

## **Opening the transfer window**

The government's response to the Quirk Review of community management and ownership of public assets



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# Context

The Local Government White Paper *Strong and Prosperous Communities*, published in October 2006, signalled the next stage of public sector reform. It aimed to create strong, prosperous communities and deliver better public services through a rebalancing of the relationship between central government, local government and local people by:

- promoting more responsive services and empowered communities
- advocating a stronger role for local authorities as leaders and place-shapers
- promoting stronger and more stable local authority leadership
- supporting councillors in their role as democratic champions
- fundamentally rebalancing the central-local relationship
- promoting community cohesion and
- developing the economic prosperity of our towns, cities and regions

In this context, the White Paper promised increased opportunities for communities to manage and own local public buildings and land. In particular it highlighted the role asset management or ownership can play in giving communities the stability and confidence to develop and grow, as well as the means of securing external investment.

In September 2006 Secretary of State for Communities and Local Government Rt Hon Ruth Kelly MP commissioned Barry Quirk, the Chief Executive of Lewisham Council, to review the barriers and incentives affecting the transfer of public assets to community management and ownership. Barry enlisted the help of social enterprise expert Andrew Robinson (CCLA Investment) and urban policy specialist Stephen Thake (London Metropolitan University).

The review team reported their findings to the Secretary of State in March 2007 and these were published in their report *Making Assets Work* after the local government elections in May. This document sets out the government's response to the Quirk Review's recommendations and details some specific actions it will deliver with key partners, as part of a co-ordinated implementation plan. It also specifies how we will review achievements and measure success to provide evidence for further development of the plan and maintain the momentum that the review has stimulated.

# Summary of the recommendations in *Making Assets Work*

## **In their report, the Quirk Review team reached three firm conclusions:**

1. Assets are used for many different social, community and public purposes. Any sale or transfer of public assets to community ownership and management needs to realise social or community benefits without risking wider public interest concerns and without community purposes becoming overly burdened by operational considerations.
2. The benefits of community management and ownership of public assets can outweigh the risks and opportunity costs in appropriate circumstances. If there is thorough consideration of these risks and opportunity costs, there are no substantive impediments to the transfer of public assets to communities. It has been done legitimately and successfully in very many places.
3. There are risks but they can be minimised and managed. There is plenty of experience to draw on. The secret is all parties working together. This needs political will, managerial imagination and a more business focused approach from the public and community sectors.

## **The review team agreed on five actions that could make a decisive difference:**

1. The publication of comprehensive, up-to-date and authoritative guidance on all aspects of local authority asset management, including within it detailed and explicit guidance on the transfer of assets to community management and ownership.
2. The publication of a toolkit for local authorities and other public bodies on risk assessment and risk management in asset transfer to communities.
3. The provision of much greater access for local authorities and community organisations to expert advice and organisational development support relating particularly to the transfer and management by communities of land and buildings.
4. The smarter investment of public funds designated for community-led asset-based developments, where permissible, through the involvement of specialist financial intermediaries with expertise in the field and the ability to achieve high leverage ratios.
5. A major campaign to spread the word, through seminars, roadshows, training, use of the media, online and published information, and the dissemination of good practice, as well as promotion of 'bottom up mechanisms' such as the proposed Community Call for Action (CCfA) and the existing Public Request to Order Disposal (PROD).

# What happens next?

The government will implement the Quirk Review proposals in full and this document sets out how we will do this. The Quirk Review's report clearly suggests that what is required is not more legislation, but culture change. We will seek to build momentum behind that culture change by developing better guidance to help people understand and use existing powers better so they are not put off by the risks, but learn to manage them effectively. We will also develop appropriate mechanisms to strengthen the ability of communities to put pressure on local authorities who refuse to consider asset transfer to community organisations. In taking this programme of action forward, we will work actively with partner organisations in local government and the third sector, and will monitor progress closely.

# A collaborative approach

It is clear that government cannot do this alone. Partnership working – across central government, between central and local government and between local government and its communities – is the most appropriate way forward.

