

**Resources & Transformation Overview and Scrutiny Panel –  
26 June 2025****Cabinet – 2 July 2025 / Council 14 July 2025****Strategic Asset Management Plan**

Purpose	For Decision
Classification	Public
Executive Summary	<p>This report introduces the council's Strategic Asset Management Plan 2025-28 ('SAMP'), Asset Disposal and Community Asset Transfer Policies.</p> <p>By reviewing the operating context both within and outside the Council, the SAMP sets out the main priorities and high-level actions by which the Council intends to manage its property assets over a 3-year period.</p> <p>The aim of the SAMP is to enable the council to review its property assets to better pursue its corporate goals, which may enable existing sites to be repurposed for other priorities.</p> <p>It will also allow us to focus on Best Value in relation to property – through aspects such as improving occupancy of our service buildings and optimising the income received through our leased estate.</p> <p>The New Forest District Council Strategic Asset Management Plan 2025-28, Disposal Policy and Community Asset Transfer Policy are appended in full at the end of this report.</p>
<b>Recommendation(s)</b>	<b>It is recommended that Cabinet approve:</b>  <b>1. the Strategic Asset Management Plan 2025-28 ('SAMP') and the high-level actions which flow from the Plan.</b>  <b>2. the Asset Disposal Policy.</b>

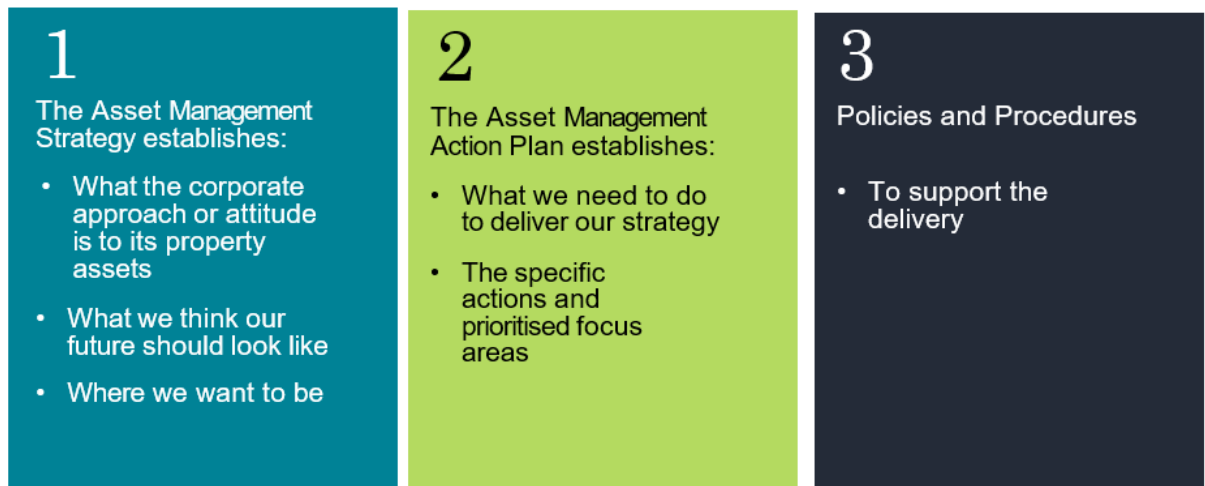
	<p><b>3. the Community Asset Transfer policy.</b></p> <p><b>4. the re-direction of the £1.5 million Corporate Priorities reserve to support the delivery of the SAMP, resulting in the full budget equilisation reserve being available to support budget preparation over the medium term period.</b></p> <p><b>5. the approval of a delegation to the Strategic Director Corporate Resources and Transformation to drawdown the Corporate Priorities reserve for the purposes of SAMP delivery, in consultation with the Portfolio Holder for Corporate Resources.</b></p> <p><b>6. the approval of a delegation to the Chief Executive and Strategic Director Corporate Resources and Transformation in their positions as Transformation Board members, to take decisions in accordance with the Governance arrangements as set out in the SAMP and associated policies.</b></p>
Reasons for recommendation(s)	<p>The Strategic Asset Management Plan allows the Council to set out longer-term goals in respect of its property assets, thereby aligning property to key corporate priorities. The development of the plan also aligns with the recommendations of the Corporate Peer Challenge report (December 2024) and supports the preparedness for Local Government Reorganisation (LGR).</p> <p>This plan is closely aligned to the strategic objectives within the corporate plan, transformation strategy, customer strategy and people strategy.</p>
Ward(s)	All
Portfolio Holder(s)	Councillor Jeremy Heron – Portfolio Holder for Finance and Corporate
Strategic Director(s)	Alan Bethune – Corporate Resources & Transformation

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## Introduction and background

1. It is recognised good practice for local authorities to produce a Strategic Asset Management Plan setting out their broad objectives for the management, development and rationalisation of their built and land asset base over a three-to-five-year period. The recent Corporate Peer Challenge also made recommendations as to the establishment of a Strategic Asset Management Plan and action plan. Due to ongoing discussions in relation to devolution and local government reorganisation this SAMP covers a three-year period.
2. A Strategic Asset Management Plan (SAMP) sets out what the council intends to do in the future to ensure property assets support corporate priorities.
3. The challenge facing all local authorities is that we must continue to deliver effective services with ever decreasing resources and competing demands. The financial constraints and uncertainty in the wider economy bring additional challenges. In this context, it is essential that we take a strategic view of our asset portfolio to deliver our corporate priorities and achieve the best value for money possible from our assets.
4. Effective asset management is a key element of Future New Forest, the Council's transformation strategy and is vital for achieving the council's strategic priorities and driving service improvements, with asset rationalisation playing a key role in reducing costs and enhancing efficiency. The strategic deployment of land and property assets supports core objectives such as maintaining a clean and welcoming environment, empowering neighbourhoods, and fostering economic growth through inward investment and job creation. Given the high capital and operational costs associated with property assets, a structured asset management approach is essential to ensure value for money through optimal use, maintenance, and income generation over the asset lifecycle.
5. The SAMP covers General Fund assets (non-housing stock) and not those contained within the ring-fenced Housing Revenue Account.
6. The new Strategic Asset Management Plan (**Appendix 1**) is a suite of living documents, divided into three clear parts that can be updated

separately to remain relevant. The framework is made up of 3 core sections;



7. The Strategic Asset Management Plan 2025-2028 centres around the delivery of five pillars with interlinked objectives and will provide an overview of our land and property estate (excluding housing).

These are:

**a. Digital Asset Management**

- i. To create an effective digital asset management database enabling the capture of accurate management information, in support of ensuring statutory and regulatory compliance is upheld across the estate.
- ii. To Embed a culture that recognises that property assets are a key corporate resource, where informed decisions are made that are linked to corporate and service objectives that deliver good financial sustainability and service outcomes.

**b. Asset Optimisation in Support of Corporate Plan Priorities**

- i. To optimise the estate to generate operating savings, ensure assets are fit for purpose, meet service operating and user needs, incorporate technological advances and minimise whole life building costs.
- ii. To ensure ownership and occupation of assets is robustly challenged.

**c. Working with Partners and Communities to Promote Efficient and Effective Service Delivery**

- i. To enable transfer of management / ownership of the asset where it can provide a benefit to service delivery and demonstrate longer term benefit.
- ii. Maximise efficient use of our assets through collaborative working with partners.

**d. To Reduce the Environmental Impact of Council Assets**

- i. Champion reduction in the Environmental impact of occupation, use, travel and waste.

**e. To Support Economic Growth, Regeneration and Prosperity**

- i. We will manage our commercial portfolio effectively, balancing regeneration needs, job creation and income generation.
- ii. We will work with key partners to support our business base and economic centres to thrive and grow.

**Estate Overview**

- 8. Property assets play a critical 'enabling' role within the Council: accommodating services; underpinning our finances; and supporting our wider aims of local economic and social development.
- 9. In relation to the General Fund New Forest District Council owns over 366 separately listed non-dwelling building and land assets covering a combined 770 hectares. With a book value of over £107.4M and an annual holistic running costs of £4.9M.
- 10. Property holdings range from administrative office buildings, operational buildings situated in the community (such as community halls and public conveniences) and more complex operational sites (such as depots). They are held on a mixture of tenures, freehold (predominantly) and leasehold.
- 11. They can be summarised in the following categories;
  - a. 14 Investment properties
  - b. 148 Non-operational Assets
  - c. 204 Operational Assets

## **Implementation**

12. The SAMP includes sections under the heading of 'Asset Management Action Plan'. These sections set out the high-level roadmap actions which will be required to implement the SAMP. Each of the strategic pillars has clear objectives and an annual action delivery plan for the 3-year period. The Estates, Valuation and Facilities department will lead on these, in partnership with services.
13. Following adoption of the SAMP, these will be further developed by the Estates, Valuation and Facilities department into a detailed 'Living Action Plan'. This action planning will ultimately be integrated into the work programmes of the corporate property services – Facilities Management, Asset Management, and Capital Delivery – as appropriate.
14. As part of the above, an Asset Review project will be undertaken, including a risk based five-yearly asset condition survey which will then guide a future phase in terms of deciding which assets to retain, which to make further investment in, and which to repurpose for other uses, as part of the Asset Challenge Framework included within the SAMP.
15. Aligned to the action plan understanding the condition of our assets will be prioritised, along with specific investment to ensure the longevity of key community facilities. Opportunities for open space transfer to support sport and recreation will also be prioritised.

## **Governance**

16. The Council recognises that good governance is a key component of this strategy, so it is essential that all decisions to dispose of or acquire an asset must be subject to clear governance process.
17. The SAMP provides clear governance guidelines for
  - a. Asset disposal
  - b. Community Asset Transfer
18. Each governance process has clear owners and defined roles and responsibilities to progress matters and attain necessary approvals. Further details are contained within the relevant respective policy documentations.
19. In the case of asset transfer or disposal specific delegation is given within the governance matrices to the Chief Executive and the Strategic Director (Corporate Resources and Transformation) through the Transformation Board. If the asset transfer meets the definition of a key decision, this will be progressed through a Council decision.

20. It also likely that when dealing with assets across such a broad Portfolio, a case-by-case basis will be required, and fluid decision making may be required from time-to-time. The Strategic Director for Corporate Resources and Transformation will ultimately oversee the process and will be required to use professional judgement where required in order deliver on the strategic actions.

### **Asset Disposal Policy**

21. This policy (**Appendix 2**) sets out the core principles, procedures and governance to be applied when considering land or property for disposal. Whilst the primary focus of this document is to provide key policy guidance for officers, elected members, businesses and the general public, it is important to note that each individual case will be assessed on its own merits and nothing in this document binds the Council into any particular course of action when dealing with the portfolio.

### **Community Asset Transfer Policy**

22. The principal aim of the Council's Community Asset Transfer Policy at **Appendix 3** is to ensure the efficient use of assets through community empowerment and minimise costs through retention or transformation.
23. The policy identifies the process and tools for the Council to follow when it considers the transfer of its buildings or land to different forms of community ownership. It will ensure the Council can work in a consistent and transparent manner when/if embarking on a community asset transfer.
24. Finally, it establishes the nature of the organisations to which the Council will consider an asset transfer, the basis of the transfer and how requests will be processed.

### **Corporate plan priorities**

25. The management of assets and accommodation is a key theme of Future New Forest, the council's transformation programme which underpins the delivery of the corporate plan priorities.

### **Options appraisal**

26. The Council could choose not to adopt the Strategic Asset Management Plan. This would mean that our aims for our property assets are not explicitly articulated in council strategy and policy and long-term actions would be taken forward in a less coordinated fashion.

## **Consultation undertaken**

27. The SAMP has been developed in consultation with EMT, the Transformation Board and the Finance and Corporate Resources Portfolio Holder.

## **Financial and resource implications**

28. During the setting of the 2025/26 budget, the Council resolved;

*'the principle of utilising up to £1.377 million of the budget equalisation reserve to fund investment in community assets, supporting the future transition to the new unitary authority and town and parish councils, is approved'.*

29. To deliver on the actions within the SAMP and accompanying policies, funding will be required to ensure the right resource is in place to manage the programme, to finance required surveys, and works emanating from them.
30. The Council previously resolved the placement of £1.5m into the 'Corporate Priorities Reserve', there to fund the then planned works across Appletree Court (to facilitate third party letting of part of the building). As this project is no longer proceeding, it is now proposed that this Corporate Priorities reserves be used instead to support the delivery of the SAMP, enabling the budget equalisation reserve to be used for other purposes, to be explored further during the budget setting cycle.

## **Legal implications**

31. The SAMP will support the Council to meet its statutory compliance and property management obligations and minimise the risk of harm to individuals as well as costs and reputational damage to the Council.
32. There will be legal implications arising as and when the Council looks to progress with any disposals. The Council's legal department will commission supplemental third-party expertise as required.

## **Risk assessment**

33. None

## **Environmental / Climate and nature implications**

34. Environmental implications are detailed within the body of the SAMP 2025-2028 document Appendix 1.



### **Equalities implications**

35. There are no immediate equalities implications arising from the SAMP. Any new decisions, policies or plans flowing from the action plan will be reviewed for any equalities impacts.

### **Crime and disorder implications**

36. There are no immediate equalities implications arising from the SAMP, although it is worth noting that the Council's deploys varying measures to ensure the security of its assets.

### **Data protection / Information governance / ICT implications**

37. None

### **New Forest National Park implications**

38. Some assets within the Council's Portfolio fall within the boundary of the National Park. The Council will always have due consideration to the purpose of the Parks Authority in the strategic management and review of its assets.

#### **Appendices:**

Appendix 1 – SAMP 2025-28  
Appendix 2 – Asset Disposal Policy  
Appendix 3 – Community Asset  
Transfer Policy

#### **Background Papers:**

Asset Investment Strategy

# Strategic Asset Management Plan

2025 - 2028

Estates and Valuation

June 2025

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# Asset management

## Executive summary

This Strategic Asset Management Plan 2025 – 2028 (SAMP) sets out what the council intends to do in the future to ensure property assets support corporate priorities.

Effective asset management is essential to meeting the council's priorities and improvement aims with asset rationalisation a key means of reducing costs and improving efficiency. Strategic use of land and property assets is a prerequisite for the achievement of key corporate priorities in relation to a clean and welcoming environment, supporting neighbourhoods and promoting inward investment and job creation.

The challenge facing all local authorities is that we must continue to deliver effective services with ever decreasing resources and competing demands. The financial constraints and uncertainty in the wider economy bring additional challenges.

In this context, it is essential that we take a strategic view of our portfolio, to deliver our corporate priorities and achieve the best value for money possible from all our assets.

The Strategic Asset Management Plan centres around the delivery of five pillars with interlinked objectives:

- Pillar 1: Digital asset management
- Pillar 2: Asset optimisation in support of corporate plan priorities
- Pillar 3: Working with partners and communities to promote efficient and effective service delivery
- Pillar 4: To reduce the environmental impact of council assets
- Pillar 5: To support economic growth, regeneration and prosperity.

In December 2024, the government published the **English Devolution White Paper**. This sets out plans to move power out of Westminster and back to local communities, ensuring that every part of England is covered by devolution.

We have been formally invited by the government to work with other councils in Hampshire and the Solent to develop a proposal for local government reorganisation (LGR). Taking this into account, the SAMP should be viewed as a key partner document for the LGR program in addition to our Corporate Plan 2024 - 2028. It also means we must be mindful of the LGR timeline, and the potential for key decision making of the Council to be somewhat restricted at some stage in the program.

## Introduction

Local authorities across the UK hold large real estate (assets made up of buildings and land) which have been acquired, inherited or gifted over many years.

It is recognised good practice for local authorities to produce a SAMP setting out their broad objectives for the management, development and rationalisation of their built and land asset base over a three-to-five-year period. Due to ongoing discussions in relation to devolution and LGR this SAMP covers a three-year period, 2025 - 2028.

