

A Guide to Asset Transfers



Foreword

Facilities are absolutely vital to sustaining the current level of activity that many of our affiliated clubs enjoy across the land. This does not just refer to specific athletic track and field facilities but also to the changing, car parking and social amenities through which a club of any discipline can really grow, sustain and thrive.

Coaches, teachers, parents, volunteers, officials and athletes provide the main human ingredient to generate a whirlwind of activity and success in terms of performance throughout many of our clubs but underpinning this are the facilities upon which performances are delivered. Facilities provide the environment where performance and related success can be shared and enjoyed by existing participants, supporters and spectators alike. A generation of future champions are often introduced to their first sporting experience by following elder siblings or parents around the clubhouse with their kit bag in hand yearning the day when they will get to perform on the same facilities as those they admire so much.

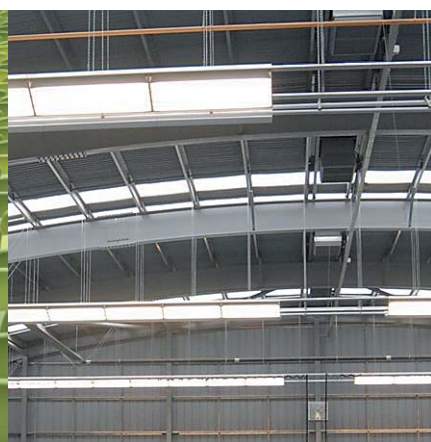
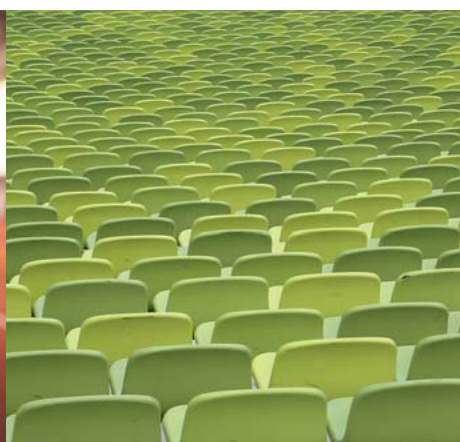
Without a healthy stock of specific and generic facilities we are well and truly stuffed as a sport however large or small our club maybe or at what level they perform at. To grow and sustain participation there are several factors that come into play. For Athletics, access to a healthy stock of safe and suitable facilities is crucial.

At present, the opportunity for community sports clubs and “athletics” in particular to take charge of their immediate facility stock from owners and to capitalise on the opportunity that “Asset Transfer” presents is significant. However the challenges are real and need to be fully understood before venturing forward. England Athletics have produced this guide to help kick start the process of dialogue and to offer support to our many outstanding volunteers who give up so much of their valuable time to offer opportunities for others to succeed. Without our volunteer sports network there would be no future superstars of athletics. Without facilities there would be no place from which they can weave their magic.

We have included several brief case studies within this guide. These cover other sports as well as athletics and often involve a multi-sport approach. Many of the challenges faced by community club volunteers transcend single sports in isolation, so whether your passion is athletics, football, cricket or tennis the challenges are for the most part similar and the information in this guide is widely applicable.

This guide only breaks the ice on a subject that is detailed and not without complexity. We hope that this guide acts as a catalyst for discussion amongst clubs up and down the land and sows the seeds of optimism with regards to what could be possible.

England Athletics
Winter 2011



Asset Transfer Guide: Fact Sheet 1

What is an asset transfer?

Welcome to the Asset Transfer Guide!

This guide is made up of a series of sections which can be read on their own, but together create an introduction to the subject of asset transfers. It has been designed to complement the Sport England Asset Transfer Toolkit.

This is the first section of the guide. The sections are:

- **What is an asset transfer?**
- ◆ **Establishing the foundations**
- ◆ **Developing the detail**
- ◆ **Developing your facilities**
- ◆ **Opening the doors**
- ◆ **Next steps**

So what is an asset transfer? An asset transfer occurs when a public sector body, usually a Local Authority, passes on the management and/or ownership of facility to a community group.

This is not anything new. The General Disposal Consent 2003 allows local authorities to dispose of an asset at below market value when it will help to promote or improve an area. This improvement can be economic, social or environmental.

Normally local authorities are obliged to get the best deal that they can when they dispose of an asset. Under the GDC, they can “undervalue” an asset by up to £2m as long as the transfer contributes to the improvement of an area.

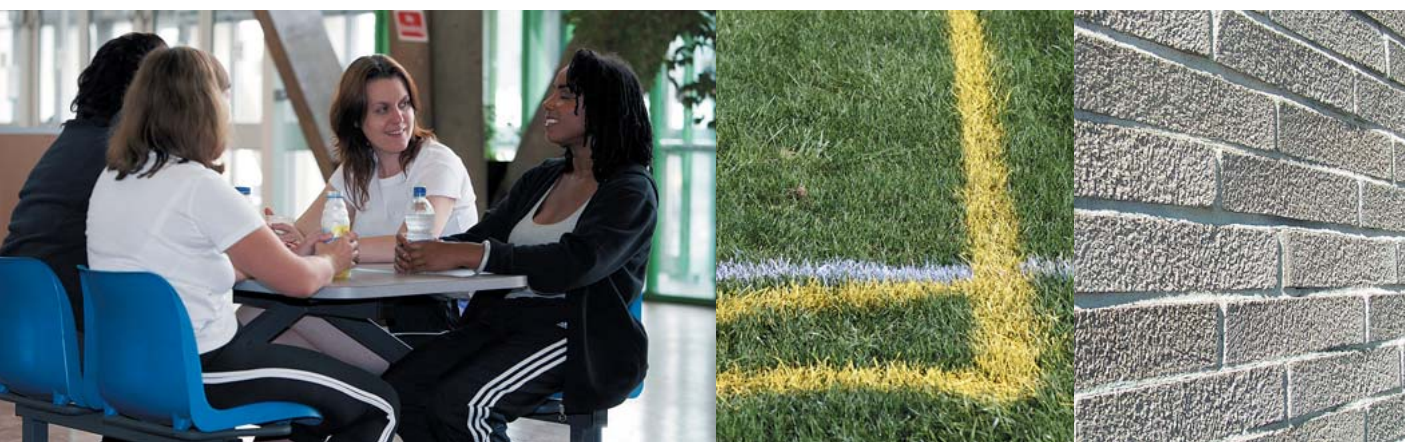
An asset is something that is valuable, or contributes to something that is valuable. Clearly a track, or clubhouse or other athletics facility is extremely valuable to an athletics club, but it must be capable of being managed either to break even or at a surplus. This can be with a subsidy or grant from the local authority.

Current Climate

The sporting landscape is constantly changing. A new set of opportunities are coming onto the horizon which are potentially really exciting for athletics. More and more community organisations will have the opportunity to take on the management and operation of their tracks. This may come about as local authorities start to try to reduce their budgets and make it more likely that some facilities will be threatened with closure. Clubs may be given the opportunity to take control of their facilities and run them themselves.

It is likely that the Localism Bill will come into effect in 2012. This could offer more opportunities for clubs to take control of their facilities, either because they feel that they can run them more effectively than the Local Authority and seek to take them over, or by registering their interest in an asset. If that asset becomes available, the Local Authority is obliged to give community groups the opportunity to bid to run the facility.

So if your track is under threat of closure, suffers from poor investment, or you feel you can do a better job, then you might want to consider an asset transfer – after all this is what the Big Society is all about.



So what is in it for us?