This section outlines how we will go about bringing the *Making Assets Work* recommendations to life. It identifies the partners with whom we will collaborate and highlights the contribution our partners can make to increase the opportunities for communities to manage and own local public buildings and land.

**Communities and Local Government** will take the lead within central government on delivering this implementation plan. It will work closely with partners across government departments, especially the **Office of the Third Sector** (in Cabinet Office) and **HM Treasury**.

The **Office of the Third Sector (OTS)** brings together other sector-related work from across government, including ChangeUp, the cross-government framework on capacity building and infrastructure in the voluntary and community sector. OTS has also set up the Community Assets Fund, which will offer grants for refurbishment of local authority buildings, ensuring they are appropriate for community use and for transfer to third sector ownership or management.

**HM Treasury** and the **Cabinet Office** are jointly running a review of the future role of the third sector in social and economic regeneration, based on the largest ever consultation with the third sector. The interim report of the third sector review highlighted the critical importance of community owned or managed assets.

A key message within HM Treasury's *Transforming Government Procurement* programme is the need to improve the way that government manages its estate. Work will be taken forward on this through the **Office of Government Commerce's (OGC) High Performing Property Programme**.

The Varney Review (2006) also identified the need for a new focus on how government delivers services, with the essence being on cross government collaboration. We will work with the OGC to explore the relationships between these programmes and the development of a more fertile environment for community management and ownership.

The **Local Government Association (LGA)** will have a vital role to play in encouraging local authorities to give more serious thought to transferring assets to local communities to fulfil their community empowerment objectives. Barry Quirk led a discussion on the subject at the LGA's 16 May conference: *supporting a sustainable third sector: community empowerment and beyond* and we will be working closely with the LGA to ensure there are opportunities to discuss this issue at their annual conference in July. We will also seek to influence local authority chief executives at the SOLACE annual conference in October.

More generally we will be in regular dialogue with the LGA on the issue of support to local authorities who have not considered asset transfer to communities. LGA involvement will be integral, for example, to the development of new asset management guidance for local authorities and to the development of guidance on the use of Community Call for Action (CCfA) and Public Request to Order Disposal (PROD) – see glossary for more detail – in the context of encouraging local authorities to consider transferring poorly utilised assets to communities.



Our proposed actions fall into seven main areas:

## 1. Raising awareness of the review findings and sharing ideas on how to apply them

**We will** disseminate the review findings to make sure people are aware of the benefits of community management and ownership of assets and understand what they can do to help create and exploit more opportunities to get involved, and particularly to encourage local authorities to consider the transfer of assets to communities. We will do this by seeking every opportunity in the media, in activity promoting the Local Government White Paper and in more targeted events and publications. We will send a copy of the review to all those who contributed – including all local authority chief executives – as well as encourage our partner organisations to distribute it to their members. We will also provide speakers or contribute presentations to the **Institute of Public Finance's (IPF)** seminars for their asset management network throughout June and to **Tenants Participation Advisory Service (TPAS)** who are organising five regional events for social housing tenants across the country, as well as any other appropriate events that may arise.

**We will** have a constructive discussion with our stakeholders through the Urban Forum and other networks about how to further increase opportunities for community management and ownership. We will do this via a discussion forum on [www.togetherwecan.info](http://www.togetherwecan.info) and by inviting community empowerment networks to contribute their ideas on taking this plan forward in their own areas.

**We will** work with the **Development Trusts Association (DTA)** and other partners to support them in organising two series of regional capacity building workshops to run from September 2007 to March 2008. Both will address the issues raised by the Quirk Review and enable participants to come up with constructive approaches to implementing its findings.

One series of workshops will be targeted at community organisations. Capacitybuilders has committed £80,000 to support this from their funding from OTS. The other, targeted at local authorities, for which Communities and Local Government has committed £100,000, will look in particular at issues such as the options appraisal stage of asset disposal, risk management and approaches to clawback, state aid regulations and how to achieve funding leverage. There will also be active involvement in the workshops programme from **Community Matters, Action with Communities in Rural England (ACRE)**, the **LGA**, and **Adventure Capital Fund (ACF)**.