Asset management provides a structured process to ensure value for money from property in serving the needs of the organisation. Property assets are expensive, in terms of both their capital value and annual maintenance and running costs. They need to be carefully managed over their lives to ensure best value through their use, maintenance and generation of income.

The SAMP sets out the council's approach to the strategic management of its General Fund land and buildings, outlining how our assets support our strategic priorities. The document also identifies the action required to develop these priorities further and contains proposals for improving the effectiveness and efficiency of the Council's property portfolio.

## Asset management framework

The SAMP is a suite of living documents, divided into three clear parts that can be updated separately to remain relevant.

To support this, the council has adopted a new asset management framework which has three core sections as follows:

1

The asset management strategy establishes:

- What the corporate approach or attitude is to property assets
- What we think our future should look like
- Where we want to be

2

The asset management action plan establishes:

- What we need to do to deliver our strategy
- The specific actions and prioritised focus areas

3

Policies and procedures

- To support delivery

## Aims and approach

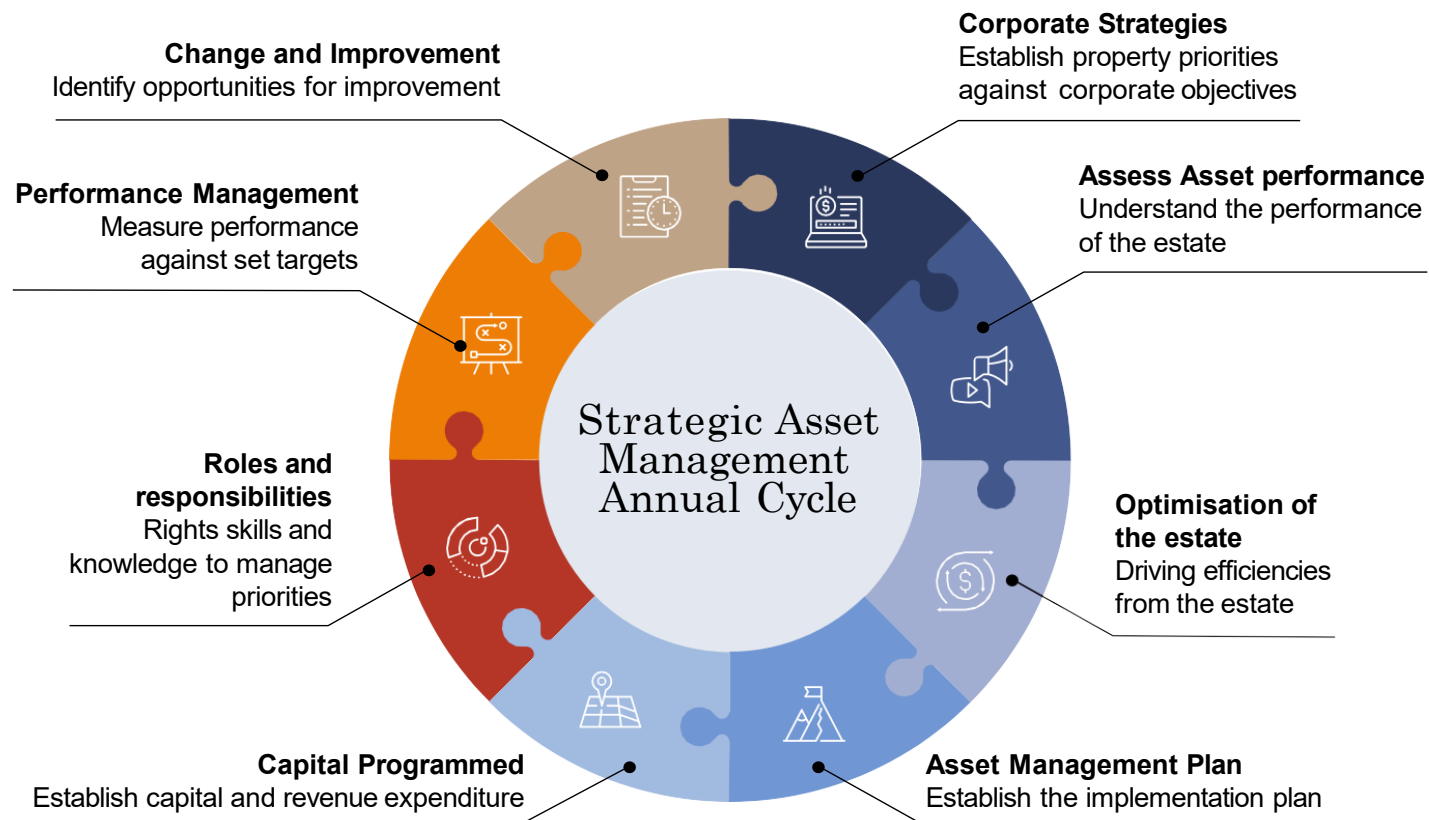
The aim of the SAMP, is to provide a framework for asset decision-making for the future use of our assets, enabling delivery to the organisation's way of working.

The document commits the council to managing its asset strategically.

In producing this SAMP, we will:

- Explain the framework in which the estate sits, including financial and portfolio summary
- Establish objectives for asset management
- Provide a programme of activity for the delivery of the objectives
- Set out a framework for an annual review of the 'state of the estate'

## Review process cycle





## Strategic pillars

The Strategic Asset Management Plan will provide an overview of our land and property estate (excluding Housing stock). Working within our five-pillar approach, we will focus areas for managing and developing the estate over the next three years. This will be supported by a suite of policies and procedures.

Effective management and ownership of a portfolio of assets will facilitate the future needs of the council services and functions within our financial means, whilst maximising opportunities for our residents, visitors and businesses.



## SAMP objectives

The SAMP provides a framework within which we can secure the operational and financial benefits of an estate which aspires to standards of best practice.

The objectives of the SAMP are:

- Establishing a corporate framework for the management of all our non-housing property assets
- Highlight our corporate priorities that deliver the best outcomes
- Articulate a vision for Council land and property assets over the next three years
- Set out a strategic approach in respect of the Council's land and property assets so the portfolio is managed as a whole rather than considering assets in isolation
- Support longer term regeneration and growth by preparing business cases for retaining, acquiring or disposing of assets ensuring best consideration is achieved and where relevant community and social value is taken into consideration
- Develop an approach that maximises income and works across the New Forest District as One Public Estate for efficiencies
- Ensure that to meet services objectives and Community needs, we have the right assets in the right location, in good condition and efficiently managed.

## Pillar objectives

In developing our strategic approach to our land and buildings, this policy includes certain actions and behaviours that we need to adopt, these are specific but also compliment the overall organisational values and behaviours.

### 1. Pillar one: Digital asset management

- To create an effective digital asset management database enabling the capture of accurate management information, in support of ensuring statutory and regulatory compliance is upheld across the estate.
- To embed a culture that recognises that property assets are a key corporate resource, where informed decisions are made that are linked to corporate and service objectives that deliver good financial sustainability and service outcomes.

### 2. Pillar two: Asset optimisation in support of Corporate Plan priorities

- To optimise the estate to generate operating savings, ensure assets are fit for purpose, meet service operating and user needs, incorporate technological advances and minimise whole life building costs.
- To ensure ownership and occupation of assets is robustly challenged.

### 3. Pillar three: Working with partners and communities to promote efficient and effective service delivery

- To enable transfer of management / ownership of the asset where it can provide a benefit to service delivery and demonstrate longer term benefit.
- Maximise efficient use of our assets through collaborative working with partners.
- Improve efficient and effective asset use and value to the community.

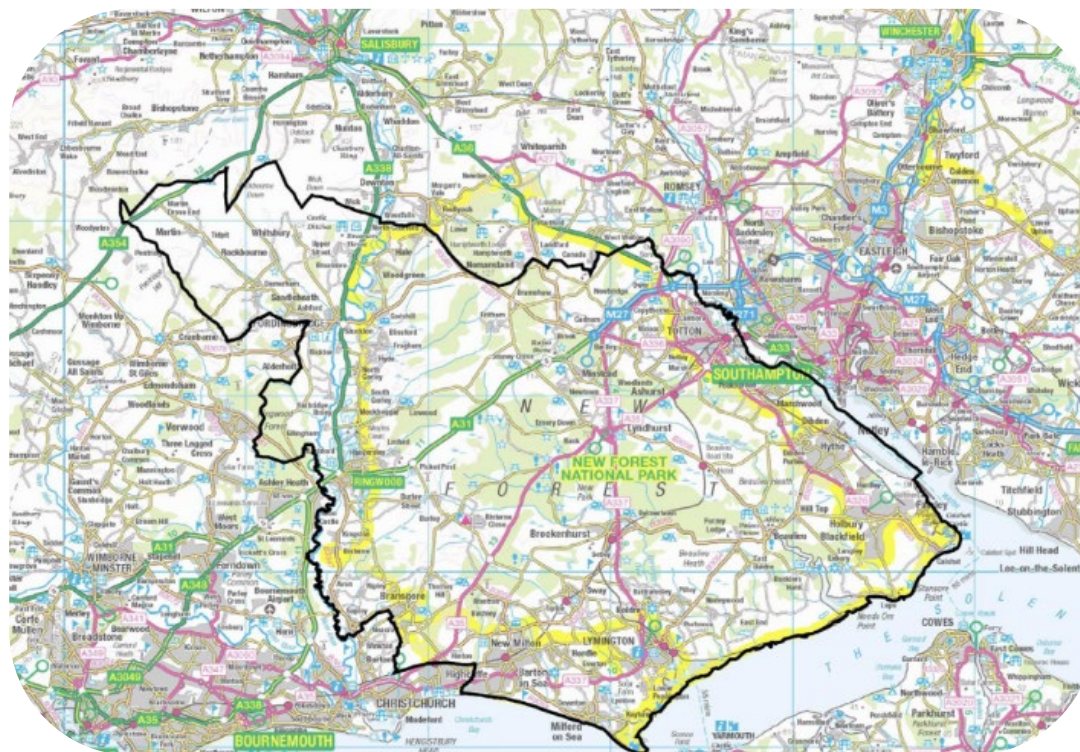
- Maximise the use of government available grants.
4. Pillar four: To reduce the environmental impact of council assets
- Champion reduction in the environmental impact of occupation, use, travel and waste.
  - Protect our climate, coast and natural world.
  - Promote the target for net zero carbon for the benefit of our residents.
  - Identify areas of support or grants from external private or public sources.
  - Eliminate or reduce the use of fossil fuel systems and seek to improve thermal efficiency across the estate
5. Pillar five: To support economic growth, regeneration and prosperity
- Support our business base and economic centres to thrive and grow.
  - Support economic growth and regeneration across NFDC.
  - Revitalise town centres through regeneration repurposing with a modern offering which fosters greater social interaction, community spirit, local identity and heritage.
  - We will manage our commercial portfolio effectively, balancing regeneration needs, job creation and income generation.

# New Forest district context and Corporate Plan 2024 - 2028

## About the New Forest district

The New Forest is the second most populated district authority in the southeast, with over 175,000 residents. It is home to the New Forest National Park which covers 75% of the land.

The New Forest is located within the county of Hampshire on the south coast of England positioned between Bournemouth, Wiltshire and Southampton. It is a vibrant and unique area known for its natural landscapes, ancient woodland, and 40 miles of stunning coastline. The New Forest National Park area covers 566km<sup>2</sup> (219 sq. mi) of the central area of the district making it the largest contiguous area of unsown vegetation in lowland Britain.



It is a working forest that has prospered for nearly 1,000 years. Many local practices are unique and date from historic times. This includes most significantly the depasturing of the iconic New Forest ponies, as well as cattle, pigs, and donkeys in the open forest by authorised landowners known as Commoners. These agricultural commoning practices are administered by the Verderers.

The largest settlements are Fordingbridge, Hythe, Lymington, Marchwood, New Milton, Ringwood, and Totton. Approximately 72% of residents live in urban areas, and 28% of residents live in rural areas.

It is home to an increasingly aging population with 30% of residents over the age of 65 compared to 19% nationally.

The average property price is just over £498,000 and around 74% of householders own their homes. Rental prices are high with the average monthly rent £125 higher than that for England.

Just over half of our residents of employment age are in full time employment.

30.4% of working people now state they work from home full time and around 2.2% of employment age residents claim unemployment benefit, representing a rise from previous years.

Around 30,100 people who live locally cross district boundaries to go to work with the main working areas being

- Southampton
- Bournemouth
- Test Valley

Approximately 22,500 workers travel inwardly from where they live to their employment within the district. Marine, hospitality and health and social care occupations make up some of the major industries.

Administrative occupations are the most common job type at 13.6%, Followed by corporate managers and directors at 12.0%, and customer service occupations make up 10.9%.

The area's largest employers include Exxon Mobil, Garmin, Paultons Park (home of Peppa Pig World), as well as public sector bodies including the NHS and us as the district council.

## Demographics

175,785  
residents living  
within the district

Life expectancy is  
83 years

51.9%  
of residents are female  
48.1%  
of residents are male

96.8% of the population are White  
1.3% of the population are Mixed Race  
1.2% of the population are Asian or Asian British  
0.4% of the population are Black or Black British  
0.3% of the population are other ethnic groups

Average age in  
New Forest is  
51.8 years  
Average age in  
England is 40.

Median gross annual  
earnings are  
£34,647

The salary growth rate is  
1.5% lower  
than England

51.8% of residents are employed  
33.4% of residents are retired  
18% have a disability which limits their day-to-day activities by a little or a lot

Main language is  
English

0.2% of residents reported having poor English language skills

We collect  
Council Tax from  
83,380 properties

4th largest economy in Hampshire  
with £4.4 billion (GVA) generated in 2020  
and circa 8,000 business enterprises

Data sourced from: NOMIS ONS 2021 census data, ONS Local statistics, 2019 Index of Multiple Deprivation, New Forest Economic Profile 2022.

## Corporate Plan 2024 – 2028

To secure a better future by supporting opportunities for the people and communities we serve, protecting our unique and special place, and securing a vibrant and prosperous New Forest.

Our focus is on creating thriving and safe communities and a strong economy, providing homes, and supporting the most vulnerable, responding to the climate and nature emergency, and delivering excellent services that are future proof.

Our corporate plan priorities are designed to tackle these challenges head-on.

### People

Helping people in the greatest need and creating balanced, resilient, and healthy communities who feel safe and supported with easy access to services

- Priority 1: Helping those in our community with the greatest
- Priority 2: Empowering our residents to live healthy, connected and fulfilling lives
- Priority 3: Meeting housing needs.

### Place

Delivering growth, opportunity and services that shape our place now and for future generations, within a unique environmental context, to ensure we remain a special place to live, work and visit

- Priority 1: Shaping our place now and for future generations
- Priority 2: Protecting our climate, coast, and natural world
- Priority 3: Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way.



## Prosperity

Promoting a strong local economy that delivers its inclusive aspirations through effective partnerships, attracting investment, and increasing skills and employment opportunities

- Priority 1: Maximising the benefits of inclusive economic growth and investment
- Priority 2: Supporting our high-quality business base and economic centres to thrive and grow
- Priority 3: Championing skills and access to job opportunities.

