to Success

## Step 1: **Focus on Transformation**

### **Focus on the strong Project Objectives at the very beginning of the application**

On the basis that an application can arrive (up to 16 pages long) alongside a Business Plan of up to 100 pages long, 2 sets of Annual accounts and some Management accounts, then to state the nub of the project at the beginning of the application is both helpful, and psychologically influential in the assessment.

### **Social purpose**

Bring out a clear social purpose: particularly for instance is there a disadvantaged group/s that will be assisted as a core part of the undertaking?

### **Relevant figures e.g. number of jobs created**

Make brief reference (detailed reference often comes later in the application form) to the number of potential jobs the undertaking will create, and the relative economic transformation in the context of the geographic area; for instance, is it in a “Most Deprived” area within the scope of the Index of Multiple Deprivation within the East of England.

## Step 2: **Focus on Strategy**

### **Understand the Region’s Economic Strategy.**

how does your project assist local and regional bodies to achieve their targets and policy.

### **Describe how the project will meet the political objectives of a relevant local or regional body**

Whether you are approaching them for funding or not, knowledge of your area’s priorities is useful; refer to a Corporate Plan for instance to understand how your project might match targets on skills, employment and enterprise.

### **Dovetail relevant central Government objectives in to the mix.**



### Step 3: **Focus on Persuasion**

#### **Applications which have no stake from your organisation or other stakeholders deserve increased articulation.**

Where a funder is to provide 100% of the project costs, then spend time explaining the reasons for instance why the Local Authority/Futurebuilders/Housing Corporation/CLG are not assisting; why lending is not sustainable, and address the risk element in depth together with the benefits of the project. Look to address the fallback position of the funder in the event of failure of the project.

### Step 4: **Focus on Economic Sensitivity**

#### **Apply a Sensitivity Analysis to Cashflow forecasts**

Depending upon the business income/grant mix, apply a couple of “what if”’s to the Cashflow forecast, e.g. assume say 30% of income is delayed, so as to understand the potential worst cash position. Establish how or who might support that cash shortage. Consider discussing your forecasts with your Bank Manager ahead of submitting your application. If he won’t help you in the event of a shortage, re-examine the project and forecasts to satisfy yourself about viability.



## Step 5: **Focus on Logic**

### **Explain the logic of Income & Expenditure.**

Detail the assumptions as to the level of income, particularly relevant to new projects, and where business profits are to feed social aims.

### **Is there any competition?**

Detail the assumptions as to the level of income; how does this compare to the competition/is there any competition?

### **How do you know the level of demand?**

Why are you assuming this level of demand? Is it reasonable? It would be unreasonable, without research, simply to pitch the level of income at the known level of expenditure.

### **Explain any deficit.**

If a deficit is indicated over one or more years of a 3 year forecast, then pass comment on it! Do not ignore it. It is inadequate to make a general statement that say “further donations will be raised to meet the shortfall”, without explaining the relevant ease with which that has been possible in the past. A more thoughtful approach would be to consider how part-time staffing levels/other expenses could be cut, and which in practice are problematical, but more achievable than delivering increased income in the short term.

## Step 6: **Focus on Planning**

### **Co-ordinate the figure work in Applications with Business Plans/other documents or vice versa**

Unforeseen delays can result in the original timetable of the project being held up. Ensure the application and business plan are updated at the time of submission to the funder, so that figures/projections tally, and match the new amended timetable of events within the submission. Financial sustainability of a project will depend to some extent on the financial management of the project, so that confusing initial projections could work against a positive outcome – and potentially unfairly so.



# Contacts

## For More Information

<b>Social Enterprise East of England (SEEE)</b>  Michele Rigby Chief Executive Officer Bedford i-Lab, Priory Business Park, Stannard Way, Bedford, UK MK44 3RZ 0845 606 6296 <a href="mailto:admin@seee.co.uk">admin@seee.co.uk</a>	<b>Keystone Development Trust</b>  Neil Stott The Limes 32 Bridge Street Thetford Norfolk IP24 3AG 01842 754 639 <a href="mailto:neil.stott@keystonetrust.org.uk">neil.stott@keystonetrust.org.uk</a>
<b>Development Trusts Association (DTA)</b>  Carole Reilly Regional Development Manager East of England 33 Corsham Street London N1 6DR 07515993103 <a href="mailto:c.reilly@dtta.org.uk">c.reilly@dtta.org.uk</a>	<b>Ferry Project</b>  Keith Smith The Corner House 17 Norfolk Street Wisbech Cambs PE13 2LF 01945 467596 01945 428695 <a href="mailto:keith.smith@luminus.org.uk">keith.smith@luminus.org.uk</a>
<b>Co-operative &amp; Community Finance</b>  Ken Smith 39 Clarence Road Harpenden Hertfordshire AL5 4AH 01582 620008 <a href="mailto:ken.smith@co-opandcommunityfinance.coop">ken.smith@co-opandcommunityfinance.coop</a>	