**We will** measure success through feedback from workshop participants and a survey of relevant actions taken by participants six months after attending the workshop. Learning from the workshops will be incorporated into the good practice material on asset management and risk management that will be developed as part of the plan.

## 2. Demonstrating how asset transfer can be done

**We will** set up a demonstration programme, which will run from June 2007 to March 2008, to support new or strengthened local authority-community sector partnerships with a focus on asset transfer. The intention is to work with the local authority and community sector organisations in 20 selected local authority areas to establish models for effective partnership. This is to demonstrate the potential of community management and ownership and highlight ways of overcoming the perceived barriers referred to in *Making Assets Work*. It is anticipated that this will advance up to 40 asset transfer projects over the next 12 months and build confidence, in both the local government and community sectors, that asset transfer can be taken forward through a partnership approach, in different local authority situations. This programme will be co-ordinated by the **DTA**, in partnership with the **LGA, Community Matters, ACRE** and **ACF**.

**We will** take steps to measure the impact of the demonstration programme. This will include working with the LGA to survey attitudes and perceptions in the local authority areas covered by the programme. Baseline data will be gathered in June 2007 and follow up surveys will be carried out in November 2007 and May 2008.

**We will** bring together the lessons from the Community Assets Fund and the demonstration programme, to inform future policies of both **OTS** and **Communities and Local Government**. We will feed these into guidance and the promotion campaign aimed at local authorities and the third sector.

**We will** begin promoting the successful models more widely from April 2008 onwards. This will form part of the wider learning programme to be developed following publication of revised asset management guidance and the proposed risk management toolkit.

## 3. Strengthening bottom-up pressure

**We will** jointly promote the new Community Call for Action (CCfA) – proposed in the Local Government and Public Involvement in Health Bill – and the existing but little known Public Request to Order Disposal (PROD) power. This is to encourage communities to use these powers where appropriate to prompt a local authority into giving serious consideration to community management or ownership of an identified asset. The PROD power already exists, but our promotional activities will be timed to coincide with the CCfA coming into force in Spring 2008. This promotional work will be co-ordinated in conjunction with a range of our partner organisations, but particularly the **LGA, Community Alliance** and the **Urban Forum**.

**We will** monitor the effectiveness of these mechanisms in persuading local authorities to consider transferring management or ownership to communities for the remainder of 2008 with a view to assessing the impact they have made in January 2009. We will continue to explore whether there are further ways to ensure that communities have the levers and are aware of the opportunities to take on control of public assets.

**We will** also explore with the **LGA** how the local government sector can itself strengthen its collective responsiveness to bottom-up pressure when that meets with unsympathetic or unreasonable resistance in individual cases.

## 4. Developing specialist advice

**We will** improve the asset management guidance currently available to local authorities by publishing new guidance early in 2008. We are working with the **LGA**, the **Royal Institution of Chartered Surveyors (RICS)** and the **Chartered Institute of Public Finance Accounting (CIPFA)** to develop guidance on the whole field of asset management which is appropriate to the new context set by the Local Government White Paper. In particular it will offer more detailed advice on the disposal of surplus or poorly utilised assets through asset transfer to community management and ownership. It will also provide specific guidance on clawback.

**We will** also work with the **LGA** and the **Community Alliance** to develop a risk management toolkit to help local authorities to overcome their concerns about issues such as longer term sustainability of the asset and assets falling into the 'wrong' hands. This will be an online tool, provided via [www.togetherwecan.info](http://www.togetherwecan.info) from April 2008, with suggested templates for risk registers. It will include checklists of issues to cover and evidence-based counter-measures.

**We will** continue to review with our partners what further action is needed to strengthen capacity building in both the local government and third sectors.