Although the starting point for an asset transfer often comes about because of a threat, there are many benefits of asset transfers:

Local Authority

- ◆ Meeting their policy objectives
- ◆ Making better use of an underused asset
- ◆ Better involvement of the community
- ◆ Moving clubs away from being dependant on grants
- ◆ Access to grants for which local authorities cannot apply
- ◆ Ensuring that services are protected against further cuts
- ◆ Reducing costs

Clubs

- ◆ Control of their own destiny and able to develop their own identity
- ◆ Security, no threats from budget cuts or closure of facilities
- ◆ Being able to improve their facilities when they want
- ◆ Opportunities for sports development and to get more people involved
- ◆ Increased income generation

There is however a potential that some local authorities may just be looking to “offload” facilities which cost them too much to run either now or in the future. Considerable pressure may be put on clubs to take these on in order to protect their club venue. You need to think about whether your track is going to be an asset to you or a liability. By working through some of the ideas in this guide, you should have a better answer to this very important question.

Case Study

Rossendale Ski Club

Ski Rossendale Ltd Social Enterprise

In the summer of 2010 Rossendale Council announced that they were seeking partners to take over the management of Rossendale Ski Slope. There were two bidders at that time, but neither were accepted. A decision was then made to close the slope at the end of March 2011.

One of the two unsuccessful groups did not give up, but continued to talk to the Council to investigate the potential to resubmit their tender. This dialogue continued as Ski Rossendale pulled together information and prepare their case. In April the Council started the process again, and after submitting a successful Pre-Qualifying Questionnaire, Ski Rossendale Ltd were asked along with other interested parties to present their ideas to the Council and then to submit a new proposal to manage the centre. By August they heard the news that they wanted, and were awarded a contract to manage the ski slope. The centre re-opened under new management on 3rd Sept 2011

They had formed themselves into a Social Enterprise and pulled in favours and help from a wide range of people. The specific skills these people brought, along with the skills of the four directors allowed them to put together their comprehensive business plan, These professional people offered their services on a ‘pro bono’ basis

Looking back there were some key things which they did which helped which were getting in expert help early on in the process, and making sure that they separated their heart and passion for the sport from the heads which looked at the business of running a slope. They were aware that the timescales were very tight, but it was critical that they were open in time for the start of the winter season.

Asset Transfer Guide: Fact Sheet 2

Establishing the foundations



Welcome to the Asset Transfer Guide!

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So let's start to build a scenario. You have heard that your local authority is thinking of closing the track that your club has used for many years. Your instant response to the situation is probably something along the lines of "how dare they"!

Is it really needed?

Perhaps the very first question that you need to ask yourselves is – is this facility needed? That sounds like an obvious question, but is it? You may have been involved in the site for many years, and have a strong emotional attachment to it, and your first reaction is "of course we need it"! If you step back and ask yourselves the "what if" questions, does that change your mind?

In order to be objective you need to think about some of those "what if" questions. These could include:

- ◆ What would actually happen if the track closed?
- ◆ What alternatives are there? Where are the nearest tracks?
- ◆ How many people actually use the track?
- ◆ How many people could use the facility?

If the answers show that there is a need, then you need to move onto the next set of questions. These should identify the suitability of the facility to your organisation:

- ◆ What facilities is your organisation going to need in the next 5, 10, 15, 20 years?
- ◆ Does the facility that you are being offered meet those requirements?
- ◆ If not, can it be expanded to meet them?

This should start to raise issues about the condition of the facility. Questions that you need to ask should include:

- ◆ Do you know what condition the facility is in?
- ◆ How have you assessed this? Have you seen a condition survey?
- ◆ How much work is going to need to be done in the short, medium and long term to keep it up to standard or improve it?
- ◆ How much is this going to cost and where will the money come from?
- ◆ Will the local authority help you to undertake this work?

You then need to think carefully about the timeframes and your organisation's ability to take on the commitment that an asset brings with it. Questions that you need to ask include:

- ◆ How much time are the local authority giving us to develop our case to take on the asset?
- ◆ Is this long enough to do the work that we need to do? This should be an absolute minimum of six to nine months.
- ◆ Do we as an organisation have the time to dedicate to acquiring the facility as well as keeping our club running?

The next considerations are around running costs.

- ◆ How much is the facility going to cost to run?
- ◆ How much income will it generate?
- ◆ Are there any other potential sources of income that are realistic to achieve?
- ◆ Can we attract in new users and do we have the proof that they will come?

The last area to consider is if there are any limitations to the use of the site. The types of questions that you need to ask include:

- ◆ Are there any restrictions on how the facility can be used? Time, uses, trading etc
- ◆ If you need to develop additional facilities, how likely are you to be able to get planning permission? Is the site suitable to develop due to ground conditions, contamination, impact on neighbours, floodlighting, parking or traffic flow. This is a very limited list, but you need to think about the impact on the neighbourhood.

If the answer to any of these questions is that you don't know, then you need to gather more information. If the answer to the question is throwing up issues then you need to consider carefully if you want to take on a liability either in the short or long term. If you are still happy with the answers then you need to start to put together this information into a feasibility study.

The feasibility should include all of the issues raised in the "what if" questions. It also needs to include other information such as:

- ◆ Arrangements for the lease or purchase of the facilities or land
- ◆ Who are or could be the key stakeholders who are important to making the project happen?
- ◆ How will the project and facility be managed?
- ◆ Who will drive it forward?

Proving the need

Let's look at some of these issues in more detail.

One of the first things that you need evidence of is the need for the project. There are a number of ways that you can obtain evidence. This is divided into three main areas

- ◆ Strategic Need
- ◆ Local Need
- ◆ Sports Development

There are a number of tools and information which can help you to determine the need.



Sport England has produced a number of tools that might be of help in assessing need. You are strongly advised to contact your County Sports Partnership, or England Athletics to help you with the interpretation of the information:

- ◆ **Market Segmentation** <http://segments.sportengland.org/>
- ◆ **Active People** www.sportengland.org/research/active_people_survey.aspx
- ◆ **Active Places Power** <http://www.activeplacespower.com/>
- ◆ **Sports Facility Calculator** www.sportengland.org/facilities_planning/planning_tools_and_guidance/sports_facility_calculator.aspx

Developing Partnerships

It has been proved that the most successful asset transfers come about from strong partnerships. This will not just be about the partnership with the local authority, but also with neighbours, potential users as well as the wider community.

If you treat your neighbours right they can bring massive benefits to a project. They can be a wealth of knowledge about local issues, and can be your eyes and ears when you are not around which can help with security. Neighbours can also help or hinder planning applications. If you engage them actively at an early stage, you can make a massive difference. Remember rumour fly in local communities!

Your current and potential users enhance proposals by bringing in local ownership, as well as your most reliable source of income. They can be active fundraisers and bring a ready workforce to undertake all kinds of jobs within the club. They can also bring in other potential partners through their network of contacts

It is also important to look outside of the club, as it is likely that you will need more volunteers, skills, fundraisers and participants than your current membership can provide. The wider community will include businesses, the third sector (voluntary), schools, etc

Your challenge is to think of ways that you can engage all of these groups, and develop partnerships with them.

It is also vital that you develop strong partnerships with your local authority. It is difficult to be prescriptive as to who you will need to talk to, but your County Sports Partnership should be able to advise on who are the key contacts. These are likely to be:

- ◆ Sports Development Officer
- ◆ Leisure Manager
- ◆ Property Services Manager
- ◆ Local Elected Member
- ◆ Portfolio Holder for Leisure and Property
- ◆ Planning Officer

You can find details about your County Sports Partnership at www.cspnetwork.org

Who needs to be involved?

Taking on a facility is likely to create a lot of work for your club, and you will need to think about the skills that you need to take on this challenge. You may be lucky and have people in your club with a range of skills; you may not have all the skills that you need. Don't worry if this is the case, there are people out there who can help.