## Future New Forest

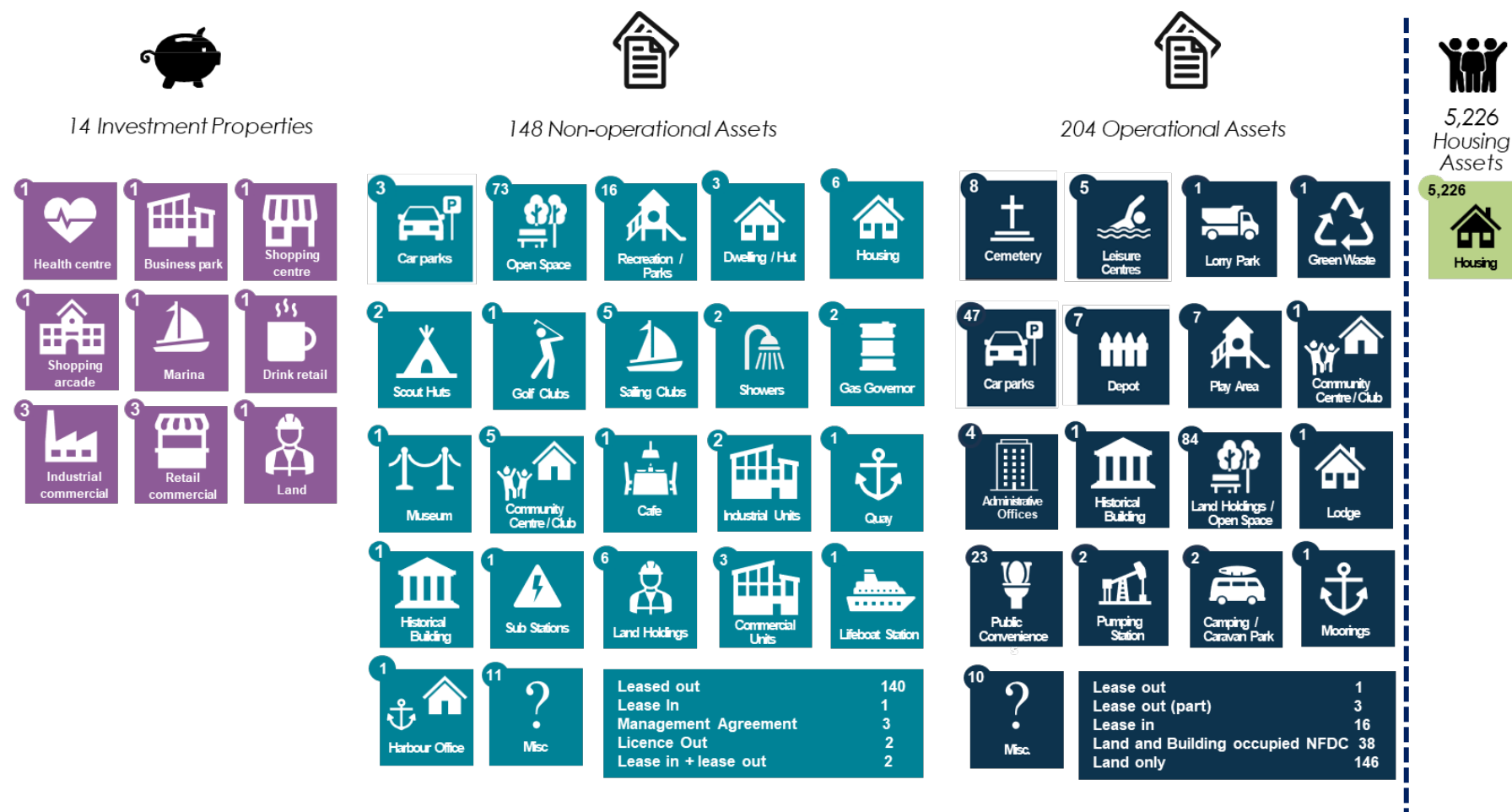
Underpinned by our transformation programme: Future New Forest. Investing in our people and services to meet customer needs, protecting the council's financial position, and embedding sustainability through our Future New Forest transformation programme.

- Priority 1: Putting our customers at the heart
- Priority 2: Being an employer of choice
- Priority 3: Being financially responsible
- Priority 4: Designing modern and innovative services.

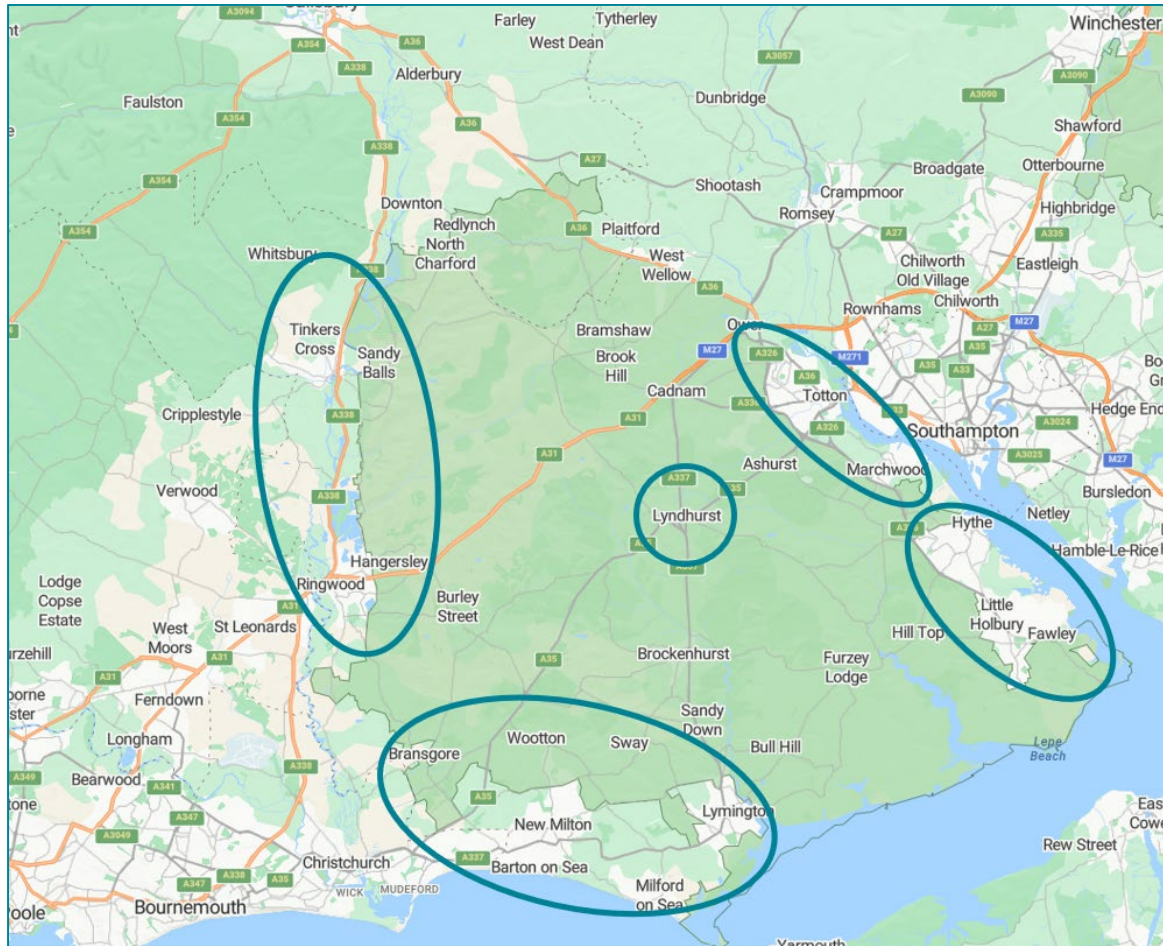
# Portfolio overview

## Our assets by type

The Council's General Fund accounts for a total of 366 assets. The non-operational assets are typically leased to 3<sup>rd</sup> parties to maintain and operate. In addition, NFDC hold the freehold on the land of c750 Beach Huts.



## Summary of the current portfolio



The heat map shows the geographic distribution of assets. It reveals four concentrated areas of assets and loosely resembles a hub and spoke distribution, with Lyndhurst in the centre of the district.

It is noted that geographic location of assets could be considered more of a strategic tool for the development of the appropriate service asset strategies and the council's overall operating model.

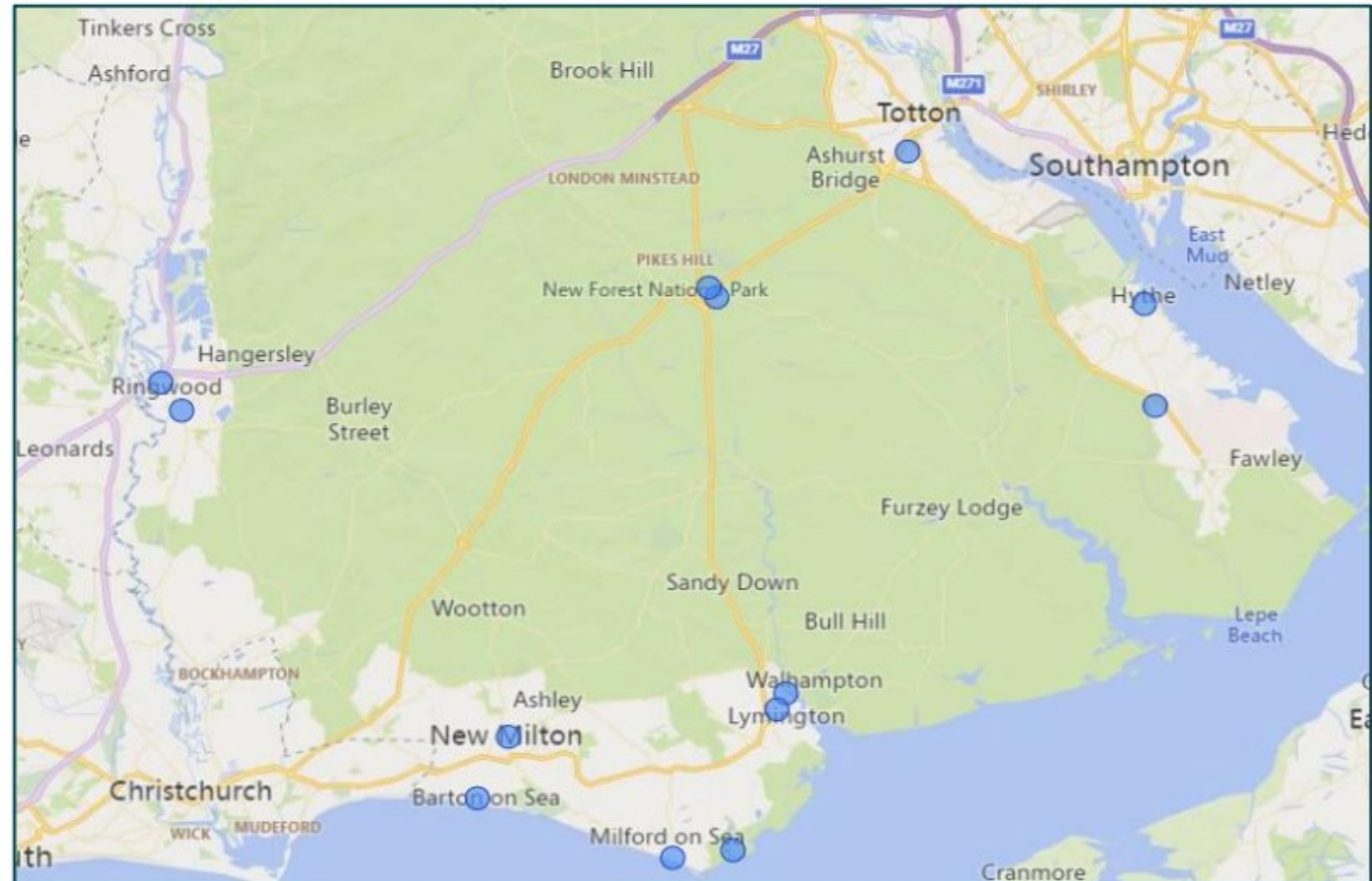
This map shows the locations of the operational estate, offices and depots. This geographic distribution may not reflect the service needs and demand. This will be highlighted via the Asset Challenge Framework.

## Assets by type

- Operational 204
  - Freehold 191
  - Leasehold 13
- Non-operational 148
  - Freehold 145
  - Leasehold 3
- Investment 14
- Overall value £107.4m

## Estate

- Footprint 770Hectares (Ha)
- Open space only 417Ha (Excluding foreshore)



## Commercial and investment portfolio

The investment assets or 'commercial portfolio' have been purchased mostly since 2018, in addition to 3 historical assets, by taking professional advice to obtain a balanced portfolio and reduce the risk of voids and loss of the capital investment. This was all initially financed through internal borrowing.

### Investment portfolio

The portfolio has been assembled to invest in the local business economy with a view to creating sustainable employment and other benefits to the district and its communities. Secondary to generate a return on the investments that make a significant contribution to the ongoing financing of council services, ensuring the financial sustainability of the council as government funding reduces.

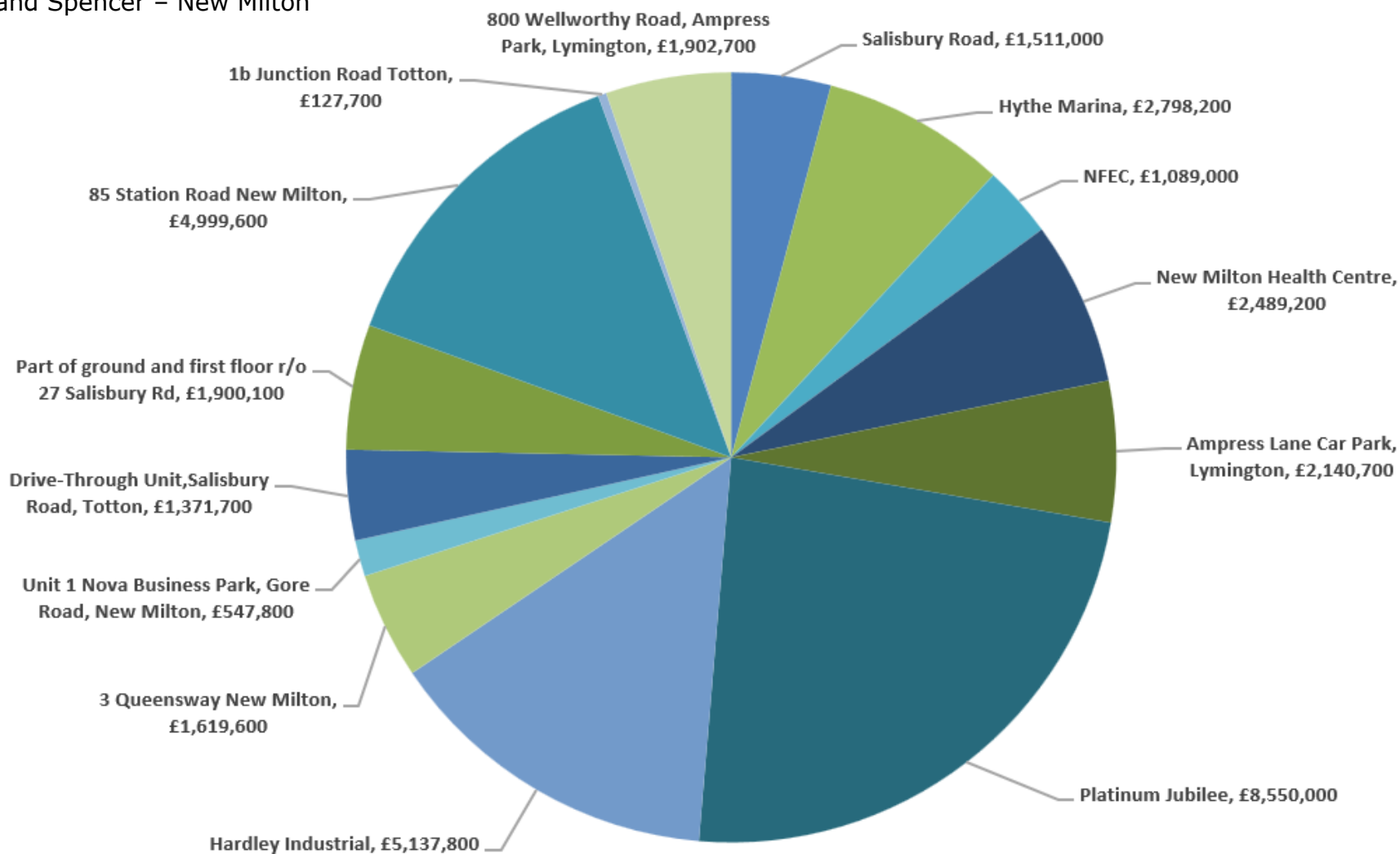
These assets can be reviewed to ensure that the return on investment is maximised and opportunities for development are actively explored to secure these returns in the medium to long term.