## 5. Resources

The **Office of the Third Sector** and **Communities and Local Government** will bring together third sector funders to explore the potential for more collaboration between them to help the community sector capitalise its assets more effectively and to make the best use of existing resources. We will work particularly with the **Community Development Finance Association**, and relevant financial intermediaries such as **Charity Bank** and **ACF**, to disseminate good practice and maximise the leverage obtained with existing and new investment programmes.

**We will** maintain close links between **OTS** and **Communities and Local Government** during the OTS consultation on the £30m Community Assets Fund. The consultation document demonstrates our intention for this fund to implement key principles from the Quirk Review, such as taking a flexible approach, involving financial intermediaries, and encouraging local authorities to take a corporate approach to asset management, in partnership with the third sector. The Community Assets Fund is being managed by the **Big Lottery Fund (BIG)** on behalf of **OTS**; they will make further announcements on criteria and timetables after the consultation closes on 23 June 2007

**Communities and Local Government** and **OTS** are also considering what additional support may be provided for community ownership and management of assets. This will be determined by and subject to the outcome of the 2007 Comprehensive Spending Review. This Implementation Plan will be updated following the announcement of the Spending Review in autumn 2007.

## 6. Promoting the benefits

**We will** devise and carry out a pro-active, high profile promotional campaign over three years. The purpose of this is to ensure people are aware of the improved support and guidance available to them following the Quirk Review's recommendations; that there is a better understanding among public bodies and communities of the benefits of asset management or ownership to communities like theirs, and that community organisations are more motivated to make their case for the development of an asset in their area, and to have their aspirations taken seriously.

The campaign will make use of seminars, roadshows, published materials – online and print media – to reach stakeholders in local government (both elected members and officials), the third sector and the wider general public to make them aware of the benefits of asset transfer, how to go about it successfully and how to manage the associated risks.

**We will** promote the transfer of assets in the wider context of the range of measures set out in the Local Government White Paper (2006) to empower local communities and enable residents to play a greater role in shaping their local public services.

**We will** ensure, through the campaign, that people are aware of and understand the new and improved guidance and what the law allows. The campaign will highlight innovative examples of successful asset transfer so local authority asset managers and community organisations can learn from those that best mirror their own local circumstances.

**We will** work with media partners to explore the potential for mainstream awareness raising using, for example, a reality TV format or similar programming to promote the opportunities of asset transfer to the wider public.

**We will** develop an online gateway at [www.togetherwecan.info](http://www.togetherwecan.info) to provide easy access to relevant information and support organisations. This will offer the benefit of providing a single point of entry for people searching for high quality, up-to-date information. It would be supported by written material to provide information for people in the public sector and the third sector.

## 7. Reviewing achievements and measuring success

**We will** meet with all the partners actively involved in the delivery of this plan at least twice in the next twelve months (September 2007 and January 2008) to review progress and consider any modifications that are necessary.

**We will** work with the **LGA** to survey attitudes and perceptions to asset transfer and community management and ownership in the local authority areas covered by the demonstration programme. Baseline data will be gathered in June 2007 and follow up surveys will be carried out in November 2007 and May 2008.

**We will** re-convene the review team in 2008 to consider the impact of the actions so far and to make recommendations on what needs to happen next.

**We will** build on the publication of the risk management toolkit and the new asset management guidance in early 2008 by working with our partners to create further learning opportunities for local authorities. These will help local authorities use the tools to create increased opportunities for community management and ownership.

# Our partners

**Communities and Local Government** will lead on the delivery of this implementation plan, with the close involvement of partners across central government, especially **OTS** and **HM Treasury**.

The plan was developed with the support of a range of other organisations that will each play a part in taking forward the recommendations set out in *Making Assets Work*.

## **Action with Communities in Rural England (ACRE)**

ACRE is active in promoting the interests of rural communities. It is the national umbrella organisation for the 38 Rural Community Councils, which are independent local development agencies throughout England delivering support and advocacy aimed at creating healthy, vibrant and sustainable rural communities. ACRE's national village halls information service works through its member organisations to provide the main local source of practical and developmental support for England's 9000 community-owned and managed village halls.