In the first instance, you need to think about all the types of tasks that are going to be needed to go through the process. This is likely to include the following:

- ◆ Negotiation
- ◆ Legal
- ◆ Business planning
- ◆ Communication
- ◆ Marketing and PR
- ◆ Working with architects, surveyors and other technical professionals
- ◆ Finance
- ◆ Fundraising
- ◆ Human resources
- ◆ Operations
- ◆ Change Management

Once you have a list together, think about the people you have in your club who may be able to help. Where you have gaps, use your networks to help to plug them. If gaps still exist then you will need to use other networks to help. Think about local businesses that might be prepared to do some pro bono (free) work. Alternatively, tap into the volunteer network through your Volunteer Centre who hold a list of people who are looking to volunteer in their local community. It may also be worth asking other projects who have been through the process if they have any useful contacts.

Do not ignore gaps, as this will cause you difficulties later and could end up delaying the project.

Remember that free, isn't always good. You might have a local architect in the area, but if their area of expertise is designing office buildings, they may not have the experience to design a good clubhouse. If this is the case then you may need to consider appointing a specialist to do the job. Often companies are willing to undertake some of the early stages of a project at a very low cost. Later stages can often be funded as part of a grant aid package.

It is important that you have a Project Champion and a project manager, (these can be the same person) to help to lead you through the process. These people should have a management role in directing the progress of the project as it develops.

Club Governance

Taking on a facility is a big change for a club and you may need to consider the legal status of your club. There are a number of ways that a club can be governed or structured. You will need to think about what form is best for you, both now and for the future. Decisions that you take now could affect your long-term future. It is important that you take legal advice on this matter.

England Athletics have produced a document on the different forms that clubs can take, this can be found at www.englandathletics.org/clubgovernance

There are a number of different structures that you can consider. These all have their own advantages and disadvantages.

Unincorporated Organisation – the majority of clubs in the UK take this form. It is easy to set up with very few legal requirements, and is easy to change. Members are jointly and severally liable which means that anyone in the club could be liable for the clubs debts. An unincorporated organisation cannot enter into contracts, so this will have to be done in an individual's name. This could put that person at risk, and if they leave, the contract has to be transferred which can be time consuming.

Company Limited by Guarantee (CLG) – this is quite a common form for larger clubs. The Club will need to register with Companies House having lodged a Governing Document (often a Memorandum of Understanding and Association with them). The Company is still owned by its members, and they are liable for the company's debt, but this is usually limited to £1, unless they have broken Company Law. The Company can enter into contracts in its own name. The Club is managed by Directors who have to undertake certain duties, and are named at Companies House. The Club will need to file annual accounts and returns. Fines are levied for late return.

Community Interest Company (CIC) – CICs are similar to CLG, but must demonstrate that they are acting for the benefit of the community. There are some restrictions as to the way assets are used, and if the company is wound up, the assets are protected, as they will be transferred to another charity or similar organisation. Members are protected in the same way as a CLG. Annual returns have to be made to Companies House. There is also an



additional requirement to produce an annual community benefit report for the Regulator of Community Interest Companies that is publicly available.

Industrial and Provident Society (IPS) – an IPS can either be a cooperative, run for the benefit of its members, or a community benefit society, which is run for the benefit of the wider community. It is a flexible organisation that is registered with the Financial Services Authority. Clubs will need to prove that they should be an IPS and annual fees are payable. Members are not liable for the debts of the organisation, and if it is a community benefit society, assets will be distributed to the local community. There are some additional limitations in that the membership and facilities must be open to the whole community and all participants must be amateur.

Charitable Organisations – a charity needs to be registered with the Charity Commission and can be quite complex to establish as they are very prescriptive as to what is acceptable in its Governing Documents. Charity Law requires certain conditions to be met which includes the need to promote “healthy amateur recreation by providing facilities or promotes education or community participation by reference to sport”. The club must be for public benefit and open to all. This will require fees to be set at a level that is accessible to all. Facilities owned by a charity have an asset lock that means that they must be retained for community benefit. A charity has some tax benefits, not least that it has full exemption from tax on profits from membership fees, bank interest and investment income, can claim Business Rate Relief and is eligible for Gift Aid. A charity is allowed to run lotteries, and other forms of fund raising that are not available to other types of organisations. A subsidiary company is necessary to run any activities that are not for the primary purpose of the charity.

There are quite strict reporting procedures for Charities that will require expenditure, such as auditing of accounts.

There are proposals to establish a new form of Company that incorporate both CLG and Charitable status which will negate the need to register with both the Charity Commission and Companies House. At the time of writing details were not available, but this might be happening in 2012.

Community Amateur Sports Club – a half way house to a Charity, but does not require annual returns or registration with the Charity Commission. Instead, a club wishing to become a CASC must register with Her Majesty’s Revenue and Customs, a process that is relatively straightforward. A CASC can claim Business Rate Relief and is also eligible for Gift Aid. It is also exempt from some taxes. All players must be amateur, and officers of the club must pass a “fit and proper persons” check. Membership and facilities must be open to all and membership fees must be set at an affordable level. It is important to recognise that becoming a CASC is not reversible

Social Enterprise – is not a legal structure in its own right. It could be a CLG or a CIC, but the difference is that it is a not for profit business and any profits made must go back into the organisation to fulfil the aims of the enterprise.

A social enterprise is a not-for-private-profit business, rather than a legal structure in its own right. This means that to qualify as a social enterprise, a business could be structured using a variety of legal structures available, e.g. company limited by guarantee, CIC, etc. What is important is that all profits from a social enterprise go straight back into fulfilling the social aims of the enterprise, e.g. providing sports facilities for people on low incomes. No profit can be paid to individual shareholders. In addition, the way in which the social enterprise is structured should enable service users, members and the wider community to have a say in how it is run. There are grants specifically available to Social Enterprises.



How well do you know your facility?

At an early stage in the project, it is also worth beginning to understand some of the issues relating to your site. These will include a site appraisal, understanding any planning issues and checking for any covenants that might exist. All of these may affect your decision to go ahead with an asset transfer, so it is worth getting them sorted early on.

You should consider undertaking a thorough site appraisal. The list below is just an indication of some of the things that you might want to consider, not all will be relevant to your site

- ◆ Access – is the site accessible by everyone in a variety of ways – car, public transport, walking? Is there sufficient car parking included for special events that might generate larger numbers of people than normal. Is it likely that any developments that you have in mind may affect the traffic flows in an area?
- ◆ Building and track condition – it is worth getting hold of a condition survey that should be undertaken by a specialist in their area. This should look at all elements of facilities on the site including roof, electrical supply, asbestos etc. Where do major services such as gas or electricity run?
- ◆ Is the facility large enough and does it allow for expansion in the future
- ◆ Planning - Are there any planning restrictions on the site, or any planned developments in the area that might change the current situation? Are there any listed buildings or trees, or Special Sites of Scientific Interest or archaeological sites in the area?
- ◆ Are there any restrictive covenants on the site, or wayleaves, or rights of access which might affect your plans?

If having thought about all of the issues in this section you are still happy with the answers then you will need to move onto the next phase, which is “Developing the Detail”.

Case Study

Stourport Sports Club

Stourport Sports Club is a partnership between:

Stourport Hockey Club

- ◆ Kidderminster & Stourport Athletic Club
- ◆ Kidderminster & District Netball League
- ◆ Wyre Forest Cycle Racing Club
- ◆ Stourport High School
- ◆ Wyre Forest District Council

The club provides an 8-lane athletics track, two synthetic pitches and a clubhouse. The netball dome and the 1.4km closed cycle track were added in 2009

The partnership was established in 1998 when two separate pieces of land were leased to the Sports Club by the District and County Councils on a 125 year lease at a peppercorn rent of £1 per annum. The whole project managed by a team of 8 directors who represent the original partners and are the Directors of the Company Limited by Guarantee. There are also two non-voting directors from the cycling club and netball league. The Directors are supported by a management and staff team that includes representatives from the clubs. The Directors between them have a wide range of business skills and represent both the public and private sectors.