Where opportunities to acquire further investment properties occur, these will be explored, in line with the Councils Asset Investment Policy and subject to the relevant due diligence processes. Due to the current economic climate a decision was taken in 2023 to pause any future investment.

- Total assets 14
- Leases 56
- Gross income £1.84m
- Occupancy rate 91%
- Net book value £36.2m
- Yield 6%

Assets within the investment portfolio shown in the pie chart and include:

- Platinum Jubilee Business Park
- Hardley Industrial Estate
- Marks and Spencer – New Milton



Values as at 31 March 2024



## Commercial portfolio

The lease register shows there are 301 assets leased out. 167 of these generate income greater than £100 per annum. The remaining 134 are classed as peppercorn leases.

- Total leases 301
- Peppercorn leases 134
- Gross income £619k
- Occupancy rate 87.4%

## Appletree Holdings

Appletree Holdings are an arm's length group of companies. Wholly owned by NFDC, the remit is to invest in residential property and then letting to the private sector.

- Total assets 16
- Gross income £235k
- Net book value £5.1m
- Yield 4.61%



## Overview of Estates and Facilities management

NFDC's estate comprises of 366 property and land holdings, with a combined footprint of 770 hectares. These consist of operational, non-operational (commercial) and investment property portfolios.

The Council's Estates and Facilities Management function sits within the Corporate Resources & Transformation directorate.

Property holdings range from administrative office buildings, operational buildings situated in the community (such as community halls and public conveniences) and more complex operational sites (such as depots). They are held on a mixture of tenures, freehold (predominantly) and leasehold.

The Estates team is responsible for a variety of property matters. These include the management of the Council's non-domestic commercial and investment assets.

Activities include:

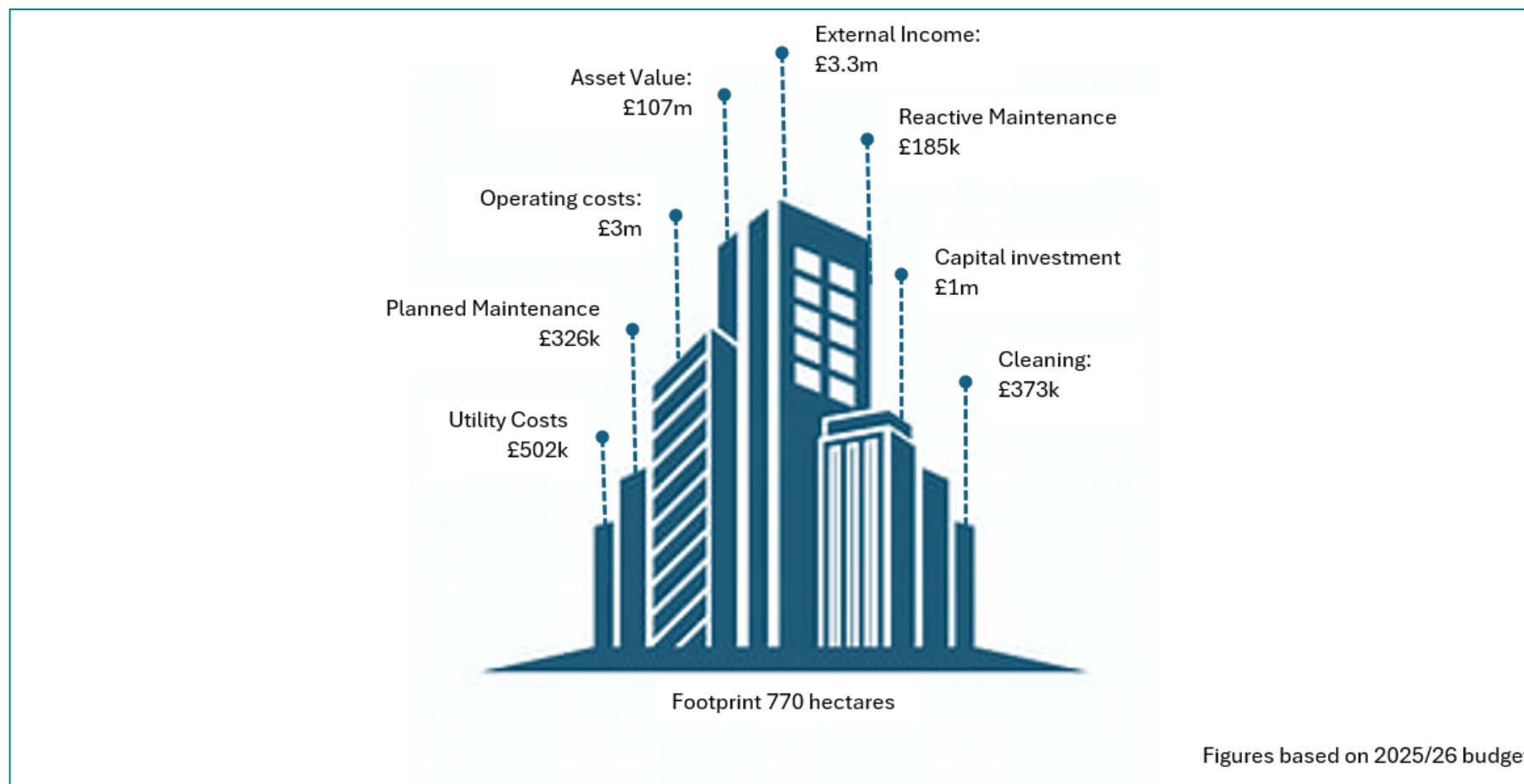
- Arranging asset valuations for all properties owned by the Council
- Ensuring a correct rates assessment of all the Council-owned properties
- Purchasing and selling Council properties and land
- Managing the leasing of properties owned by the Council and properties we lease from others
- Maintaining records of Council ownership

The Facilities Management team provides a range of property support services through a mix of in-house provision and outsourced contracted services. The team also rely on services to provide some low-level maintenance and housekeeping tasks, such as fire alarm testing and key holding at the depots.

Facilities Management oversight encompasses the management of buildings, infrastructure, and other facilities, as well as the services and processes required to keep them functioning effectively and efficiently.

Activities include:

- Planned and reactive works
- Building statutory compliance
- Property Management
- Cleaning services
- Energy management
- Space planning



Facilities Management have full budget control of 15 buildings with a responsibility for delivering planned and reactive works on a further 51 assets.

Alongside the management of the Council's property portfolio the function is responsible for the delivery of the FM related projects within the council's capital programme.

# Asset management strategy

## The strategy

Strategic Property Asset Management is the process which aligns business and property asset strategies, ensuring the optimisation of an organisation's property assets in a way which best supports its key business goals and objectives.

This strategy determines the high-level strategic framework for the effective management of our land and property portfolio (non-housing). It will guide decisions regarding the use of land and property assets ensuring that they support the optimisation of both financial and social value to meet the corporate objective of developing sustainable and resilient communities.

In all cases, assets will be aligned to delivering the Councils corporate priorities and must be maximised to ensure effective service, community or financial benefit. Financial conditions continue to be challenging, whilst customer expectations and demand is increasing.

In the development of the strategic asset management plan, the corporate plan has been reviewed to ensure that the SAMP priorities and corporate priorities align.

A high-level assessment of asset performance has been undertaken and the outcomes have assisted in developing the approach to ongoing estate reviews which will inform the SAMP.

Our Assets and Property are enablers which exist to meet corporate needs based on the council's priorities and service delivery requirements.

## The five pillars

The following five Pillars set out the council's approach to asset management, and guide future asset decision making. They reflect the role of Assets and Property as an enabler and demonstrate our ambitions to collaborate, rationalise, commercialise, decarbonise and innovate to contribute to the council's priorities and support delivery of council services.

The asset management strategy will be reviewed on a regular basis and evolve to ensure its relevance to the changing landscape within which NFDC operates. This is particularly important where there is evidence of underperforming assets or opportunities to drive further value from the estate.

### The five pillars



## Pillar one: Digital asset management

### SAMP objectives

1. Create an effective digital asset management database enabling the capture of accurate management information, in support of ensuring statutory and regulatory compliance is upheld across the estate.
2. Embed a culture that recognises that property assets are a key corporate resource, where informed decisions are made that are linked to corporate and service objectives that deliver good financial sustainability and service outcomes.

### Delivery mechanism

1. A fit for purpose digital system containing up to date and accurate records 'a single version of the truth'.
2. Proactive monitoring and managing the condition and safe use of buildings to provide comprehensive assurance of compliance and health and safety.
3. Oversight of suitable Key Performance Indicators.
4. Working with Service Areas to understand their current and longer-term requirements.

## Digital Asset Management

A strong and robust grasp of asset management data and property records underpins effective asset management, enabling the efficient evaluation and comparison of properties and land to support decision making and robust record keeping supporting estate management and compliance activities.

NFDC do not currently employ a single system or a single source of data, rather using up to 9 separate systems, including as an example spreadsheets and CIPFA Asset Management software.

A fit for purpose digital system containing up to date and accurate records inclusive of, helpdesk, planned and reactive works by building and full details of the council's investment and leased estate will provide “a single version of the truth”.

As such this system will be a fundamental foundation for property asset management and assurance via the introduction of a key performance dashboard.

This means that the system will be a single source of property records and data. The property function will invest in populating the system fully, maintaining the integrity of data records over time, and integrating the new system functionality into day-to-day operations.

Proactive maintenance monitoring and implementing planned condition surveys will inform asset strategy on the estate and would enable the council to make informed decisions on the future use, informed budget setting and investment requirements of its estate.

The condition survey's will address the essential and backlog maintenance needs of our remaining buildings – repairing mechanical and electrical (M&E) systems and prolonging their operational lifespan in the most cost-effective manner.

Working closely with individual council services we will develop and assist in the development of their service plans ensuring consideration is given to current and future asset requirements. Having a holistic overview will enable the council to challenge the use of assets through the asset challenge framework.

## Pillar two: Asset optimisation in support of Corporate Plan priorities

### SAMP objectives

1. To optimise the estate to generate operating savings, ensure assets are fit for purpose, meet service operating and user needs, incorporate technological advances and minimise whole life building costs.
2. To ensure ownership and occupation of assets is robustly challenged.
3. To ensure the Council's maintenance and refurbishment / renovation programme is fully informed and prioritised.

### Delivery mechanism

1. Challenge the use of the assets through an asset challenge framework.
2. Rationalise and reduce the number of buildings and areas of land where possible and appropriate, considering potential long- and medium-term needs, and ensuring assets are held for a clear purpose and provide best value.
3. Working with Services Areas in the development of their Service Plans to ensure consideration in relation to asset requirements.

### Asset optimisation approach

The Asset Management plan must consider the potential impact on profitability, investment return and staff, as well as the internal structural and managerial implications.

For the Estates and Facilities Management functions to perform a leadership role in the organisational transformation agenda and secure savings, we will develop a mature understanding of our property data and opportunities to optimise the estate.



To act as a mature strategic property function, we will adopt a robust estate optimisation process; first at a high level, then by drilling-down and assessing the opportunities in the assets. Furthermore, opportunities will be developed with varying degrees of change that can be adapted to suit New Forest District's needs. Estate optimisation is not just about cutting costs, but is about bringing material advantages to our residents, and ultimately enhancing the delivery of the corporate objectives and strategy. The process of estate optimisation aims to identify and prioritise those sub-portfolios that have the greatest potential to release savings.

Core data for each building within the NFDC's portfolio including running costs, value, condition and backlog maintenance, suitability assessments and future need ratings will be reviewed.

Considering the incomplete and fragmented nature of property data we will take a pragmatic view to identify and plug any gaps in data. Using this process, those portfolios with high revenue spend and/or those areas subject to significant business change can be identified and subjected to a more detailed analysis and opportunity assessment.

The process to undertake the estate optimisation as outlined in the diagram overleaf. The outcome of this review will include:

- financial analysis of the estate
- potential revenue impact and capital generation opportunities
- ranked by the potential impact (low/medium/high) and ease of implementation (quick/medium/long term)
- quick wins which would help release existing liabilities
- longer term initiatives which may substantially change the way the estate is managed
- recommendations and next steps for how the opportunities could be delivered
- The potential identification of assets that are suitable for potential disposal

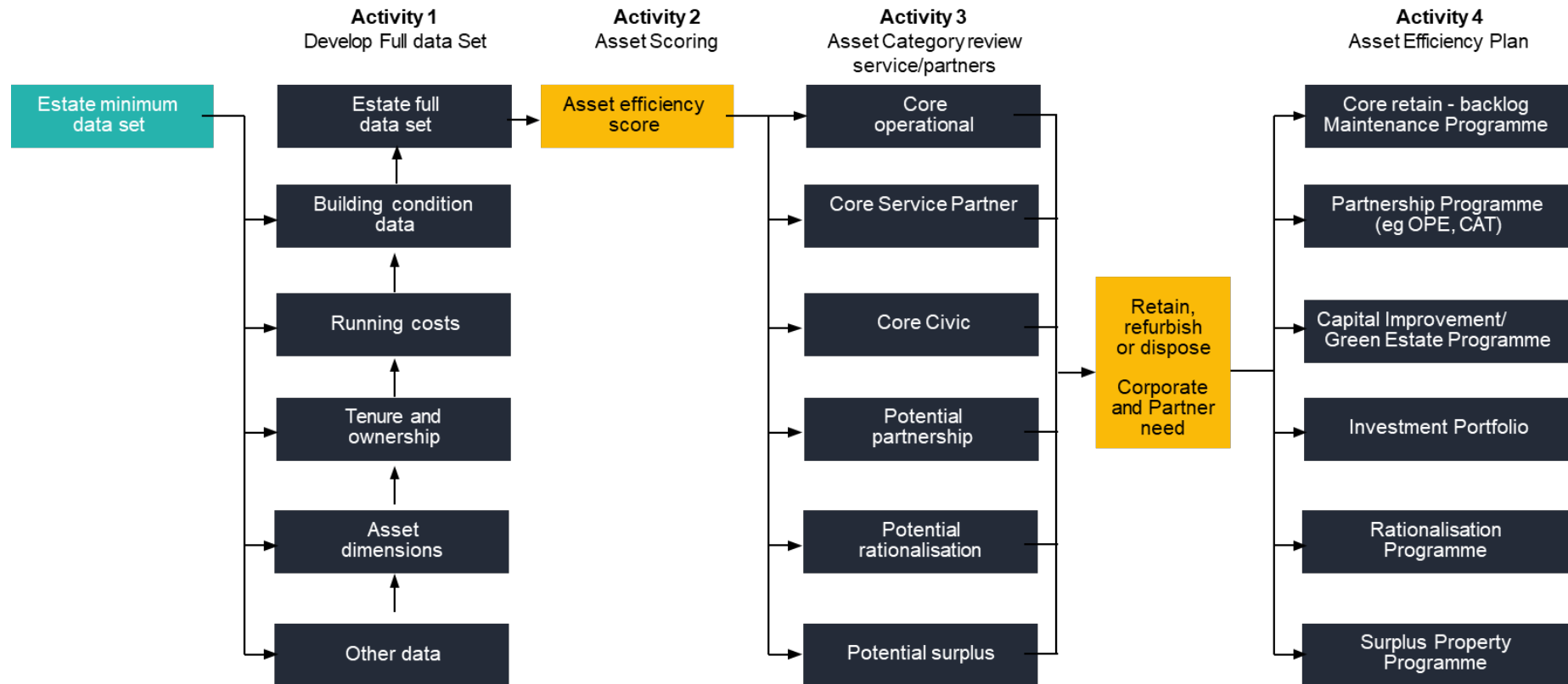
## The asset challenge framework

The Asset Challenge Framework is a process to continually review our asset portfolio on a continuous rolling programme, ensuring that only those assets needed or performing to acceptable levels are retained.