Contact: Sylvia Brown (Chief Executive) at [s.brown@acre.org.uk](mailto:s.brown@acre.org.uk)  
ACRE, Somerford Court, Somerford Road, Cirencester, Gloucestershire GL7 1TW  
Tel 01285 653477  
[www.acre.org.uk](http://www.acre.org.uk)

## **Adventure Capital Fund (ACF)**

ACF is a unique funding combination of three government departments plus several Regional Development Agencies and is delivered through a partnership of leading players in social and economic regeneration. ACF is dedicated to strengthening local communities by supporting organisations that work within and for those communities through trading and other activities that can generate an income. All such organisations must be using enterprise for development to qualify for this investment.

ACF also helps organisations through the process of growing towards sustainability. It has developed a portfolio of investments which will yield a combined financial and social return and also provides case studies to illustrate and assess the different types of investment and their social impact. As a learning organisation, ACF plans to continue to innovate in this field and thereby attract further investment resources from a range of sources.

Contact: Sue Peters at [sue@adventurecapitalfund.org.uk](mailto:sue@adventurecapitalfund.org.uk)  
Adventure Capital Fund, c/o Local Investment Fund, 7th Floor, Ibex House,  
42-47 Minories, London EC3N 1DY  
Tel 020 7488 3455  
[www.adventurecapitalfund.org.uk](http://www.adventurecapitalfund.org.uk)

## **Capacitybuilders**

Capacitybuilders was established in April 2006 initially with responsibility for managing the £70m ChangeUp programme for financial years 2006-07 and 2007-08. ChangeUp is a government funding programme, developed with voluntary and community organisations, to build capacity and infrastructure in their sector.

Capacitybuilders' mission is to secure a high-quality, sustainably-funded infrastructure for frontline voluntary and community organisations. This will allow organisations to achieve their aims better and use their resources more effectively. Their vision is of a third sector that is independent, innovative, flexible, responsive and sustainable, and that achieves its full potential in:

- service delivery
- social innovation
- policy analysis
- campaigning
- exercising its voice or representational role

Contact: Simon Hebditch (Chief Executive) at [simon.hebditch@capacitybuilders.org.uk](mailto:simon.hebditch@capacitybuilders.org.uk)  
Capacitybuilders, 77 Paradise Circus, Birmingham B12DT  
Tel 0121 237 5100 (main switchboard)  
[www.capacitybuilders.org.uk](http://www.capacitybuilders.org.uk)

### **Charity Bank**

Charity Bank's purpose is to change perceptions of how personal and corporate wealth can provide finance for the benefit of society, rather than just for the profit of business or self-interest. Charitable deposits with Charity Bank are a new way for people to let a little of their wealth be managed for the benefit of communities for as long as they like, without the need to give capital away. With Charity Bank, all deposits contribute to a pooled fund that provides charities with the support they need to be efficient, independent players. They can provide loan finance and advice to any organisation that is either a registered or exempt charity, as well as to community associations, voluntary organisations, community businesses, social enterprises or social landlords or even for-profit companies as long as the purpose of the loan is exclusively charitable. Their purpose is to achieve the greatest benefit possible for the organisation. Charity Bank often lends where banks or building societies either will not make a loan at all, or will only do so on unaffordable terms.

Contact: Malcolm Hayday at [mhayday@charitybank.org](mailto:mhayday@charitybank.org)  
The Charity Bank Limited, PO Box 398, 194 High Street, Tonbridge, Kent TN9 9BD  
Tel 01732 774040  
[www.charitybank.org](http://www.charitybank.org)

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

CIPFA is a professional accountancy body specialising in the public sector. Responsible for educating and training professional accountants, CIPFA also sets and monitors professional accounting standards for local government. CIPFA's members work at senior levels in public service bodies, in the national audit agencies and major accountancy firms and provide a range of high quality advisory, information and training and consultancy services to public service organisations.