The club faced a major setback in 2007 when the clubhouse was burned down in an arson attack. It took its time to rebuild, and took advantage of the rebuilding process to make sure that the indoor facilities complemented the outdoor facilities. This has allowed them to develop a strong commercial element in running a very successful bar and catering operation which allows them to offer the club house for weddings, parties and conferences as well as the more normal activities such as keep fit and pilates. Without this the club “would not be able to survive, we have had to be very hard nosed about this”

Asset Transfer Guide: Fact Sheet 3

Developing the detail

Welcome to the Asset Transfer Guide!

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- ◆ What is an asset transfer?
- ◆ Establishing the foundations
- **Developing the detail**
- ◆ Developing your facilities
- ◆ Opening the doors
- ◆ Next steps

In the “Establishing the Foundations” section you will have started to explore some of the fundamental issues about an asset transfer, and also developing a feasibility study which allows you to explore all the options available to you.

Having explored these options you should now have an idea of what might and might not work, and now need to work this up in more detail. This will form the basis of a business plan for your club. This is not about the facility that you are taking on, but about how your club will operate in the future and accommodate the new facility.

Planning for Sport

The starting point for any business plan is the sports development plan. Without this, you will find it very difficult to prepare all of the elements of the business plan.

The sports development plan should look at where you are now, and where you want to be in the future. Then you can work out how you are going to get there. The form of this is not important; it is the contents that are.

Some people may prefer to do this in the classic grid (a template is included in this pack); others may prefer to do this in a mind map form. The key thing is to break it down into a series of objectives or chapters. There may be overlap between the areas, and that doesn't matter. Once you have your chapters then you need to insert the 'how you are going to do it' parts. Really break this down into as much detail as you can, as this will help you.

Having done this you can then move on to developing your business plan. This includes all of the elements of running your club, and should contain the following:

- ◆ **An executive summary** – this is a synopsis of your entire plan, and should pick up key elements from all sections. Someone reading the executive summary should be able to get a clear picture of your club and its plans for the future.
- ◆ **Your vision** – this section should include what your club does, what you are offering and where you want to go. You should also include an overview of the club and what its unique selling points are. You can also mention some of your successes as an organisation and what you have achieved.



- ◆ **Your marketing plan** - you are looking to explain what your market is and how you are trying to attract and retain members of your club. You can also include the ideas that you have to develop your club and any business opportunities that you are planning in the future.
- ◆ **Your workforce** – this section should focus on the skills that you have in your organisation and how you deploy them. You should also think to the future about new people that you will need to involve to help with the new facilities that you are taking on.
- ◆ **Your operations** – this is the key section for an asset transfer, as it is inevitable that you will have to make changes to the way you operate. This is where you can explore the way you are managed and how you are going to deal with supply and demand.
- ◆ **Risk Management** – throughout everything that you do, you will need to think about the risks that you face in your club. These can be both internal (things that you can control) and external (things that you cannot control). Having identified any risks, you will also then need to spend some time thinking about how you can manage any risks identified.
- ◆ **Finances** – You cannot write this section until you have completed all the other sections as you will need to translate them into figures. You need to think about both your revenue costs (running costs) and capital costs (one off costs perhaps related to a building project). You need to make sure that in this section you have fully considered the tax implications of your organisation. You will need to take advice from an accountant or tax specialist in this area.

There are some great business planning templates available from all the major banks, England Athletics has also produced a simple model that might be suitable for you. This can be found at www.englandathletics.org/wcdp

Finding Funding

It is very likely that you will need to generate additional funds because you are taking on a new asset. There are a number of ways that this can be done. These can be divided into four main groups:

- ◆ Internal Funding
- ◆ Sponsorship
- ◆ Grant Aid
- ◆ Loans

Funding from your own resources

Internal funding can be generated in a number of ways; the main most regular source of funding is raised from membership and session fees. These will normally cover the bulk of your running costs, but may need to be supplemented by fundraising efforts. These will generally be raised by the club through events and activities. There are many creative ways that money can be raised by clubs including:

- ◆ Competitions and events
- ◆ Raffles
- ◆ Sponsored events
- ◆ Dinners, Balls and BBQ's
- ◆ Buy a brick
- ◆ Goods sales where a commission is raised
- ◆ Recycling
- ◆ Kit sales

The problem with these types of events is that they rely on the same people putting money in, and can result in fundraising fatigue. The challenge is to find ways that people feel that they are getting value for money or where people from outside the club are attracted into the activity. This brings in new money to the club and potentially new members.

Don't forget that if you are registered as a CASC or a Charity you may be able to claim Gift Aid on any donations. This will allow you to reclaim up to 25p in every pound that you raise from standard rate taxpayers.

Sponsorship

Sponsorship can be very beneficial to clubs as it can create security for a club for the period that the sponsorship is in place. Sponsorship is a commercial agreement between a company and a club. In return for a contribution, this can be financial, goods or services; the club provides a service in return. This is often in the form of advertising, perhaps through the company's logo appearing on clothing or hoardings around the track. It is a two-way arrangement that should benefit both organisations.

You will need to spend some time developing a sponsorship strategy. You need to look for companies that have a reason to sponsor your club. This could be because they are new to

the area and want to promote themselves or they have a product that they want to promote which fits in with your club's image. Very often though, sponsorship comes about because of a personal contact, so use your networks to see who knows who out there, and might be interested. Don't forget that companies can get tax benefits from sponsorship.

Once you think that you might have a shortlist of companies you will need to start to put together a sponsorship plan. This should include:

- ◆ what you are seeking sponsorship for
- ◆ what you can offer a sponsor
- ◆ some background about the club, including history (brief) and some of your successes
- ◆ examples of media coverage

Make it short and snappy and visual, companies get many approaches for funding and yours will need to stand out from the crowd. Once you have made your approach, preferably to a named contact, follow it up with a phone call.

Once sponsorship is secured, work with the sponsor, particularly developing personal relationships and keeping the sponsor informed about the project. You will need to make sure that they get their part of the bargain.

Seeking sponsorship is hard work, but very worthwhile in the end. If you are successful in securing a new sponsor, then make sure that you try to double the amount of money that they are putting into the club by applying to Sportsmatch. Sportsmatch makes awards to not-for-profit organisations that have secured sponsorship to deliver new community projects to grow or sustain participation in sport.

It uses money from the government to encourage new sponsorship of grassroots community sport. Priority is given to applications seeking to match sponsorship from the commercial sector but donations from private individuals or charitable trusts are also acceptable provided they meet the sponsorship eligibility criteria. Awards of between £1,000 and £100,000 can be made to match funding from no more than five sponsors, with each sponsor contributing a minimum of £1,000.

More details about Sportsmatch can be found at www.sportengland.org/funding/sportsmatch.aspx

Grant Aid

There are hundreds of organisations that offer funding to sports clubs. Some of these funding sources are relatively short lived; others will only offer funding for very specific types of projects, others to projects in a specific geographical area.