The ultimate aims of asset challenge is to reduce costs, identify assets to be retained for use and/or invested in and those that can be disposed of. Each asset will be assessed periodically using the asset challenge steps and outcomes recorded within the asset optimisation section of the SAMP framework.

Strategic purpose	Opportunities and risks	Performance appraisal	Options appraisal	Pre-implementation consultation	Outcome
<ul style="list-style-type: none"> <li>• Why do we have the asset?</li> <li>• What is its strategic purpose?</li> <li>• Who is accountable for performance of it?</li> <li>• What do we expect of it?</li> <li>• Is this financial, non- financial or both?</li> </ul>	<ul style="list-style-type: none"> <li>• Are there any opportunities that could be developed?</li> <li>• Are there any blockages to exploiting these opportunities?</li> <li>• Any there any risks to overcome?</li> </ul>	<ul style="list-style-type: none"> <li>• What is the financial performance being delivered?</li> <li>• Can non-financial benefits be quantified?</li> <li>• What are the management costs?</li> <li>• Are there any invisible costs?</li> </ul>	<ul style="list-style-type: none"> <li>• Balance of performance opportunities and risks?</li> <li>• What options are available?</li> <li>• What are the relative costs and benefits of these options?</li> <li>• Do any options present increased risks?</li> </ul>	<ul style="list-style-type: none"> <li>• Internal stakeholders</li> <li>• External stakeholders and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Retained</li> <li>• Repurposed / Regenerated</li> <li>• Recycled</li> <li>• Disposed (Asset Transfer or Open Market)</li> </ul>

## Estate optimisation model



## Pillar three: Working with partners and communities to promote efficient and effective service delivery

### SAMP objectives

1. To enable transfer of management / ownership of the asset where it can provide a benefit to service delivery and demonstrate longer term benefit.
2. Maximise efficient use of our assets through collaborative working with partners.
3. Improve efficient and effective asset use and value to the community.
4. Maximise the use of government available grants.

### Delivery mechanism

1. Agree and adopt Community Asset Transfer (CAT) and Disposal Policies, identifying assets that local communities or not for profit organisations could be better positioned to deliver. e.g.
  - a. Community Halls
  - b. Public Conveniences
  - c. Open Spaces
2. Enhanced collaboration with partners, including our One Public Estate partners to identify innovation, efficiencies and maximise asset usage.

### Partnerships – Working with Partners

The General Disposals Consent 2003 allows the Council to transfer the ownership and management of land and buildings they own to local communities at 'less than best consideration' (at less than full market value), where it can demonstrate the promotion of social, economic and environmental wellbeing support service integration, joint working and/or co-location.

## Community Asset Transfer

If following a review of an asset via the Asset Optimisation Framework it may be deemed that the asset can meet the above criteria and be suitable for a Community Asset Transfer (CAT).

The principal aim of the Council's CAT approach is to ensure the efficient use of assets through community empowerment and minimise costs through retention or transformation.

Any transfer will follow the published Community Asset Transfer Policy.

Transfer of an asset may enable greater access and simplification for suitable grants.

This does not prevent community organisations nominating an Asset of Community Value, which if meeting the recognised criteria could be placed on the relevant register.

The Council intends that suitable assets will be made available through the CAT process in a way that:

- Ensures compliance with legislation (e.g. Section 123 of the Local Government Act)
- Encourages community empowerment and pride
- Helps develop strong, cohesive and sustainable communities
- Reduces holding costs, risks and related liabilities
- Helps develop strong, cohesive and sustainable communities
- Demonstrates a fair and transparent process

## One Public Estate

One Public Estate (OPE) is a national programme, jointly managed by Cabinet Office and the Local Government Association, that brings public sector organisations together. It provides practical and technical support and funding to councils to deliver ambitious property focused programmes in collaboration with central government and other public sector partners (blue light services).

By working in partnership, we can look at how we can use our land and buildings collaboratively to:

- Improve public services to residents, visitors, employees and businesses in the county
- Renew and rationalise the public estate so there is a reduction in the amount of money we spend on buildings
- Free up much needed land for the development of housing, commercial and employment space
- Support local economic growth
- Generate capital receipts and income.

And it could include working with existing and developing partnerships with the likes of:

- Hampshire County Council
- Hampshire and the Isle of White Constabulary
- Hampshire Fire Service
- NHS
- RNLI

## Partnerships – Locations

The Local Asset Reviews have sought to maximise the efficiency of the wider public sector corporate asset base to provide an integrated facilities with improved service delivery for users, focused on:

- Place based co-ordination to build/develop integrated services, retail, leisure/culture within neighbourhoods/town centres
- Co-location with other partners
- Integrated service delivery partnership combining public and private expertise and resources
- Provide assets that are easily accessible to communities.



Example map plotting: Public Conveniences located within New Forest District boundaries.

## Pillar four: To reduce the environmental impact of council assets

### SAMP objectives

1. Champion reduction in the environmental impact of occupation, use, travel and waste.
2. Protect our climate, coast and natural world.
3. The council to promote the target for net zero carbon for the benefit of our residents.
4. Identify areas of support or grants from external private or public sources.
5. Eliminate or reduce the use of fossil fuel systems and seek to improve thermal efficiency across the estate.

### Delivery mechanism

1. Ensuring our assets are appropriately located to serve the Service and community needs.
2. Ensure new assets meet Climate Emergency pledges and reduce the consumption of embodied carbon in new build and refurbishment projects.
3. Proactively monitor performance of the portfolio and identify efficiency opportunities.
4. Explore the opportunities to use our land and buildings to generate renewable energy.



## Environmental impact

The council has a climate and nature emergency action plan, targeting a significant reduction in carbon emissions from our buildings, external uses (i.e. street lighting) and transport fuel.

Carbon emissions from our buildings form the majority of council’s total operation emissions and therefore how we manage, maintain, refurbish, redevelop or dispose of our buildings has great significance to the achievement of these aims.

The council owns a number of buildings of significant age which were designed to be used with heating and plumbing systems which have long become obsolete. In addition to their energy inefficiency, some of these buildings represent a significant revenue drain in terms of repairs and energy costs.

In such instances therefore, the net zero and value-for-money agendas reinforce each other and may point towards either redevelopment or disposal of our buildings, although this will have to be assessed on a case-by-case basis via the Asset Challenge Framework.

The Council will lead by example for the benefit of our community.

Key Data	
CO2 Tonnage*	261 tons
Electricity	£303,500
Gas	£75,570
Water	£144,620
Total utility spend	£523,690
*Electricity is procured as a renewable energy and is CO2 reporting exempt (205 Tons).	

The SAMP will be a key enabler in helping to deliver against the Council's carbon Net Zero ambition by:

- Seeking to deliver sustainable MMC (modern methods construction) projects in line with reducing carbon footprint and utilising more brownfield sites.
- Ensure new assets meet Climate Emergency pledges wherever possible
- Proactively monitor and benchmark performance of the portfolio and identify efficiency opportunities.
- Further optimisation of Building Management Systems (BMS) across our estate.
- Proactively improving the EPC ratings of our asset portfolio.

#### What has been achieved to date

- Delivery of Hardley Depot to BREEAM Excellent Standards (final outcome pending)
- Externally funded installation of 2 x Air source heat pumps at Appletree Court.
- Secured Salex funding of up to £1.8M for the Installation of solar PV panels, air source heat pumps, window replacement and lighting upgrades over a 3-year period at Applemore Leisure Centre.
- Majority externally funded installation of 8 x EV charging points at Appletree Court.

## Pillar five: To support economic growth, regeneration and prosperity

### SAMP objectives

1. We will work with key partners to:
  - Support our business base and economic centres to thrive and grow.
  - Support economic growth and regeneration across NFDC.
  - Revitalise town centres through regeneration/repurposing with a modern offering which fosters greater social interaction, community spirit, local identity and heritage.
2. We will manage our commercial portfolio effectively, balancing regeneration needs, job creation and income generation.
3. We will continue to consider direct delivery of affordable housing

### Delivery mechanism

1. Invest in sites that meets our needs, invest wisely in our towns and communities, help drive sustainable growth and attract wider private sector investments.
2. Dispose of assets that do not align to our requirements / priorities, are a liability, or will not generate a return on investment.

## Economic growth

The SAMP will support the District Council and wider business community across New Forest district by ensuring that Economic Development and Regeneration are embedded elements with the SAMP Objectives.

- Support long-term regeneration and growth of the district through strategic approach to development and management of Council's assets
- Ensure that wider regeneration and community benefits are derived from acquiring, developing and divesting assets
- Provide a framework and strategies for the development of assets for housing, transport, and parks
- Achieve wider regeneration benefits by sharing asset through one public estate initiative
- Contribute to the delivery sustainable housing growth by using Council's assets to control or shape developments with other sectors
- Support infrastructure and land assembly for regeneration projects
- Promote development sites for future growth
- Support the delivery of new developments and strategic needs
- Given scale of development needs look to assemble underused brownfield sites for commercial gain and better use of Council assets

### What has been achieved to date

- Delivery of Platinum Jubilee Business Park
- Refurbishment of Totton shopping arcade

## Priority projects

### Totton masterplan

The Council has also commissioned master planning work on Totton which will inform opportunities for regeneration including public realm, art and culture. Supporting businesses in part by way of an investment plan.

### The Solent Freeport

The Solent Freeport is a unique opportunity to bring sustainable economic growth to the NFDC district.

In particular, it provides the vehicle and focus to deliver the Council's Waterside visions, realising investment on sites of national significance.

Which includes several development sites giving businesses operating within the designated area access to tax benefits such as enhanced capital allowances. Forecasted benefits to the district include several thousand jobs and significant pooled retained business rates over 303ha of development land.

The Solent Freeport will:

- Be a hub for global trade and investment
- Promote regeneration and job creation
- Create hotbeds for innovation

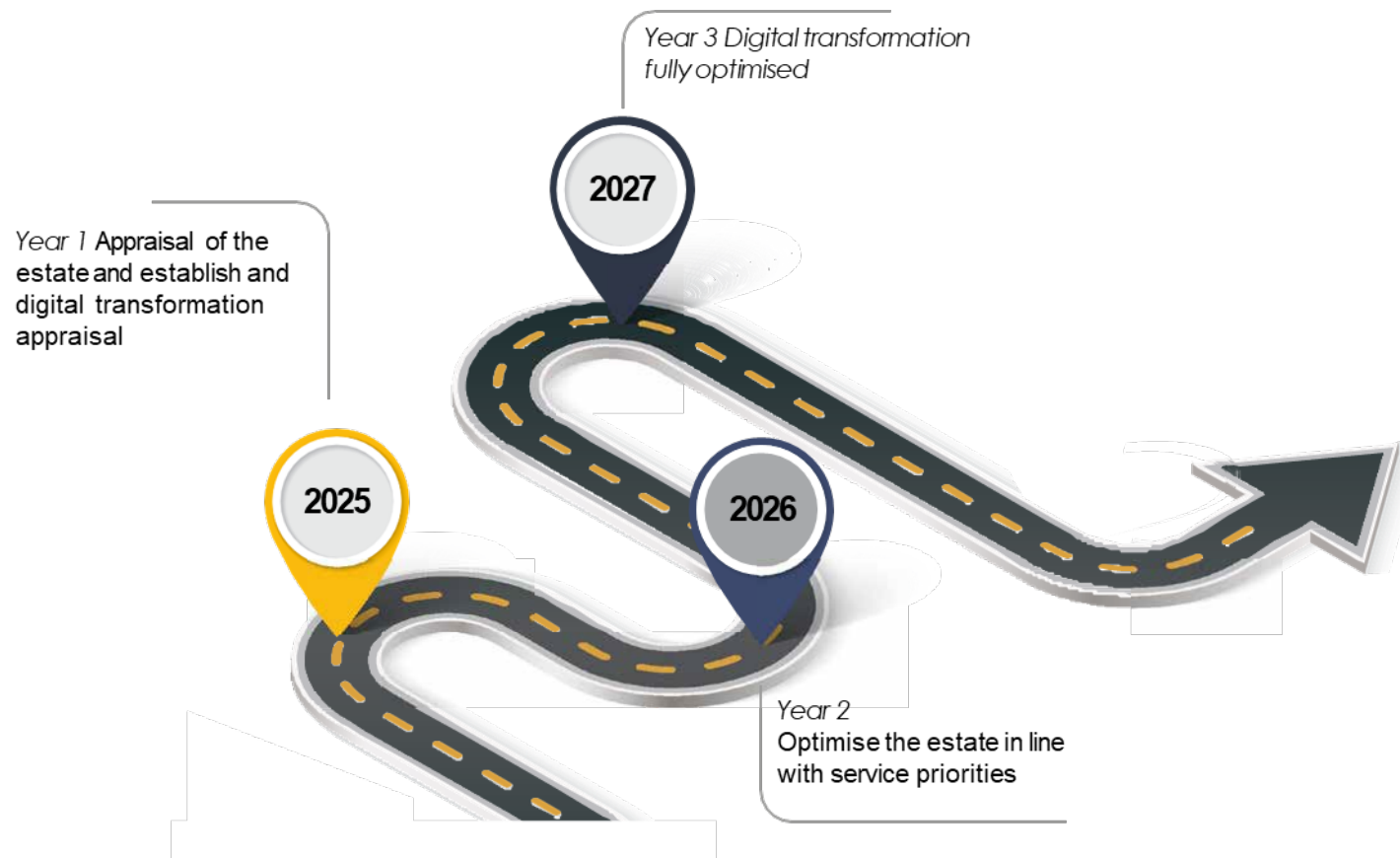
The Council should look to use existing assets to help support the delivery of the freeport such as providing mitigation land.



# Asset Management Action Plan 2025-2028

## SAMP Roadmap

To keep the asset management strategy relevant and aligned to changing corporate priorities, it will evolve over time. Each of the five pillars is supported by an Asset Management Action Plan with detailed objectives and actions.



## Five pillars headline plan

Pillar	Year 1	Year 2 - 3
Digital asset management	<ul style="list-style-type: none"> <li>• Develop digital asset platform specification</li> <li>• Digital systems market appraisal v inhouse solution</li> <li>• Complete asset data refresh</li> <li>• Introduce Key Performance Indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Estate optimisation development with service areas</li> <li>• Establish core corporate programmes of work from estate optimisation</li> </ul>
Asset optimisation in support of corporate plan priorities	<ul style="list-style-type: none"> <li>• Occupation and use of assets are reviewed, and asset framework challenge initialised</li> <li>• Condition surveys and initial refurb / regen prioritisation undertaken</li> <li>• Works underway for refurb / regen of initial prioritised assets</li> <li>• Full lease review</li> </ul>	<ul style="list-style-type: none"> <li>• Review and action plan for non-income generating non-operational assets</li> <li>• Introduce measures to drive A low carbon public estate</li> <li>• Maintenance programme underway according to prioritised schedule</li> </ul>
Working with partners and communities to promote efficient and effective service delivery	<ul style="list-style-type: none"> <li>• Identify assets suitable for CAT</li> <li>• Identify options for collaborative working with partners, including OPE</li> </ul>	<ul style="list-style-type: none"> <li>• Progress 'quick-win' Community Asset Transfers (being mindful of LGR timeline and required governance)</li> </ul>
To reduce the environmental impact of council assets	<ul style="list-style-type: none"> <li>• Define criteria for sustainability within portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Embed energy efficient criteria to all projects</li> <li>• Benchmark running costs of assets against the market</li> </ul>

	<ul style="list-style-type: none"> <li>• Optimise Building Management Control Systems</li> <li>• Identify avenues for additional green funding</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver PSDS project</li> </ul>
To support economic growth, regeneration and prosperity	<ul style="list-style-type: none"> <li>• Totton Town Regeneration master planning</li> <li>• Continue engagement in Freeport</li> </ul>	<ul style="list-style-type: none"> <li>• Promotion of NFDC priorities within the Freeport program</li> </ul>



# Measuring success and performance

## Performance

Annually the priorities will be identified and appropriate performance measures applied. Each pillar will have specific key performance indicators with measurable targets.