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

**IPF** is the management support services company of CIPFA. IPF specialises 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.

Contact: David Bentley at david.bentley@ipf.co.uk  
Tel 01244 394600  
www.ipf.com

## **Communities and Local Government**

Communities and Local Government is a new government department created in May 2006 with a vision of prosperous and cohesive communities, offering a safe, healthy and sustainable environment for all. The Department's Community Empowerment Division is responsible for co-ordinating the government's implementation plan in response to the Quirk Review, as part of its broader brief to lead on community empowerment policy across the department. The project to revise the local authority asset management guidance will be managed by the Local Government Finance Directorate, while the Local Development Directorate will lead on work to strengthen the community sector, in partnership with the OTS in the Cabinet Office.

Contact: Charles Woodd at charles.woodd@communities.gsi.gov.uk  
Tel 020 7944 3311  
www.communities.gov.uk

## **Community Development Finance Association (CDFA)**

CDFA aims to support the development of a thriving and sustainable community development finance (CDFI) sector that provides finance for disadvantaged and underserved communities and, as a consequence, contribute to the increasing prosperity of these communities. A number of the members within the CDFA network focus specifically on providing finance to social and community enterprises. They assist them to lever in investment from other sources in a way that offers hands-on organisational development and technical support to the organisations in which they are investing.

Contact: Susan Lee at s.lee@cdfa.org.uk  
Tel 020 7430 0222  
www.cdfa.org.uk

## **Community Matters**

Community Matters is the nationwide federation for community associations and similar organisations, with 1100 member organisations across the UK. Community Matters has played a key role in promoting and supporting action by ordinary people in response to social, educational and recreational needs in their neighbourhoods and communities.

Currently Community Matters' members include:

- 850 community associations and similar multi-purpose community organisations
- 30 Local Federations of Community Organisations and 80 other local supporting organisations
- 140 local authorities and housing associations



Contact: David Tyler (Director) at [david.tyler@communitymatters.org.uk](mailto:david.tyler@communitymatters.org.uk)  
Tel 020 7837 7887  
[www.communitymatters.org.uk](http://www.communitymatters.org.uk)

### **Development Trusts Association (DTA)**

The DTA helps people set up development trusts. These are community organisations using self-help, enterprise, and asset ownership, to find local solutions and transform their community for good. The DTA also helps trusts to learn from each other and to work effectively, and influences government and others at national and local level, to build support and investment for the movement.

The DTA is the leading network of community enterprise practitioners, and is aiming for a successful development trust in every community. There are now over 400 development trusts in DTA membership, in both urban and rural areas. While many are still small, others are operating at scale: the combined turnover is £200m and development trusts have £350m of assets in community ownership. DTA is a member of the Community Alliance with bassac and Community Matters.

Contact: Steve Wyler at [s.wyler@dta.org.uk](mailto:s.wyler@dta.org.uk)  
Tel 0845 458 8336  
[www.dta.org.uk](http://www.dta.org.uk)

### **Local Government Association (LGA)**

The LGA promotes the interests of English and Welsh local authorities, working with and for its member authorities, to realise a shared vision of local government that enables local people to shape a distinctive and better future for their locality and its communities. The LGA aims to put local councils at the heart of the drive to improve public services and to work with government to ensure that the policy, legislative and financial context in which they operate, supports that objective.

Contact: Matthew Warburton at [matthew.warburton@lga.gov.uk](mailto:matthew.warburton@lga.gov.uk)  
Local Government House, Smith Square, London SW1P 3HZ  
Tel 020 7664 3097  
[www.lga.gov.uk](http://www.lga.gov.uk)

### **Office of the Third Sector (OTS)**

OTS was established within the Cabinet Office by the Prime Minister in May 2006 to drive forward the government's role in supporting a thriving third sector. OTS works as an advocate for the third sector across government and delivers its own policy programmes. It works closely with Communities and Local Government to embed the role of third sector organisations in communities and decision-making at a local and regional level, and with the Department of Trade and Industry (DTI) to promote enterprise and create the environment for business success.