You might also want to have a look at the Directory of Grant Making Trusts that you can find in the reference section of your local library. Alternatively, your local Volunteer Centre should have a copy of Funderfinder that will allow you to seek sources of funding electronically. There are a number of online search packages, some of which are free, others you will need to subscribe to. A free site is www.fundingcentral.org.uk/search.aspx

Regardless of to whom you apply for funding, there are some things that you can do to increase your chances of success:

- ◆ If your funder offers an advice service then take advantage of it. This may save you time and heartache
- ◆ Make sure that you read their application process fully
- ◆ Take note of their criteria for funding and make sure that you are eligible
- ◆ Check what supporting information they require and make sure that it is submitted in the form that they require
- ◆ Remember your application may be one of many that the assessor is dealing with, so make it easy for them to assess. Make sure that you provide all the information that they need. You should complete all boxes on the application form, and should not refer them to another answer somewhere else on the form. That question is there for a purpose
- ◆ Keep answers clear and concise and make links to their priorities for funding
- ◆ Check the deadlines for submission

Loans

Sometimes grants are not available, or the timescales do not allow applications to be made. In these and other instances, loans may be a more suitable funding option. There are a number of sources for loans. These can be commercial i.e. from a bank, or non-commercial from funders who assist the voluntary sector, or loans can be generated from the club members themselves.

It is important to remember that if you take out a loan then you have to make provision for the repayment of the loan. It is likely that a loan will be secured against an asset of the club, and if there is a default on the loan then that asset may be put at risk. If a trustee, officer or director of a club has behaved responsibly then it is unlikely that they will be held liable.

A useful source of information about loans for the voluntary sector can be found at www.fundingcentral.org.uk/Page.aspx?SP=6059

Making the most of your networks

If you remember that part of the deal of taking over an asset from a local authority is that there should be some improvement in facilities or services in an area. It is important that you develop your networks. These could involve a number of different groups

- ◆ Potential partners
- ◆ People who can make things happen
- ◆ Potential users

Throughout the development of your plans for your facility, you should be thinking about the partnerships that you need to develop; these can help you with keeping your facilities running smoothly perhaps by using them at times that you are not, or by offering a service that complements yours. It may also be working in partnership with another organisation that allows you to deliver a better service.

You should also consider your neighbours as potential partners, they can help you for example by keeping an eye out for your facilities or they can hinder you by objecting to planning applications. Remember your facility might cause them inconvenience at times, perhaps when there is a major event on, so keeping them informed is important. Speak to them early on in the process and look at ways that you can work together

Running any kind of business or operation will at times need you to make contact with people that can unlock doors. This might be in the local authority in planning, leisure or finance, and you need to know who the right people are. These can be Officers who are responsible for the day-to-day running of services and/or strategic planning, or Elected Members who are responsible for approving what happens. Finding the right person can take time, so knowing the key people is vital.

Being at the heart of the community will help to attract new members, helpers and volunteers. So making sure that people know that you are there, and what you do will reap dividends in the long term.

Case Study

Coney Hill RFC

Coney Hill is a busy rugby club based in Gloucester. The club is based in an area of deprivation and they were looking at ways of reducing their costs. Having sorted out the brewery supplies then they looked at other things that they could do to help them financially.

The clubhouse and car park were built on land which was leased from the City Council and cost them £8,500 per annum, and having negotiated a rent reduction to help them through a particularly hard time, and approach was made to see if they could purchase the land. A value of £65,000 was agreed which the club were able to meet through an interest free loan from the Rugby Football Foundation, which meant a saving of around £4,500 a year.

The club were helped significantly by Gloucester City Council who helped them by taking on all the legal costs of undertaking the transfer and also providing a single point of contact through which all negotiations were handled. This allowed them to build an excellent relationship through one person who helped them achieve their main aim of reducing their costs.

Asset Transfer Guide: Fact Sheet 4

Developing your facilities



Welcome to the Asset Transfer Guide!

This guide is made up of a series of sections which can be read on their own, but together create an introduction to the subject of asset transfers. It has been designed to complement the Sport England Asset Transfer Toolkit.

This is the fourth section of the guide. The sections are:

- ◆ What is an asset transfer?
- ◆ Establishing the foundations
- ◆ Developing the detail
- **Developing your facilities**
- ◆ Opening the doors
- ◆ Next steps

In taking on your asset or in the preparatory work that you have undertaken you may become aware of the need to develop your facilities. This can be a daunting process if you have not done it before.

Developing a Design Brief

The first stage is to start to think about what you want your new facilities to do for you. This should be based on your sports development plan and long-term vision for your club.

This will then form the basis of your Design Brief. This is a document that you can give to your architects as a starting point. Remember you are not trying to design your facilities, that is their job. You are giving them information about what you need so that they can then do their part of the job.

The starting point is what you want your new facilities to achieve. Taking a clubhouse extension as an example, start by explaining the current limitations. This could be that they are too small. So think about how many people need to be able to get changed at any one time? What age and gender are they likely to be? Do the changing rooms have to meet any particular standards? This could be because the level of competition that you attract to your venue has specific requirements. What other spaces do you need, and what will they be used for?

By laying this all out clearly, the architect has a clear idea of what you are trying to achieve and will be able to do their job more effectively.

It is also important that you are clear about what you want during the early stages of the design process, as changes made at a later stage can be very expensive.

Understanding the Design Process

Developing a new capital build project can be complicated, and the best way forward is to appoint an architect to help you not only with the design, but also to guide you through the process. The architect that you appoint should be a Registered Architect ideally, a member of the Royal Institute of British Architects.

As a starting point, you might want to have a look around at similar projects to the one you have in mind. Talk to people about how they worked with their architect and their satisfaction with the product. Alternatively approach a number of local architectural practices and explain what you are looking for and if they have someone who has expertise in this area.

A list of suitable practices can be found from RIBA at www.architecture.com/UseAnArchitect/GuidanceAndPublications/PracticalMatters/PracticalMatters.aspx

Your relationship with an architect is critical and selecting the right person is not just about their technical competence or their price but is about how you feel that you can work with them. Good architecture comes about because of the partnership between the client and

the architect. Once you have selected a few potential architectural practices then you might want to go through a formal interview process, or you may already have a favourite based on the discussions that you have already had. Make sure that they have experience in the type of project that you are proposing.

Once you have an architect on board, they will be able to take you through the design process. This will be based on the RIBA Stages of work. You will also find that it is likely that they will split their fees into these stages as well.

RIBA Stages of Work

Preparation	A	Appraisal	Identification of client’s needs and objectives, business case and possible constraints on development.
			Preparation of feasibility studies and assessment of options to enable the client to decide whether to proceed.
	B	Design Brief	Development of initial statement of requirements into the Design Brief by or on behalf of the client confirming key requirements and constraints. Identification of procurement method, procedures, organisational structure and range of consultants and others to be engaged for the project.
Design	C	Concept	Implementation of Design Brief and preparation of additional data.
			Preparation of Concept Design including outline proposals for structural and building services systems, outline specifications and preliminary cost plan.
			Review of procurement route.
	D	Design Development	Development of concept design to include structural and building services systems, updated outline specifications and cost plan.
			Completion of Project Brief.
E	Technical Design	Application for detailed planning permission.	
		Preparation of technical design(s) and specifications, sufficient to co-ordinate components and elements of the project and information for statutory standards and construction safety.	
Pre - construction	F	Product Information	Preparation of production information in sufficient detail to enable a tender or tenders to be obtained.
			Application for statutory approvals.
			Preparation of further information for construction required under the building contract.
	G	Tender Documentation	Preparation and/or collation of tender documentation in sufficient detail to enable a tender or tenders to be obtained for the project.
H	Tender Action	Identification and evaluation of potential contractors and/or specialists for the project.	
		Obtaining and appraising tenders; submission of recommendations to the client.	
Construction	J	Mobilisation	Letting the building contract, appointing the contractor.
			Issuing of information to the contractor.
			Arranging site hand over to the contractor.
	K	Construction to Practical Completion	Administration of the building contract to Practical Completion.
Provision to the contractor of further Information as and when reasonably required.			
Review of information provided by contractors and specialists.			
Use	L	Post Practical Completion	Administration of the building contract after Practical Completion and making final inspections.
			Assisting building user during initial occupation period.
			Review of project performance in use.

www.architecture.com/Files/RIBAProfessionalServices/Practice/OutlinePlanofWork%28revised%29.pdf

If your project is likely to last more than 30 days or 500 person days of construction work then under the Construction (Design and Management) Regulations 2007 you will need to appoint a CDM Co-ordinator. This could be your architect or perhaps a project manager.