Overall performance measures for this may include (but are not limited to):

### Appropriate data improvement relating to time, cost and quality

- Validation and quality of asset data
- Improvement in customer satisfaction results
- Continual process/procedure improvement based on feedback

### Assessment of asset performance

- Utilisation and improvement to operational requirement satisfaction
- Improvement in the rate of occupation of assets
- Improvement in appropriate financial target
- Reduction in operating costs

## Reduction in compliance and safety matters

- Compliance of the asset
- Time lost through assets not being adequately maintained
- Areas of risk to safety
- Energy performance
- Reactive vs Planned maintenance ratio
- Maintenance deficiency affecting service delivery
- Performance against budget

## Financial performance indicators for income and expenditure for the estate

- Returns that reflect risk exposure
- Asset utilisation
- Current cost of the estate
- Future cost of the estate
- Capital receipts realised against realistic targets

## Environmental performance targets

- Reduction in utility and energy usage

- Reduction in EPC
- Reduction in carbon emissions
- Percentage of land release
- Revenue savings

## Measures against targets appropriate to the regeneration projects

- Target delivery
- Use of s106 contributions measurement against outcomes

# Approach to governance

## Asset disposal governance

As part of the SAMP, land and property assets held by the council will be appraised and considered for disposal and potentially surplus to requirements if any of the following examples apply:

- The Asset Challenge Framework has been completed
- The Asset no longer makes a positive contribution to delivery of council services
- The revenue and capital demands to maintain far outweigh any income of financial or policy benefits
- Has no potential for future strategic regeneration and/or redevelopment purposes
- An alternative site can provide a more cost effective and efficient service
- No adopted and resourced council plan/policy/strategy, that could bring the asset into use in foreseeable future
- No potential advantageous shared use with partners (One Public estate/CAT)

The Council recognises that good governance is a key component of this strategy, so it is essential that all decisions to dispose of an asset must be subject to gateway approvals.

Each Gateway has clear owners and defined roles and responsibilities to progress matters and attain necessary approvals.

Full details are contained within the Asset Disposal Policy.

## Asset disposal governance matrix

Stage		Action	Responsible	Informed	Decision Point
1	Asset Challenge Framework	<ul style="list-style-type: none"> <li>Asset identified as surplus or underperforming. Potential better model of delivery</li> </ul>	Head of Estates and Facilities Management  Estates Manager	Strategic Director Corporate Resources & Transformation	
2	Internal Review	<ul style="list-style-type: none"> <li>Request Title Report, red line and terrier report to see if there any covenants, charitable land etc.</li> <li>Review details with transformation board</li> <li>Notification given to internal stakeholders of availability of asset</li> <li>What is the likely disposal timeframe?</li> <li>Is the asset suitable for community asset transfer. If “Yes” then consider potential CAT (follow CAT Policy)</li> </ul>	Legal	Service Manager  Transformation Board  Portfolio Holder  Ward Member	

		<ul style="list-style-type: none"> <li>If no suitable options prepare for disposal and place asset on surplus land/asset register</li> </ul>			
3	Preparation for Disposal – Capital Receipt	<ul style="list-style-type: none"> <li>Professional valuation (x 2 if &gt;£100k)</li> <li>Consult with Ward Members</li> <li>If Asset is an ‘Asset of Community Value’ then the community has 6 weeks to express an interest in buying</li> <li>Write Disposal Business Case paper for the disposal. To include scoring key decision scorecard</li> </ul>	Estates	Ward Member	Transformation Board
4	Approval to proceed with disposal	<ul style="list-style-type: none"> <li>Key decision if value &gt; £150k OR the asset covers multi-wards OR if high score is returned on key decision scorecard.</li> <li>Review Business Case Decision paper</li> <li>Agree any reserve valuation</li> </ul>	Strategic Director Corporate Resources & Transformation	Estates Ward Member	Transformation Board / Council
5	Property disposal	<ul style="list-style-type: none"> <li>Proceed with agreed disposal route</li> </ul>	Estates		

		<ul style="list-style-type: none"> <li>• If land is 'Open Space' then it will require additional steps outlined in the Disposal Policy</li> </ul>			
6	Evaluation and Council consultation	<ul style="list-style-type: none"> <li>• Review offers</li> <li>• Completion of Business Case Decision Paper with recommendations</li> <li>• Council consultation of submission/decision</li> <li>• Approve sale – depending on sale value and delegated level of authority.</li> </ul>	<p>Estates</p> <p>Strategic Director</p> <p>Corporate Resources &amp; Transformation</p>		Transformation Board
7	Practical completion	<ul style="list-style-type: none"> <li>• Instructions to Legal preparing/completion of agreements</li> <li>• Receive Capital Receipt</li> </ul>	Legal		

## Community asset transfer governance

The community asset transfer (CAT) policy is a key enabler as part of the Council's Strategic Asset Management Plan (SAMP), ensuring property assets held by the council will be appraised and considered for use or transfer into the community.

The Council's portfolio of assets is varied in tenure and use and the pace of change in how the Council meets new and challenging service needs means the asset base must constantly evolve to respond to help improve and develop new delivery solutions.

The Council sees this challenge as an opportunity. There will be instances when Council owned community assets often used by VCOs (Voluntary or Community Organisation) are returned to the Council, become surplus to requirements, are functionally or economically obsolete or may have the opportunity of being more effectively run by the communities themselves. Further details are contained within the Community Asset Transfer Policy.

The principal aim of the Council's CAT is to ensure the efficient use of assets through community empowerment and also minimise costs through retention or transformation. The Council intends that suitable assets will be made available through the CAT process in a way that:

- Ensures compliance with legislation (e.g. Section 123 of the Local Government Act)
- Encourages community empowerment and pride
- Reduces holding costs, risks and related liabilities
- Demonstrates a fair and transparent process
- Helps develop strong, cohesive and sustainable communities
- Ensures sustainable CATs do not conflict with other community projects.



## Eligibility

Each organisation wishing to apply for CAT needs to meet the following criteria:

- Charitable or not-for-private-profit organisation
- Generate social, economic or environmental benefits which directly benefit the people of the New Forest District
- Benefit a wide and diverse a range of local people as possible
- Have the capacity and resources to manage the asset and have directors or committee members who have the necessary experience and skill

NOTE: We will continually make available assets available for transfer and provide a defined expression of interest form for interested parties to apply

## Community asset transfer governance matrix

Stage		Action	Responsible	Informed	Decision Point
1	Asset identification	<ul style="list-style-type: none"> <li>• Potential CAT identified as part of the disposal process</li> <li>• Preferred transfer route agreed. This could be an open marketed CAT or if better served by a singular organisation i.e. Town / Parish Council</li> </ul>	Estates		

2	Preparation for CAT disposal	<ul style="list-style-type: none"> <li>Professional valuation (x 2 if &gt;£100k)</li> <li>Consult with Ward Members (20 working days)</li> <li>If Asset is an 'Asset of Community Value' then the community has 6 weeks to express an interest in the transfer</li> <li>Write Business Disposal Business Case paper for CAT</li> </ul>	Estates  Strategic Director Corporate Resources & Transformation	Strategic Director Corporate Resources & Transformation Finance Portfolio Holder	
3	Approval to proceed with CAT	<ul style="list-style-type: none"> <li>Key decision if value &gt; £150k or the asset covers multi-wards. Or if a high score is returned on the CAT scorecard</li> <li>Review decision paper</li> <li>Agree any terms of transfer and route</li> </ul>	Strategic Director Corporate Resources & Transformation	Estates Ward Member	Transformation Board / Council
4	Expression of Interest	<ul style="list-style-type: none"> <li>Create information pack</li> <li>Advertise the opportunity (4 weeks) if applicable e.g. not for direct route freehold</li> <li>Receive informal enquiries</li> <li>Review and score informal expressions of interest</li> </ul>	Estates	Portfolio Holder Ward Member	

		<ul style="list-style-type: none"> <li>Selected organisations to submit business case</li> </ul>			
5	Formal Submissions of Interest/ Bids	<ul style="list-style-type: none"> <li>Inform organisation</li> <li>Receive formal enquiries</li> <li>Consult with Organisations</li> <li>Evaluation and scoring of bids</li> <li>Completion of Portfolio Holder Decision Paper with recommendations</li> <li>Council consultation of submission/decision</li> </ul>	Estates	Strategic Director Corporate Resources & Transformation Finance Portfolio Holder	Transformation Board
6	Evaluation and Council Consultation	<ul style="list-style-type: none"> <li>Presentation of business case and feasibility assessment by bidding organisation(s)</li> <li>Evaluation and scoring of bids</li> <li>Completion of Disposal Business Case Decision Paper with recommendations</li> <li>Council consultation of submission/decision</li> </ul>	Estates	Strategic Director Corporate Resources & Transformation Finance Portfolio Holder	
7	Practical Completion	<ul style="list-style-type: none"> <li>Instructions to Legal preparing/completion of agreements</li> </ul>	Legal		

8	Monitoring	<ul style="list-style-type: none"> <li>Monitoring arrangements post transfer</li> </ul>	Estates		
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## Asset investment / acquisition

The Council remains of the view that purchases of commercial properties and future development (including re-development of land or the repurposing of existing Council real estate) when made on a cautious and prudent basis will over time contribute to the Council's vision and priorities as set out in full in the Asset Investment Policy (which also outlines the governance arrangements in place).

Land and property interests should be considered for acquisition if the following circumstances apply:

- The acquisition will make a positive contribution to the current or future delivery of council services
- The acquisition has economical benefits in reducing occupational costs (revenue and capital)
- Asset meets minimum requirements of the Investment Policy
- The asset provides the opportunity promote or support economic activity with the New Forest District.
- To achieve the minimum evaluation requirement of yield, that is to ensure the income from the investment does not place an additional financial burden on the General Fund
- Option appraisal has been undertaken which highlights acquisition as the most economic and efficient means of service delivery, for council and wider public services
- The acquisition of the interest has potential for future strategic regeneration and/or redevelopment or contributes to wider corporate objectives and appropriate funding has been identified.

## Major development and capital project governance

A key principle of the 'Strategic Asset Management and Major Developments' delivery programme is to ensure the Councils capital investments are managed effectively through the adoption of a streamlined gateway review process that will ensure that:

- Money is well invested
- Proposals are thoroughly assessed and align with SAMP and Corporate objectives
- Projects and Programmes are delivered on time, to budget and quality
- Change is delivered to a high standard (efficiently and controlled)
- Benefits and project outcomes are clearly defined and tracked
- Projects have been through appropriate approval process at key defined stages (Can't pass through a gateway without necessary approval)
- Capital spend assessments are looked at quarterly to review the gross position, liability and risks to council and partners
- Communications are improved with clear accountability and responsibility matrix defined on all projects

The annual project 'bid' process as included within the budget preparation cycle, and the gateway stages as included within Contract Standing Orders provide the necessary governance to ensure rigorous program approval and delivery.

# Appendix – Plan on a page



# Asset Disposal Policy

## Estates, Valuation and Facilities

27<sup>th</sup> May 2025

Version number Version 3.0

Version	Author	Date	Changes made
Version 1	John Cooper	20/04/25	Initial document
Version 2	John cooper	14/05/25	Changes to format and order of the document
Version 3	John Cooper	27/05/25	Removal of Roles and Responsibilities section Consultation table inserted (Section 4.9) Addition of Key Decision scorecard (Appendix 5) Addition of Bid balanced scorecard (Appendix 6)

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# 1. Introduction

- 1.1 This policy sets out the core principles to be applied when considering land or property for disposal. Whilst the primary focus of this document is to provide key policy guidance for officers, elected members, businesses and the general public, it is important to note that each individual case will be assessed on its own merits and nothing in this document binds the Council into any particular course of action when dealing with the portfolio. Alternative methods of disposal, not specifically mentioned in this policy, may be used where appropriate and subject to obtaining proper authority.
- 1.2 The disposal or relinquishment of surplus or underperforming council land and property assets is a key part of New Forest District Council's ("the council") strategy to meet the aims outlined in its Corporate Plan 2024-2028 and also forms a key part of the Strategic Asset Management Plan (SAMP) which identifies how the use of assets will feed into the Corporate Plan.
- 1.3 A definition of an asset disposal for the purposes of this Policy includes the sale of a freehold interest, an assignment or grant of a lease for more than 7 years, and the granting of easements and options. Leases of less than 7 years or an assignment of a term with less than 7 years to run which are exempt from the statutory requirement to obtain best consideration, are outside of this policy, although in such cases there will be a general presumption that Officers will follow the policy's principles.
- 1.4 The policy document will ensure that a common, robust disposal and governance process is adopted in order to support effective property disposal decision making within the council and to ensure that requests to purchase council-owned assets are dealt with in a fair and consistent manner.
- 1.5 The policy is not intended to apply to leases where a tenant has a statutory right of renewal, or statutory easements and wayleaves granted to utility companies unless there is clear public interest in which case the Portfolio Holder for Corporate Resources will be consulted.
- 1.6 The aims of this policy are:
  - a) To set out procedures that council officers will follow when dealing with disposals, to ensure they are dealt with in a consistent and transparent way. There will be exceptional circumstances when officers may need to depart from the procedures set out in the Policy depending upon the circumstances of a disposal.
  - b) All actions recommended within this disposal policy document will strive to promote the disposal of assets in a way that positively supports the delivery of the council's Corporate Plan 2024-2028.

- c) To enable actual and latent capital value tied up in potentially surplus assets to be realised.
- d) To eliminate / minimising future liabilities through the disposal of non core assets.
- e) To maximise the proceeds or land use benefit from disposals for the benefit of the council and its community.

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## 2. The Legislative and regulatory context

- 2.1 A Local Authority may dispose of land it owns as it wishes; however, any disposal is subject to compliance with certain statutory provisions. Section 123 Local Government Act 1972 ('s123') imposes the overriding duty to obtain the best consideration that can reasonably be obtained for relevant disposals of land.
- 2.2 For the purposes of Section 123, a disposal includes the sale of a freehold, granting a lease, assigning any unexpired term of a lease and the grant of an easement. It may also extend to the grant of an option to purchase a freehold or to take a lease. Section 123 does not apply to the grant of a short-term tenancy of less than 7 years or an assignment of an existing term with no more than 7 years to run.
- 2.3 The Local Government Act 1972 general disposal consent (England) 2003 provides a mechanism for Local Authorities to proceed with disposals at an undervalue, without the need for specific consent from the Secretary of State, subject to conditions. Examples may include those where the local authority considers that such disposal will help to secure the promotion or improvement of the economic, social or environmental well-being of its area; although this should not be considered an overriding factor.
- 2.4 The general consent is subject to a condition that the undervalue does not exceed £2 million. The undervalue is calculated by assessing the difference between the market value of the land or property (known as the unrestricted value) and the actual consideration received. If the under-value exceeds £2 million or the authority considers for any other reason that the general consent cannot be applied to the disposal, then specific consent from the Secretary of State must be obtained for the disposal to proceed.
- 2.5 Open Space: Section 10 of the Open Spaces Act 1906 states: "A local authority who have acquired any estate or interest or control over any open space or burial ground under this Act shall, subject to any conditions under which the estate, interest or control was acquired:
  - (a) hold and administer the open space or burial ground in trust to allow, and with a view to, the enjoyment thereof by the public as an open space within the meaning of this Act and under proper control and regulation and for no other purpose; and
  - (b) maintain and keep the open space or burial ground in a good and decent state..."
- 2.6 The provisions regarding the disposal of Common Land require consent from the Secretary of State and replacement land to be made available where the area of land to be sold exceeds 200m<sup>2</sup>.