# Bibliography

## **White papers:**

Local Government White Paper 2006  
The Quirk Review, 2007  
Public Involvement in Health Act 2007  
Community Empowerment White Paper 2008  
Unlocking the talent of our Communities 2008

## **List of useful reports:**

A guide to the role and potential of Community Asset Models in the South East of England (2008) :  
[www.bura.org.uk/Regeneration+Policy/research/Previous+Research.htm](http://www.bura.org.uk/Regeneration+Policy/research/Previous+Research.htm)

Who gains?: The operation of section 106 planning agreements in London (2008)  
[www.bura.org.uk/Regeneration+Policy/research/Previous+Research.htm](http://www.bura.org.uk/Regeneration+Policy/research/Previous+Research.htm)

Comprehensive Spending Review 2007.  
[www.bura.org.uk/Regeneration+Policy/research/Previous+Research.htm](http://www.bura.org.uk/Regeneration+Policy/research/Previous+Research.htm)

The credit crunch and regeneration: impact and implications, Jan 2009.  
[www.tisonline.net/fis/25\\_regeneration/default.asp](http://www.tisonline.net/fis/25_regeneration/default.asp)

A Simple Guide to Local Area Agreements and Comprehensive Area Assessments, Feb 2008  
[www.tisonline.net/fis/25\\_regeneration/default.asp](http://www.tisonline.net/fis/25_regeneration/default.asp)

Tool-Kit to Support the Sustainable Communities Agenda, 2006  
[www.tisonline.net/fis/25\\_regeneration/default.asp](http://www.tisonline.net/fis/25_regeneration/default.asp)

Placeshaping: A Toolkit for Urban Community Land Trusts, Edited by Community Finance Solutions.  
[www.communitylandtrust.org.uk](http://www.communitylandtrust.org.uk)

Then We Will do It Ourselves: A report on rural Community Land Trusts  
[www.communitylandtrust.org.uk](http://www.communitylandtrust.org.uk)

Community Land Trusts: A Practitioner's Guide, editors Dr Karl Dayson, Steve Bendle, Bob Paterson  
[www.communitylandtrust.org.uk](http://www.communitylandtrust.org.uk)

Planning for a sustainable Future: White paper 21 May 2007  
[www.communities.gov.uk/publications/planningandbuilding/planningsustainablefuture](http://www.communities.gov.uk/publications/planningandbuilding/planningsustainablefuture)

The Credit Crunch and Regeneration: Impact and implications 30 January 2009  
[www.communities.gov.uk/publications/citiesandregions/creditcrunchregeneration](http://www.communities.gov.uk/publications/citiesandregions/creditcrunchregeneration)



Review of Arms Length Housing Management Organisations

[www.almos.org.uk](http://www.almos.org.uk) under guidance and briefings and the DCLG website ([www.communities.gov.uk](http://www.communities.gov.uk)) under Housing – Making Homes Decent.

From Decent Homes to Sustainable Communities – a discussion paper

[www.almos.org.uk](http://www.almos.org.uk) under guidance and briefings and the DCLG website ([www.communities.gov.uk](http://www.communities.gov.uk)) under Housing – Making Homes Decent.

Supplement to the Guidance on Arms Length Management

[www.almos.org.uk](http://www.almos.org.uk) under guidance and briefings and the DCLG website ([www.communities.gov.uk](http://www.communities.gov.uk)) under Housing – Making Homes Decent.

A Decent Home: Definition and guidance for implementation – Update.

[www.almos.org.uk](http://www.almos.org.uk) under guidance and briefings and the DCLG website ([www.communities.gov.uk](http://www.communities.gov.uk)) under Housing – Making Homes Decent.

#### **Tool Kits:**

Many of these tools provide templates that can be adapted for your particular type of community asset.

[www.communitylandtrust.org.uk](http://www.communitylandtrust.org.uk)

- Community engagement
- Policy context
- Business planning
- Working with partners
- Urban models
- Acquiring land
- Planning tools and Section 106 agreement
- Legal constitution and governance
- Construction methods
- Co-operative models