They will need to have a thorough understanding of the design and construction process. Your architect or project manager should be able to advise you on this process.

For more information <http://www.hse.gov.uk/construction/cdm.htm>

If your project does not require the services of an architect then you need to make sure that contractors that you approach are members of a suitable trade or professional association. These could include:

SAPCA	Sport and Play Constructors Association.
ACE	Association for Consultancy and Engineering
APM	Association for Project Management
CIBSE	Chartered Institution of Building Services Engineers
CIOB	Chartered Institute of Building
CIPHE	Chartered Institute of Plumbing and Heating Engineering
CQSA	Consultant Quantity Surveyors Association
ICE	Institution of Civil Engineers
ICES	Institution of Civil Engineering Surveyors
ICWCI	Institute of Clerks of Works and Construction Inspectorate
ISSE	Institute of Specialist Surveyors and Engineers
ISE	Institution of Structural Engineers
LI	Landscape Institute
RICS	Royal Institution of Chartered Surveyors
RTPI	Royal Town Planning Institute

Costings

At some point in your project development process, you will need to develop accurate costings. This task is normally done by a Quantity Surveyor who will be able to analyse all of the elements of your project and develop accurate costings.

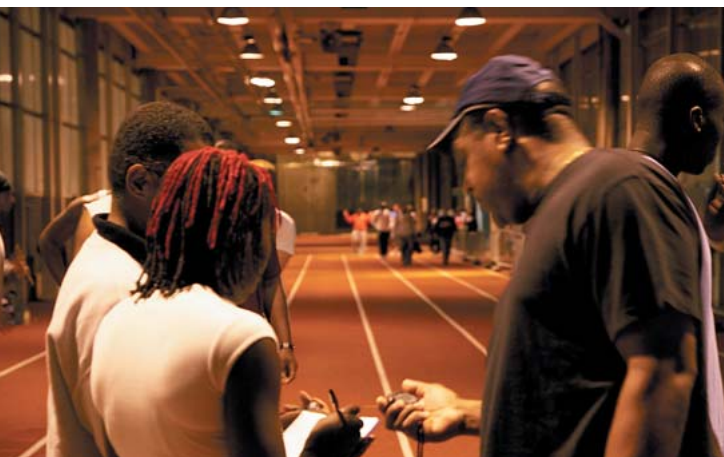
There are some indicative costings which are put together by Sport England, and are based on real projects funded through their programmes in conjunction with BCIS and will give you a good starting point for you to prepare your budgets.

These can be found at
www.sportengland.org/facilities_planning/planning_tools_and_guidance/planning_kitbag/facilities_costs.aspx

Procurement

There are a number of ways that you can go about commissioning or procuring your construction project. The most common is **Traditional**. This is probably the most suitable for inexperienced clients. You prepare the brief and budget for a project and appoint consultants to develop designs and prepare tender documents. Based on these a building contractor is appointed against a budget and timescale. The consultants will lead and administer the contract on your behalf.

This can also be developed as a **Two-stage Tender**, which is similar, but the contractor is brought in at an earlier stage and helps to develop a partially developed design, and then bids for the actual construction of the project are invited.



Another variation is for **Design and Build** where the main contractor is responsible for both design and construction of the project. The project emanates from your brief, and then a design is developed and constructed usually for a fixed price. D & B is usually more expensive than the traditional approach. The accuracy of the brief is paramount with this form of procurement as changes made by you can be very expensive. Alternatively, you could look at a **Develop and Construct** process where you prepare initial designs to concept state and then the contractor develops the design and constructs the project

For some projects you may be able to use an off the shelf or modular building and procure a Package Deal.

These are some of the most common forms of procurement, and more information can be found at www.constructingexcellence.org.uk/pdf/fact_sheet/procurement.pdf

VAT

There are some significant VAT implications for construction projects. New build projects are likely to be VAT exempt, but refurbishment projects are not, and are likely to have to pay 20% of the costs in VAT. Charities may be able to reclaim this, if the facility is to be used for a relevant charitable purpose. This area is complicated, so getting the right advice early is a good idea, as this could affect grant applications that you make. Costly mistakes are unfortunately all too frequent in sport.

You are strongly advised to speak to an accountant or tax specialist in order to assess the true position for your organisation.

Case Study

Ross Sports Centre – planning and design issues

Ross Sport Centre

Around five years ago, the Ross Sport and Leisure Federation was set up in Ross on Wye to bring together local businesses with sport clubs and to share expertise and also to raise funds for sport.

£10k was raised and it was decided to undertake a feasibility study on the aging Ross Sports Centre that consisted of a large pavilion and several pitches and was at home to several sports clubs. The centre was being managed by a contractor as part of a larger package, but the clubs were not happy with the way it was being managed.

A partnership was established between Ross Cricket Club, Ross United FC and Ross Juniors FC, and after much negotiation with the local authority they were given a Tenancy at Will, and are seeking to complete a Community Asset Transfer to the newly established Community Interest Company that has been set up for the purpose of taking on the lease.

The whole exercise has taken a lot of “time, effort, blood, sweat and tears and has been a massive ask on volunteers”. It has also required a big effort to draw a line under what has happened in the past and look to the future through the development of new partnerships. For the new organisation, one of the biggest challenges has been to find volunteers who are prepared to commit themselves to the project, turn up to meetings and get on with the task in hand. These people also need to understand the big picture for the town, and not just think of their own personal or clubs interests.

Although the transfer has not yet been completed, it has brought the town together for sport, and made a real difference to the community as a whole.



Asset Transfer Guide: Fact Sheet 5

Opening the doors

Welcome to the Asset Transfer Guide!

This guide is made up of a series of sections which can be read on their own, but together create an introduction to the subject of asset transfers. It has been designed to complement the Sport England Asset Transfer Toolkit.

This is the fifth section of the guide. The sections are:

- ◆ What is an asset transfer?
- ◆ Establishing the foundations
- ◆ Developing the detail
- ◆ Developing your facilities
- Opening the doors
- ◆ Next steps

Having done all the planning phases and got control of the facilities and perhaps added to them or enhanced them, it is important that you have all the right systems in place to ensure the smooth running of your facilities.

Financial Management

Having taken over the management of your facility it is likely that your financial affairs are more complex than before. Don't forget that you might have to be paying more bills than previously and you may be dealing with much larger cash flows, and perhaps having to pay staff.

It is important that you have the right systems in place. It may be that you need to consider acquiring finance software to help you monitor your finances. These are not expensive, but can be useful in providing the information that you need to organisations such as Companies House or the Charities Commission and your accountants.



You will also need to consider taxation issues. These can include:

- ◆ Pay as you Earn (PAYE)
- ◆ National Insurance (NI)
- ◆ Value Added Tax (VAT)
- ◆ Corporation Tax

It is strongly advised that you take advice from an accountant to ensure that you are able to produce the right information in the right way, and they may be able to save you money in the long term.

Looking after your facility

Given that it is likely that you will be taking on the responsibility for your facility for a considerable length of time, you will be responsible for its maintenance. Some of this you will be able to do for yourselves, such as decorating and cutting the grass. Other areas you will need to bring in specialist help to do the job. Some tasks will need to be done frequently, more than once a year, in which case the costs will need to be built into your expenditure plans, others will need doing less frequently and may be expensive.