Contact: Annie Cooper (Charities and VCS Development Unit) at [annie.cooper@cabinet-office.x.gsi.gov.uk](mailto:annie.cooper@cabinet-office.x.gsi.gov.uk)  
2nd Floor, 35 Great Smith Street, London SW1P 3BQ  
Tel 020 7276 6043  
[www.cabinetoffice.gov.uk/thirdsector](http://www.cabinetoffice.gov.uk/thirdsector)

## **Royal Institution of Chartered Surveyors (RICS)**

RICS is a high profile global 'standards and membership' organisation for professionals involved in land, property, construction and environmental issues. Accountable to both members and the public, RICS has three main roles:

- to maintain the highest standards of education and training
- to protect consumers through strict regulation of professional standards
- to be the leading source of information and independent advice on land, property, construction and associated environmental issues

Contact: Paul Bagust at [pbagust@rics.org.uk](mailto:pbagust@rics.org.uk)

Tel 020 7695 1615

[www.rics.org](http://www.rics.org)

## **Tenant Participation Advisory Service (TPAS)**

TPAS England is the leading national tenant participation organisation working to promote tenant empowerment. Their aim is 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. TPAS is a not for profit membership organisation that provides information, consultancy, training and conferences on all aspects of involving tenants in their housing management. 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
- TPAS also has links with Central Government and helps to develop government policy around tenant participation issues

Contact: Richard Warrington at [rich.warrington@tpas.org.uk](mailto:rich.warrington@tpas.org.uk)

TPAS Ltd, 5th Floor, Trafford House, Chester Road, Manchester, M32 0RS

Tel 0113 2786388

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

## **Urban Forum**

The 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.

The aims of Urban Forum are to provide a strong voluntary and community sector voice on urban and regional policy and the promotion of sustainable regeneration initiatives. It places special emphasis on consultation and on encouraging equal opportunities for more marginalised communities.

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# Glossary

<b>Term</b>	<b>Definition</b>
Asset management	a structured process adopted by a local authority, other public body or third sector organisation in order to get best value for money from its land and buildings
Asset ownership	possession of the freehold or a leasehold stake in a building or piece of land
Asset transfer	passing ownership or management of a building or piece of land from a public sector body to a third sector organisation
Clawback	condition attached to a public sector grant to protect against misuse of the grant. When applied to a capital grant for asset development, it often involves a charge on the asset so that all or part of the proceeds are recoverable if the asset is disposed of or used to generate a surplus
Community call for action (CCfA)	a provision enabling any elected councillor to ensure a request from a member of the public is given due consideration, by referring it to the council's Overview and Scrutiny Committee. This provision exists in law for crime and policing matters and is proposed for extension to all local government matters under the Local Government and Public Involvement in Health Bill
Community development finance institution (CDFI)	sustainable, independent financial institution that provides capital and support to enable individuals or organisations to develop and create wealth in disadvantaged communities or under-served markets
Community empowerment	enabling people in local communities to have greater influence over the public decisions and services which affect their quality of life
Community organisation or group	an organisation that is controlled by its beneficiaries, whether users, members or local residents, and that retains any surplus to support its continuing activity
Comprehensive spending review	process by which government reviews its commitments and sets future priorities for public expenditure
Development trusts	community-led organisations which cultivate enterprise and build assets, in order to promote community prosperity
Leverage	process whereby a grant or loan at no or low interest to a project enables the project to attract additional investment finance that would not otherwise have been accessible

Public Asset	a building or piece of land owned by a public sector body (government department or agency, local authority etc)
Public Request to Order Disposal (PROD)	a little known legal power, which enables any member of the public to request the Secretary of State to direct a local authority (or certain other public bodies) to dispose of a building or piece of land in its ownership that is unused or underused in meeting the public body's functions
Social enterprise	a business with primarily social objectives whose surpluses are principally invested for that purpose in the business or in the community
State aid	a state aid is any form of support given by central government, either directly or via another public body such as a local authority, and other than through open competition, to help one undertaking in preference to another. Undertakings include third sector organisations which are engaged in economic activity. Such aid is illegal unless expressly allowed by exemptions under the European Treaty or approved by the European Commission