- 2.7 European Commission Communication on State Aid elements in sales of land and buildings by public authorities (97/C 209/03) – also known as the 'State Aid Rules'.
- 2.8 RICS Valuation – Professional Standards 2019 UK VPGA 17 – Local authority disposal for less than best consideration. (updated Jan 2019)
- 2.9 Crichton Rules - In 2015 the Department for Communities and Local Government updated a circular entitled "Compulsory Purchase and the Crichton Down Rules" which prescribed the way in which all Government departments and executive agencies that are subject to a power of direction from a Minister must manage the disposal of land previously acquired by the use of compulsory powers. Local authorities, which are not subject to a ministerial power of direction, are not subject to such a prescription but are still recommended to also follow the rules.
- 2.10 In particular the General Rule of these guidelines states that "where a department wishes to dispose of land to which the Rules apply, former owners will, as a general rule, be given the first opportunity to repurchase the land previously in their ownership, provided that its character has not materially changed since acquisition." Disposals to former owners under these arrangements will be at current market value.

## 3. Definitions

- 3.1 **Common Land:** is land subject to rights enjoyed by one or more persons to take or use part of a piece of land or of the produce of a piece of land which is owned by someone else – these rights are referred to as 'rights of common'. Those entitled to exercise such rights were called commoners.
- 3.2 **Community Asset Transfer:** The transfer of an interest in property and or land from the council to a community group, or Town or Parish Council to secure community benefits.
- 3.3 **Disposal:** For the purposes of this policy, a disposal of property is considered to be a disposal if it consists of the transfer of the freehold interest or the surrender, assignment of a leasehold interest held by the council.
- 3.4 **Freehold:** means to own a property, including the land it's built on, with no fixed time limit.
- 3.5 **Leasehold:** is a property that you own for a fixed length of time. The land that the property sits on is usually owned by the freeholder.
- 3.6 **One Public Estate (OPE):** is a national programme that supports locally-led partnerships of public sector bodies to collaborate around their public service delivery strategies and estate needs. The programme is jointly managed by Cabinet Office and the Local Government Association. The aim of the programme is to help partners to repurpose surplus public estate for housing, regeneration, and other locally determined uses.
- 3.7 **Open Space:** is defined in the Town and Country Planning Act 1990 as any land 'laid out as a public garden, or used for the purposes of public recreation, or land which is a disused burial ground'. It is generally considered to be a valuable community resource, to be enjoyed by the wider community and there will be a general presumption against the disposal of these assets.
- 3.8 **Royal Institute of Chartered Surveyors (RICS):** Is the official body of property professionals that issues and monitor the standards of a chartered surveyor. All RICS accredited surveyors must pass a thorough process before they receive their chartered status.
- 3.9 **Strategic Asset Management Plan (SAMP):** is a documented statement of intent and planning tool. It specifies how the Council's objectives are to be converted into asset management objectives and describes the approach for achieving those objectives.

## 4. Main body

### 4.1 Overview

4.1.1 The council owns many properties ranging in type and size with a portfolio including offices, shops, and leisure and community centres as well as parcels of land such as parks and amenity space.

4.1.2 The council utilises its property in several ways, including:

- Operational accommodation for corporate use.
- The provision of residents' health and wellbeing facilities through managed leisure centres and swimming pools, outdoor sports pitches and parkland and nature reserve facilities.
- Encouragement of economic development in the district through the provision of commercial property to let, resulting in subsequent income generation.
- Car parks provided to ensure a joined-up approach to traffic management, strategic planning, and economic development.
- The provision of community space for community events and club meetings, exercise classes, children's parties, and community meetings.
- The holding of property as an investment to produce an income.

4.1.3 As part of its SAMP, the Council will ongoingly review the purpose, value and condition of its assets and consider whether a business case for disposing of an asset should be explored. The decision-making process will be informed by its Asset Challenge Framework (**Appendix 1**) that will enable officers to consider the relative value of assets within its portfolio, considering financial value alongside operational, environmental, social, economic and community values. The process may include assets that are no longer needed by the Council, are unaffordable to repair, or that are unlikely to be required for any future use. Alternatively, the Council may consider assets that provide a benefit that is disproportionate to the opportunity cost of capital tied up in the asset.

4.1.4 The Disposal policy is a key enabler as part of the Council's Strategic Asset Management Plan (SAMP), ensuring property assets held by the council will be appraised and considered for disposal and potentially surplus to requirements. Furthermore, assets may be deemed surplus to the Council's requirement following the policy principles.

- The asset no longer makes a positive contribution to delivery of council services
- The revenue and capital demands to maintain far outweigh any income, financial or policy benefits

- Has no potential for future strategic regeneration and/or redevelopment purposes
- An alternative site can provide a more cost effective and efficient service
- No adopted and resourced Council plan/policy/ strategy, that could bring the asset into use in foreseeable future
- No potential advantageous shared use with partners (One Public estate/CAT)
- The asset does not contribute towards the Council's commitment to delivering and maintaining a zero-carbon, energy efficient estate.
- The property or land is surplus to operational requirements and if sold would therefore contribute to the Council's financial sustainability

4.1.5 It should be noted that some land or property assets which meet the 'surplus' or 'underperforming' criteria may still be held by the council with the aim of enabling long term development or future infrastructure projects, as part of wider strategic regeneration or place shaping. Further, some property disposals may be compulsory transfers driven by statute rather than the identification of surplus or underperforming assets.

4.1.6 Once confirmed as surplus and a prospect for disposal via the Asset Challenge Framework, the property should be logged on the council's surplus land register.

4.1.7 The Estates team also receives a number of requests to purchase small parcels of land for use either as an example, gardens or for parking purposes the process for dealing with these is set out in **Appendix 2**.

## 4.2 Definition of A Disposal

4.2.1 For the purposes of this policy, a disposal of property is considered to be a disposal if it consists of the transfer of the freehold interest or the surrender, assignment of a leasehold interest held by the council.

4.2.2 In respect of the grant of new leases these will not be considered to be a disposal (but they will be de-recognised from the council's fixed assets and added to long-term debtors in the balance sheet) where the following applies: -

- The grant of leases to community groups charities or other organisations where the primary objective is the provision of a service to the community.
- In respect of properties held at least partially for investment purposes unless it is for an unbroken lease term in excess of 25 years



## 4.3 Governance

4.3.1 The Council recognises that good governance is a key component of this policy. The below table details the various stages, actions required and responsible person(s). Note these can also run concurrently.

Stage	Action	Responsible Person(s)	Informed	Decision Point
Stage 1	Asset Challenge Framework	Head of Estates and FM Estates Manager	Strategic Director Corporate Resources & Transformation	
Stage 2	Internal Review	Legal	Service Manager Transformation Board Portfolio Holder Ward Member	
Stage 3	Preparation for Disposal – Capital Receipt	Estates	Ward Member	Transformation Board
Stage 4	Approval to proceed with disposal	Strategic Director Corporate Resources & Transformation	Estates Ward Member	Transformation Board / Council
Stage 5	Property Disposal	Estates		
Stage 6	Evaluation and Council Consultation	Estates  Strategic Director Corporate Resources & Transformation		Transformation Board
Stage 7	Practical completion	Legal		

## 4.4 Internal Review

- 4.4.1 Once confirmed on the surplus land register the asset should then be internally reviewed and shared with the Transformation Board.
- 4.4.2 The council's Legal department should be engaged at an early stage to produce a report on title for the asset to be disposed of, to include any rights or obligations which might affect it. Consideration should also be given as to whether there is an obligation to offer the land back to a former owner under the Crichel Down Rules (see **Appendix 4 – Crichel Down Rules**) or whether the property has been the subject of funding in the past, which requires the repayment of grant monies.
- 4.4.3 The title report may highlight any restrictions in relation to future use or disposal routes for the asset. These will need to be considered and evaluated prior to proceeding further with any disposal.
- 4.4.4 Reasons to consider disposal of an asset via Community Asset Transfer may include:
- Supporting the third-party organisation to continue delivery of a key activity for residents when the transfer will allow the organisation to bid for and secure funds and/or to support a more sustainable business model.
  - Supporting the third-party organisation to deliver a specific service in line with the council's objectives where the service can best be provided through a council-owned asset.
  - Protecting a heritage or otherwise important council asset that may fall into disrepair if stewardship is not provided by a third sector organisation.
  - When a Town Parish/Council or third-party organisation is considered to be best placed to provide an alternative delivery model for an existing council service from an existing council-owned asset.
- 4.4.5 If the asset is suitable for Community Asset Transfer, then the Community Asset process should be considered.
- 4.4.6 Estates should seek to inspect the site in order to assess any development potential and any matter, such as on-site physical constraints, that is likely to materially affect the disposal. In addition, and where relevant, building condition surveys, health and safety certification and Environmental Performance Certificates should be collated (through Facilities Management/Property helpdesk) and the VAT position should be established (through Finance).

## 4.5 Preparation for Disposal

- 4.5.1 Before deciding whether to formally dispose of land or property, a business case decision paper setting out all relevant information should be produced.

- 4.5.2 An internal or external valuation should be completed by a RICS registered valuer early within the process. Where an asset is likely to be valued at more than £100,000 two valuations will be required one of which will be external. There may be some instances where an offer may be accepted conditional on a satisfactory valuation being obtained.
- 4.5.3 Where development potential has been identified, engagement with the council's Planning department should be made in order to establish the authorised use of the property and what potential alternative uses might be considered in order to assess the means by which maximum sale proceeds can be generated.
- 4.5.4 Where the council wishes to ensure a desired use of the property to achieve its policy objectives, it will be necessary to introduce absolute user clauses (in leases) and restrictive covenants (for sales) where appropriate. Overage and clawback provisions might also be considered, in order that the council might share in the benefits of any future increase in value due to a more alternative planning consent being secured by the purchaser of any property.
- 4.5.5 There is a need for continual liaison/communication with all stakeholders between a property being declared surplus and the completion of a disposal. In particular, the party responsible for the day-to-day management of the property is to be kept regularly informed of developments to an agreed timescale.
- 4.5.6 The council should, in most cases, seek to obtain the best consideration by the most appropriate method of disposal. To protect the council's interest in the event of subsequent (onward) sales, it should include where appropriate, the right for the council to have a 'first call' on the property in the event of a proposed subsequent sale (to be based on the council paying no more than the original transfer amount). As well as the clawback or overage clauses and restrictive covenants mentioned earlier, ransom strip retention or user rights may also be introduced where relevant.
- 4.5.7 Where a property is deemed unsuitable or unviable for use by either a partner organisation or the local community, then the council should proceed to market disposal following the due authority process.

## 4.6 Disposal Business Case

- 5.6.1 The Council recognises that good governance is a key component of this Policy, so it is essential that all decisions to dispose of an asset must be subject to a full business case report that will include a minimum set of requirements, including:

- The financial case for a disposal - this must show holding costs and potential savings and any loss in rental income.
- Proposed timing of the disposal - likely marketing and due diligence/legal work prior to exchange. Any conditional sales should include estimated timelines and longstop dates for planning etc.
- Method of disposal – this will be chosen to reflect the nature of the property and consider the best way to maximise value and minimise holding costs.
- Impact[s] risks of the disposal – financial, reputational, political, operational, etc.
- Evidence of an independent valuation to show that best consideration is guaranteed. This must be obtained from an RICS qualified Registered Valuer. On occasion this may be provided by a suitably qualified internal surveyor but will normally be provided externally.
- A market assessment by a suitably qualified agent.
- Options Appraisal – which covers all options considered.
- Estimated cost of sales and any budgetary approval required. This will include any legal, agents and cost of specialist reports, marketing material etc.
- Confirmation of deliverability of sale – where required. For example, if staff, public or other consultations are required, and the likely timescales.

## 4.7 Approval To Proceed with Disposal

- 4.7.1 Dependant on set criteria the delegated authority to approve the business case and disposal will be assessed on a case-by-case basis
- 4.7.2 A copy of the Key Decision Scorecard (**Appendix 5**) should completed and be included in any disposal business case. This will determine the delegated authority route for the approval of disposal.

### Minor Disposal

- 4.7.3 A minor disposal will include land parcels and value of less than £10,000
- 4.7.4 A minor disposal can be authorised by the Strategic Director Corporate Resources & Transformation

### General Disposal

- 4.7.5 This covers asset value between £10,000 and £149,999 and covers 1 ward.
- 4.7.6 A General disposal can be authorised by

## Key Decision Disposal

4.7.7 A key decision will be required if the following criteria is met

- The value of the asset is greater than £150k
- The asset covers more than one ward

4.7.8 A key decision will be authorised by

## 4.8 Methods of Disposal

4.8.1 A key consideration when seeking the appropriate authority to dispose of an asset is its method of disposal. The methods of sale generally adopted are set out below but these are not exhaustive, and alternative methods which are not listed below may be used to deal with unusual disposals.

4.8.2 All land and property assets which are released for disposal will be fully marketed except for disposals to nominated and special purchasers (see below), which will be sold by private treaty negotiation.

BASIS	METHOD	When to adopt
<b>Open market</b>	Private Treaty	Limited interest and narrow valuation band. The most common form of concluding a sale and one used for all types of properties mainly as it affords the seller the greatest degree of flexibility and time. Can have a closing date and by progress by the way of informal tender where considerable interest is shown during marketing
	Auction	Wide interest anticipated, no obvious purchaser and easy to allocate a reserve. Speed and best price can be demonstrated. Effectively promotes an immediate sale.  Often appropriate for residential assets not suitable for third party lending, land sales where there is limited prospect of development or alternative use and commercial property investments.  Requires 'up front' authority to allow setting of appropriate reserve and may result in no sale if reserve is not met.
	Formal Tender	Wide interest, land ownership not complex, no uncertainties regarding the grant of planning consent and any obligations that are to be placed on a purchaser are clear and capable of specification in advance.

		Not commonly used due to its complex nature and the rigid structure of the formal tender process.
	Informal Tender	<p>To identify a preferred bidder and enable further detailed terms or proposals for development to be negotiated.</p> <p>Appropriate for sales where there are uncertainties (particularly planning) and for large or complex development or regeneration sites and where the proposal may need to be developed in co-operation with the council to achieve best consideration.</p> <p>Allows for the use of conditional contracts, including clauses which allow for further sums to become payable (clawback) upon the grant of planning in the future or improvement in market conditions (overage).</p>
<b>Special purchaser</b>		<p>Sale to adjoining owner where special circumstances prevail.</p> <p>Typical examples include a conditional disposal where the council is selling for a particular purpose (i.e., to a developer for regeneration or to a nominated housing association for social housing development) or where there is a small area in size and value and the adjoining or locally located landowner is the only potential or likely purchaser (e.g., for garden extension).</p>
		<p>Sale to former owners under the Crichel Down Rules.</p> <p>See <b>Appendix 4 – Crichel Down Rules.</b></p>

- 4.8.3 Until a legally binding contract has been entered into, the council has a duty to consider any late offers or bids. This should be made clear to any prospective purchaser when disposing of land by private sale or negotiated/informal tender. In considering late bids, the council should take into account the likelihood of the late bid proceeding to completion in a timely manner and the possibility of it being used as a spoiling or delaying tactic, and the council may reject bids for sound commercial reasons such as these. In cases where the council does not wish to exercise any control over the future use of the property, other than through the planning process, then the disposal of the freehold will obtain the best price. However, where the council wants to exercise some control of the future use of the land, a leasehold disposal for a term necessary to ensure the satisfactory completion of the scheme is usually required.
- 4.8.4 In the case of the latter, these are often highly complex agreements and a development agreement will usually be entered into before a formal disposal is concluded – plus, in many instances, a Section 106 Agreement (setting out conditions and contributions to the community through the planning system). Major regeneration disposals are now more commonly negotiated by dedicated teams of valuation, finance and legal professionals representing local authorities, it is recommended that the property disposal and S106 Agreement are negotiated in tandem by appropriate private sector specialists for these types of disposals, in order to maximise the benefits to the council.