You need to examine all of your assets, and make a consideration as to how long they will last. You should then set aside money in a sinking fund to cover their replacement costs. An example of this will be for the relaying of the track. A track is likely to need relaying every ten years, and the costs in 2011 are around £500k. In order to protect this asset alone, £100K should be set aside every year to build up the funds for its replacement. An allowance will also have to be made for the facts that costs will rise in the meantime.

Staffing

For the first time you may be taking on responsibility for staff. These may be paid staff which you took on with the asset when it transferred to you. If that is the case then it is most likely they will have been taken on under the Transfer of Undertaking Protection of Employment 2003 Regulations (TUPE).

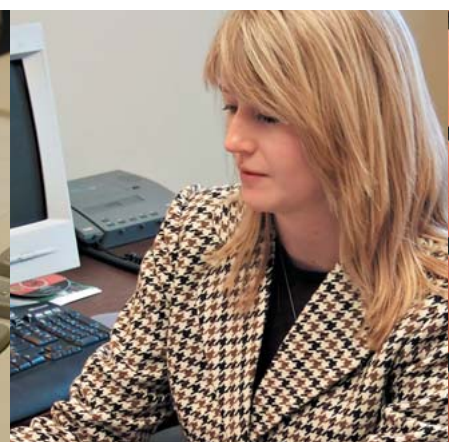
Under TUPE, the new employer takes over the contracts of employment of all employees under their existing terms and conditions. There must also be a full consultation with the employees during the process that must include recognised Trade Unions. It is not possible for either the new or the previous employer to dismiss an employee because of the transfer unless it is for Economic, Technical or Organisational reasons (ETO).

There is no recognised definition of the term – “economic, technical or organisational” reason, but it is likely to include a reason relating to the

- a) profitability or market performance of the new employer’s business
- b) nature of the equipment or production processes which the new employer operates
- c) management or organisational structure of the new employer’s business

You are strongly advised to take legal advice from a specialist in employment law if you think that TUPE might apply.

It is likely that you will still rely on a very strong volunteer workforce, and investment in your workforce, both paid and voluntary, is likely to help the club in all sorts of different ways. With this in mind, you will need to think about a workforce development plan which links from your sports development plan, so that you can ensure that all the staffing issues have been covered, this also includes recruitment of volunteers and succession planning to ensure that you have enough volunteers for the future.



Runningsports have a useful Top Tips document on succession planning
www.runningsports.org/club_support/all_resources/top_tips/succession-planning-tips.htm

You also need to think about child protection issues and make sure that everyone who has regular contact with children has had a Criminal Records Bureau check.

For more information on child protection issues have a look at the Child Protection in Sport Unit's website http://www.nspcc.org.uk/inform/cpsu/cpsu_wda57648.html

Risk Management

Throughout the acquisition of the asset and the ongoing management of your club you need to be mindful of the risk that the club faces. Some of these will be internal and you can put in place controls to minimise their impact. Others will be external which are harder to deal with, but being aware of them allows you to find ways of working around the problem.

You need to undertake a regular risk assessment that will hopefully alert you to problems before they become an issue. This process should be built into your club's systems and integral to everything you do, this way you will reduce your liabilities.

The steps that you can take are to:

- ◆ Appoint a risk manager - responsible for the risk management process
- ◆ Identify 'key' people (i.e. head coach, event manager, treasurer) who will be involved in managing risk
- ◆ Identify risks – what can happen, why and how? Think about external factors as well as internal ones
- ◆ Analyse those risks
- ◆ Think about how you can minimise the impact of the risks and put them into a plan
- ◆ Implement the plan and make sure that it is communicated to everyone so that they understand why you are asking them to play their part

You could try using two tools that might help you think about the risks that your organisation faces. These tools break the risks down into the following area. The first may be familiar to you, the second may not be quite so familiar:

- ◆ Strengths
- ◆ Weaknesses
- ◆ Opportunities
- ◆ Threats

Or

- ◆ Political
- ◆ Environmental
- ◆ Social
- ◆ Technical
- ◆ Legal
- ◆ Economic

For more help on Risk Management have a look at the runningsports website where they have some useful information about the area
www.runningsports.org/club_support/all_resources/top_tips/RiskAssessment



Legal Responsibilities

Do not forget that you will also need to consider your legal responsibility for areas such as licences that may need to be obtained for food, music and alcohol. You will also need to consider your obligations for health and safety and your duties under the Equalities Act.

Sports Clubs have special status in obtaining alcohol and entertainment licences as public access is restricted and alcohol is not supplied for profit. They are known as “Qualifying Clubs” and need to obtain a “club premises licence”. This means that they do not require a particular individual to hold a personal licence or designate a premises supervisor.

For more information see;

www.dcms.gov.uk/what_we_do/alcohol_and_entertainment/4059.aspx

The Equality Act 2010 brought together a whole host of different pieces of legislation relating to gender, disability, age, sexuality etc. You cannot treat anyone less favourably for any of the following reasons:

- ◆ age
- ◆ disability
- ◆ gender reassignment
- ◆ marriage and civil partnership
- ◆ pregnancy and maternity
- ◆ race
- ◆ religion or belief
- ◆ gender
- ◆ sexual orientation

Most sports clubs will be considered to be “service providers” and therefore have to comply with the Act unless they are deemed Associations. In equality law, an ‘association’ is any group of 25 or more members that has rules to control how someone becomes a member, involving a genuine selection process.

For more information on the Equality Act, the following are useful reference points:

www.equalityhumanrights.com/advice-and-guidance/new-equality-act-guidance/equality-act-guidance-downloads

www.sportandrecreation.org.uk/news/13-06-2011/equality-act-toolkit



Equality Act 2010

CHAPTER 15

Welcome to the Asset Transfer Guide!

This guide is made up of a series of sections which can be read on their own, but together create an introduction to the subject of asset transfers. It has been designed to complement the Sport England Asset Transfer Toolkit.

This is the sixth section of the guide. The sections are:

- ◆ What is an asset transfer?
- ◆ Establishing the foundations
- ◆ Developing the detail
- ◆ Developing your facilities
- ◆ Opening the doors
- Next steps

Who can help?

Taking on an asset is complex, and there are many areas to consider, but there is lots of help available to you. Do not be afraid to ask for help, it might make all the difference.

Your first port of call should be to your County Sport Partnership. They are working closely with Sport England to provide support to clubs who are thinking about Asset Transfers.

You can find details of your CSP www.cspnetwork.org

Your CSP should be working closely with your Local Authority, who should also be able to offer support. However, you will also need to take independent advice to ensure that your club is getting the best deal that they can.

England Athletics can help support your clubs through the process, providing other local examples and helping the clubs make relevant contact. Although England Athletics are not experts in Asset Transfers we will work with your club work through the asset transfer tool-kit offering support and guidance as and when required.

Case Study

Hutton Hall, Birmingham

Hutton Hall, which is located in one of the more deprived areas of Birmingham, was suffering from frequent closures due to staffing issues. After two years of hard work, a celebration event was held in the spring of 2011 when the Community Asset Transfer was completed.

The transfer of the hall and multi use games area to the community was one of the first under a new policy written in partnership between the voluntary sector and Birmingham City Council to develop a new way of working with the transfer of assets to community groups. Everyone works hard to ensure that organisations are capable of managing an asset and recognise that this is not the right solution in every case.

In the past, the Council had offered groups taking on assets a grant to help them offset their rent, but the change in policy has seen a shift to a new way of financial support. This is now based on valuing the benefits the new group can provide to the local community. This "community worth" is set against the market rent for the site at the Council's discretion.