Quirk Review implementation plan at a glance																						
Activity	Partners (lead in bold)	May-07	Jun-07	Jul-07	Aug-07	Sep-07	Oct-07	Nov-07	Dec-07	Jan-08	Feb-08	Mar-08	Apr-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	Nov-08	Dec-08	Jan-09
<b>Raising awareness of the review findings and encouraging discussion</b>																						
Launch of the review	<b>CLG*</b> , OTS, LGA, DTA																					
Launch of implementation plan	<b>CLG</b> , DTA, LGA																					
LGA conference – <i>supporting a sustainable third sector: community empowerment and beyond</i>	<b>LGA</b>																					
IPF – seminars for their Asset Management Network (300 member Local Authorities)	<b>IPF</b> , CLG, DTA																					
TPAS – 5 regional Future Academy seminars for social housing tenants and officers	<b>TPAS</b> , CLG																					
Feature and discussion forum on <a href="http://www.togetherwecan.info">www.togetherwecan.info</a>	<b>CLG</b>																					
LGA annual conference – Ministerial speech and exhibition to engage with LGA members	<b>CLG</b> , LGA																					
Regional workshops for community organisations	<b>DTA</b> , Community Matters, Capacity Builders																					
Regional workshops for local authorities	<b>DTA</b> , Community Matters, ACRE, LGA, ACF, CLG																					
SOLACE annual conference – break out session and exhibition to engage with members	<b>CLG</b>																					
Ruralnet conference 2007 – session to target rural community stakeholders	<b>CLG</b>																					
<b>Demonstrating how asset transfer can be done</b>																						
Demonstration programme to support partnership development in 20 selected local authority areas	<b>DTA</b> , LGA, Community Matters, ACF, ACRE, CLG																					
Baseline perceptions survey	<b>CLG</b> , LGA																					
Follow up perception surveys	<b>CLG</b> , LGA																					
Re-convene the review team to review data	<b>Review team</b>																					
Promote demonstration models	<b>CLG</b> , LGA, DTA																					
<b>Strengthening bottom-up pressure</b>																						
CCfA comes into operation	<b>CLG</b>																					
Joint promotion of CCfA and PROD	<b>CLG</b> , <b>LGA</b> , Community Alliance, Urban Forum																					
Assess impact of CCfA and PROD as enablers of community management and ownership	<b>CLG</b>																					
<b>Developing specialist advice</b>																						
Publish revised asset management guidance	<b>CLG</b> , RICS, CIPFA, LGA																					
Produce risk management toolkit	<b>CLG</b> , LGA, Community Alliance																					
– develop toolkit outline format	<b>CLG</b> , DTA, LGA																					
– test and develop toolkit through workshops	<b>CLG</b> , DTA, LGA																					
Design training programme for local authorities	<b>CLG</b> , LGA, IDeA, RICS, CIPFA																					
Training seminars for local authorities	<b>CLG</b> , LGA (tbc)																					
Promotion: feature in conferences, seminars, trade press etc	<b>CLG</b>																					
<b>Resources</b>																						
Bring funders together to discuss ways of adding value through collaboration	<b>CLG</b> , OTS																					
Consultation and delivery of the £30m Community Assets Fund	<b>OTS</b> , BIG																					
<b>Reviewing achievements and measuring success</b>																						
Bring partners together to review progress	<b>CLG</b>																					
Re-convene the review team to consider the impact of the actions so far	<b>CLG</b> , <b>Review team</b>																					
Develop action plan for next steps	<b>CLG</b>																					
Publish action plan for next steps	<b>CLG</b>																					

Note: Milestones for the promotional campaign are reflected under the actions listed above.

\*CLG is not an official abbreviation for Communities and Local Government.