The Council see the process of an asset transfer very much as a partnership, and look for projects that are likely to be sustainable in the long term. The partnership is also considered as a long-term issue with ongoing monitoring put in place to ensure that the "community worth" is being delivered. This also allows the support to be made available long term and tweaked as necessary.

Lettings are at market value and by way of lease only and the duration of the lease is for a maximum of 25 years.

Local Authority engagement – how

It is also worth considering approaching your local voluntary sector through your local Council for Voluntary Services as they can offer advice on a range of areas including:

- ◆ Bookkeeping
- ◆ Payroll services
- ◆ Human Resource
- ◆ Training
- ◆ Governance Issues
- ◆ Trustees Network
- ◆ Funding Alerts

Do not forget to make contact with people who have been through the process of asset transfers. There is nothing like hands-on experience to help you. England Athletics should be able to point you in the directions of clubs that have been through the process.

There are also some useful resources available, many of which have been highlighted in this guide. The main sources of help are:

Charity Commission – Have help and advice on:

- ◆ Starting up a charity
- ◆ Duties of trustees
- ◆ Accounting and Reporting
- ◆ Governance including model documents
- ◆ Property issues

www.charity-commission.gov.uk/Charity_requirements_guidance/default.aspx

Asset Transfer Unit – are the experts in this area, and can offer specialist advice. They have been set up by the Government to provide training, resources and guidance on Asset Transfers. They may well offer direct help to the larger, more complex transfers.

More information about their work can be found at <http://atu.org.uk>

Runningsports – Runningsports are the education and training arm of Sport England and have a host of resources developed to help you with the running of your club. These include:

- ◆ Volunteers
- ◆ The law
- ◆ Funding
- ◆ Governance
- ◆ Finance

More information and downloads can be found at www.runningsports.org/

Sport England – have developed an asset transfer toolkit that can offer lots of information about this area. This takes you through the process in detail

The toolkit can be found at www.sportengland.org/assettoolkit/welcome.html



Glossary, abbreviations and acronyms

Active People	The largest survey of sport and recreation activity in Europe. Undertaken by Sport England, and provides useful statistics on participation by sport, geographical area, socio-economy and other factors which influence sport.
Active Places	Provides information on a wide range of sports facilities – from sports halls to ski slopes, swimming pools to health and fitness. It includes local authority leisure facilities as well as commercial and club sites.
Asset	Something which has value.
Asset Transfer	Occurs when a public sector body, usually a Local Authority, passes on the management and/or ownership of facility to a community group.
Business Plan	A plan for a business which encourages them to look ahead, allocate resources, focus on key points, and prepare for problems and opportunities.
Capital Cost	Costs incurred in the purchase of land, buildings, construction and/or large items of equipment. Unlike operating costs, capital costs are usually one-off expenses.
CASC	A half way house to becoming a charity, with some of the benefits, but far less bureaucratic.
Cash Flow	The movement of cash in and out of a business. It is useful to be able to identify periods where money may not be available in the bank to meet bills.
Charity Commission	Regulates the administration and affairs of registered UK charities.
Child Protection in Sport Unit	The Unit was founded to work with UK Sports Councils, National Governing Bodies (NGBs), County Sports Partnerships (CSPs) and other organisations to help them minimise the risk of child abuse during sporting activities.
Community Interest Company	A business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximise profit for shareholders and owners.
Companies House	Organisation with which companies register, and file returns. Information is stored by them and made available to the public.
Company Limited by Guarantee	An organisation that is owned by its members, who have limited liability. It has the ability to take on contracts rather than an individual having to do so.
Condition Survey	Provides information about the state of a building, and estimates the costs of putting things right.
Corporation Tax	Tax levied on companies and organisations on profits that they make.

County Sports Partnership	Network made up of local authorities, national governing bodies, clubs, schools and School Sport Partnerships, Primary care trusts and other local agencies committed to working together to increase participation in sport and physical activity.
Criminal Records Bureau	Helps employers in England and Wales make safe recruitment decisions.
Design and Build	It is a method to deliver a project in which the design and construction services are contracted to a single organisation.
Design Brief	A comprehensive document that lays out what is needed from a building or project. It focuses on the requirements that the designer (or architect) needs to include in the final plans rather than the actual design itself.
Equality Act	The law which bans unfair treatment and helps achieve equal opportunities in the workplace and in wider society. It brings together a raft of disparate equality legislation under one banner.
ETO	Economic, technical and operation. Only reasons for which you can make someone redundant under TUPE.
Feasibility Study	A study which examines the strengths and weaknesses of a current or future project which will allow for its successful delivery.
Financial Services Authority	Regulator of all providers of financial services in the UK.
General Disposal Consent	The 2003 Consent replaces earlier General Consents and is designed to give local authorities much greater freedom in being able to dispose of any interest in land held under the Local Government Act 1972 at less than best consideration, without the specific consent of the Secretary of State, in certain specified circumstances.
Gift Aid	Gift Aid increases the value of donations to charities and Community Amateur Sports Clubs (CASCs) by allowing them to reclaim basic rate tax on a gift.
Industrial and Provident Society	An organisation conducting an industry, business or trade, either as a co-operative or for the benefit of the community, and is registered under the Industrial and Provident Societies Act 1965.
Localism Bill	A new, wide ranging bill due to come into force in 2012 which will significantly change the way local government delivers services.
Market Segmentation	A market segment is a sub-set of a market made up of people or organizations with one or more characteristics that cause them to demand similar products and/or services based on the qualities of those products such as price or function. Sport England have developed a tool which applies the concept to sport.
NI (National Insurance)	Contributions which are taken from salaries to build up entitlement to certain state benefits, including the State Pension.
PAYE	A system of withholding income tax from payments to employees.
Planning Consent (or permission)	The permission required to be allowed to build on land, or change the use of land or buildings.
Portfolio Holder	A local authority elected member who has a specific responsibility that has been delegated by the Leader of the Council.

Procurement	The acquisition of goods or services.
Restrictive Covenant	A restriction placed in a legal document by the seller of the land which legally requires the buyer to do, or not to do something. These generally get passed onto subsequent owners.
Revenue Cost	The expenses incurred in the delivery of a product or service.
RIBA	Royal Institute of British Architects, the regulatory body for Registered Architects.
RIBA Stages of Work	The process of managing, and designing building projects and administering building contracts into a number of key Work Stages.
Social Enterprise	Businesses trading for social and environmental purposes.
Sports Development Plan	A plan for a club which encourages them to look ahead, allocate resources, focus on key points, and prepare for problems and opportunities.
Sports Facility Calculator	A tool created by Sport England to help local planning authorities assess the impact of new demand that exists for community sports facilities as a result of new growth, development and regeneration areas.
Sportsmatch	Funding scheme administered by Sport England that allows organisations to double the money from a new sponsorship project.
Strategic need	Identification of need for facilities or services based on a bigger picture, allowing for them to be delivered in a co-ordinated way.
Succession Planning	Process to ensure that a club has the right people to take over key roles when they become vacant.
TUPE	Transfer of Undertakings Protection of Employment. Legislation that governs the way existing staff can be treated when an asset is being transferred.
Undervalue	The difference between the market value of an asset and the actual price paid in a community asset transfer. This should be less than £2m.
Unincorporated Organisation	Formed when a group of people come together to form an organisation for a specific purpose.
VAT	Value Added Tax , currently 20% in the UK.
Wayleave	Formal written consent between two parties giving rights to install, inspect, maintain, alter or repair equipment on private land.

General Enquiries

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www.englandathletics.org

information available online includes:

News

www.englandathletics.org/news

Athletes' section

www.englandathletics.org/athletes

Competition

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Coaching information

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