## 4.9 Consultation

- 4.9.1 The following consultation will be required during the Disposal process

Consult With	Comment	Length of Time
<b>Ward Members</b>	<ul style="list-style-type: none"> <li>During the disposal preparation stages. This is to gauge feedback for the disposal. This feedback will be included in the disposal business case</li> <li>Before disposing of surplus land or property and the release or variation of restrictive covenants</li> <li>As part of the process for advertising the disposal of 'public open space'</li> <li>Before submitting planning applications on Council owned land</li> <li>Before a report goes to Cabinet or Cabinet Committee / Transformation Board – Assets on land and property within their Ward</li> <li></li> </ul>	20 days
<b>Portfolio Holder</b>	<ul style="list-style-type: none"> <li>During the preparation and disposal stages. This is to gauge feedback for the disposal. This feedback will be included in the disposal business case</li> </ul>	
<b>Community</b>	<ul style="list-style-type: none"> <li>If the asset is registered as an asset of community value. The Community has the right to raise finance, develop a plan and make a bid to acquire the asset</li> </ul>	6 months

<b>General Public</b>	<ul style="list-style-type: none"> <li>If the asset is available for open market. This needs advertising</li> </ul>	4 weeks

## 4.10 Property Disposal

5.10.1 An appropriate marketing strategy will be developed for use by either the inhouse Estates team or external agents undertaking the disposal, with all costs (legal, consultants, marketing, and agency fees) being charged against the receipt.

5.10.2 Marketing materials will be produced in draft form whether inhouse or by the appointed disposal agent the latter for approval by the Estates Manager and arrangements made for the erection of a 'For Sale' board where appropriate.

5.10.3 Where formal sales particulars are prepared these will be forwarded, as a minimum, to:

- Relevant ward members
- Be posted on the council website page
- Any relevant potential buyers whose interest is registered on the 'Disposal Enquiries Register'
- The relevant town or parish council clerk.

5.10.4 This list is not exhaustive, and the relevant member of the Estates team will determine other appropriate recipients on a case-by-case basis to ensure as broad exposure as possible.

5.10.5 Consideration should be given to advertising the availability of the property on social media and the local press/property websites.

5.10.6 All negotiations for disposal should be conducted by a suitably qualified property professional, preferably a member of the Royal Institution of Chartered Surveyors.

5.10.8 If appropriate, for example a community group together with a developer submit a bid to acquire the asset and assessment of potential purchasers will be conducted by way of an appropriate weighted scoring matrix (this will ensure compliance with S123 requirements), like the one attached as **Appendix 6.**

5.10.9 Once a purchaser is found, following confirmation in respect of proof of funding and ability to proceed then Heads of Terms (subject to contract) are to be agreed. The necessary authority to dispose will be sought at this point in accordance with the approved governance.

5.10.10 Websites/marketing boards should be updated to reflect the property sale

5.10.11 The Legal team should be instructed by the relevant Property surveyor to prepare the relevant legal documentation.



## 4.11 Public Open Space and Common land

- 4.11.1 Disposal of land which is, or forms part of an area of Public Open Space or Common Land (excludes amenity land), is subject to special rules and procedures. **(see Appendix 3)** Before disposing of such areas, the Council is obliged to publish the intention to dispose and consider any representations which are subsequently received. Publication is to be considered for a 2 week period via the local press
- 4.11.2 The provisions regarding the disposal of Common Land require consent from the Secretary of State and replacement land to be made available where the area of land to be sold exceeds 200m<sup>2</sup>.

## 4.12 Best Consideration

- 4.12.1 Best consideration is not necessarily the highest financial offer available, it can also reflect the substance and strength of any supporting information submitted with an offer including the financial security of a bidder and the commitment of the bidder to a proposed scheme (except in the case of an auction).
- 4.12.2 The Council will comply with normal and prudent commercial practices including obtaining the view of a professionally qualified valuer as to the likely financial consideration that can be expected for any disposal and the most appropriate method of disposal to encourage bidders to offer the best consideration; where time and available budgets allow, two valuations is considered best practice to demonstrate best value.
- 4.12.3 The Council must test whether an offer is the best that can reasonably be obtained having regards to any restrictions or the effect on value of any conditions placed on the use of the land, including whether the offer under consideration is reliable, advice on possible changes to the price that may flow from changes to the planning position etc. The Valuer should also consider the most appropriate pricing structure. It may be appropriate to use an overage arrangement, whereby the Council receives future payments representing any uplift in value of the land/property once it has been developed / sold on.
- 4.12.4 Overage provisions negotiations can be complex, so it would be sensible to discuss the preferred structure with the legal adviser and valuer prior to agreeing terms of the disposal. A calculation of the overage that the Council is likely to receive and the likelihood of that sum being correct given changing market conditions will be essential to assessing the business case for disposal of surplus property.
- 4.12.5 In determining whether or not to dispose of land for less than best consideration, the Council will ensure that it complies with normal and prudent commercial practices, including obtaining the view of a professionally qualified valuer as to the likely amount of the undervalue. Any decision to sell at an undervalue will be made by the Portfolio Holder.

## 4.13 Disposal Terms

- 4.13.1 Wherever possible, the Council will endeavor to keep land and property disposals simple and cost effective for both parties. For certain types of disposals, it may be necessary for the Council to impose terms which are considered necessary to protect the Council's interests. Such terms may include:
- 4.13.2 **Development Obligations** – The Council generally will only dispose of strategic development land for identified development proposals. Where appropriate, the Council will impose obligations to commence and complete the proposed development within a reasonable timescale backed up with an option for the Council to re purchase the land.
- 4.13.3 **Development Option Agreements** – Development agreements will be used for the disposal of strategic development sites where the principal aim of the disposal is to facilitate regeneration benefits from a particular scheme.
- 4.13.4 **Overage and claw back** – Where appropriate, disposals will include provisions for securing a share of future enhanced values through the use of overage and claw back clauses.

## 4.14 Fee Recovery

- 4.14.1 Where appropriate, the Council will seek to recover from third parties, its reasonable legal, surveying and administrative costs incurred in dealing with all matters involving the non-operational portfolio. The fee recovery will be determined on a case by case basis.

## 4.15 Other Considerations

- 4.15.1 In most cases, disposals of land will fall outside the scope of the Public Contracts Regulations 2015. However, if as part of the disposal the Council is involved in determining the scope of future development of its land and its intention is to impose on the purchaser certain obligations as to the nature of the development, possibly including certain standards to which the works must be constructed then the result may be that procurement rules will apply.
- 4.15.2 The Estates Team must consider the possibility of public procurement rules applying to any disposal and in all such cases must refer the matter to Legal and Procurement for comment before proceeding further with the proposed disposal.

# Appendices

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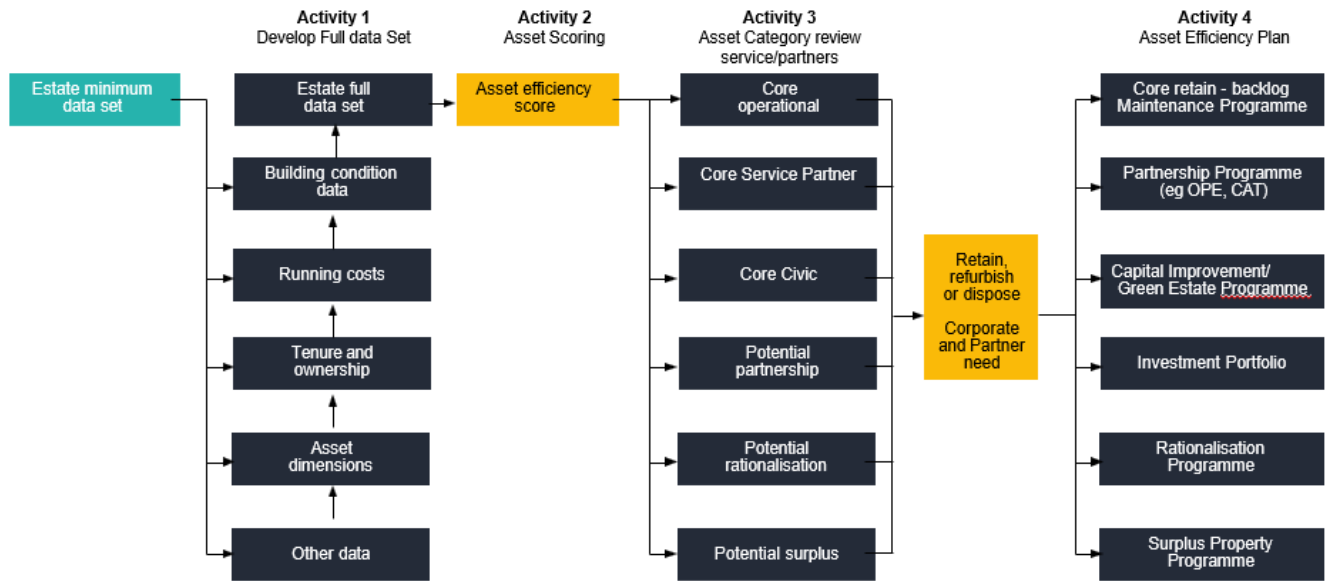
# APPENDIX 1

## Identify Surplus Assets through the Asset Challenge Framework

### 1.0 Background

- 1.1 The process of estate optimisation aims to identify and prioritise those sub-portfolios that have the greatest potential to release savings. Core data for each building within the NFDC's portfolio including running costs, value, condition and backlog maintenance, suitability assessments and future need ratings will be reviewed.
- 1.2 Using this process, those portfolios with high revenue spend and/or those portfolios subject to significant business change can be identified and subjected to a more detailed analysis and opportunity assessment.
- 1.3 The process to undertake the estate optimisation as outlined in the diagram below. The outcome of this review will include:
  - Financial analysis of the estate
  - Potential revenue impact and capital generation opportunities
  - Ranked by the potential impact (low/medium/high) and ease of implementation (quick/medium/long term)
  - Quick wins which would help release existing liabilities
  - Longer term initiatives which may substantially change the way the estate is managed
  - Recommendations and next steps for how the opportunities could be delivered
- 1.4 Following identification of assets that are suitable for potential disposal the Corporate Asset Disposal Policy process will then be followed.

Strategic Purpose	Opportunities and Risks	Performance Appraisal	Options Appraisal	Pre-Implementation Consultation	Outcome
<ul style="list-style-type: none"> <li>Why do we have the asset?</li> <li>What is its strategic purpose?</li> <li>Who is accountable for performance of it?</li> <li>What do we expect of it?</li> <li>Is this financial, non-financial or both?</li> <li>How do we measure its performance against purpose?</li> </ul>	<ul style="list-style-type: none"> <li>Are there any opportunities that could be developed?</li> <li>Are there any blockages to exploiting these opportunities?</li> <li>Any there any risks to overcome?</li> </ul>	<ul style="list-style-type: none"> <li>What is the financial performance being delivered?</li> <li>Can non-financial benefits be quantified?</li> <li>What are the management costs?</li> <li>Are there any invisible costs?</li> </ul>	<ul style="list-style-type: none"> <li>Balance of performance opportunities and risks?</li> <li>What options are available?</li> <li>What are the relative costs and benefits of these options?</li> <li>Do any options present increased risks?</li> </ul>	<ul style="list-style-type: none"> <li>Internal stakeholders</li> <li>External stakeholders and partners</li> </ul>	<ul style="list-style-type: none"> <li>Retained</li> <li>Repurposed/Recycled</li> <li>Disposed (Asset Transfer or Open Market)</li> </ul>



# APPENDIX 2

## ENQUIRIES FOR MINOR LAND DISPOSALS

### 1.0 Background

- 1.1 The Estates team receives a number of requests to purchase land for use either as gardens or for parking purposes. The challenges facing the council are to respond to enquiries in a timely way and to achieve a balanced and consistent approach to applications so as to ensure that disposals if they do occur do not have unintended consequences for adjacent occupiers and landowners.
- 1.2 This sets out how disposals of small parcels of land, which typically may be council-owned amenity land, can be agreed/progressed.
- 1.3 The attached procedure for disposing of parcels of council-owned land strikes a balance by setting out a transparent process for assessing applications and a fee and charges process so that the costs of considering an application are met.

### 2.0 Procedure

- 2.1 In cases where an enquiry is made to the council for the sale of a piece of land by a neighbouring owner and the land is surplus to requirements, 9 Asset Challenge Framework) is unlikely to have any developable or open market opportunity for sale and has a market value of less than £10,000, it is permissible in these instances with the agreement of the Strategic Director Corporate Resources & Transformation to adopt 'confined negotiations' with the adjacent or neighbouring owner to achieve the most advantageous financial result or for reasons of good estate management (e.g. if the land is 'landlocked' or is difficult or expensive to maintain).
- 2.2 Furthermore, it is likely that the sale of such parcels of land will be considered where:
  - There is a broader community benefit to the disposal e.g. rationalisation of small parcels of 'backland' open space, either rarely used or often misused.
  - There are management/financial issues for the council e.g. that the land is costly to maintain.
  - The enquiring party has extenuating circumstances e.g. there are health grounds in relation to the application and/or progressing the sale of the land would improve the quality of life and would not adversely affect the quality of life of others in the neighbourhood.
- 2.3 These owners are considered 'special purchasers' as these particular assets have special value to those owners only – the advantages arising from the ownership of a particular piece of land would unlikely be available to other buyers in a market. It may also be in the council's interest to initiate and/or

pursue these minor disposals in order to reduce the ongoing maintenance liabilities and obligations associated with holding these (sometimes isolated) pockets of land.

2.4 Each request should be dealt with on a case-by-case basis, but the following should be considered in every request:

- A requirement to get obtain the 'best price' for the parcel of land
- Whether any pre-emption rights exist
- Whether market testing has or should take place
- How the land is accessed (can the enquiring party gain access without going over other council-owned property)?
- What the land is required for
- Environmental impact following any disposal
- Whether the land is a ransom-strip
- Whether a disposal of the land would have a negative or positive impact on council operations or services, including maintenance
- Would the disposal have a detrimental impact on the remaining land, where only a proportion has been requested
- Is there any relevant historical background to the land?
- Should any restrictive covenants or special conditions be attached to the disposal?
- Is the land to be disposed of a revenue generating asset?

# APPENDIX 3

## PUBLIC OPEN SPACE DISPOSALS

### 1.0 Background

- 1.1 Section 10 of the Open Spaces Act 1906 states: "A local authority who have acquired any estate or interest or control over any open space or burial ground under this Act shall, subject to any conditions under which the estate, interest or control was acquired:
  - (a) hold and administer the open space or burial ground in trust to allow, and with a view to, the enjoyment thereof by the public as an open space within the meaning of this Act and under proper control and regulation and for no other purpose; and
  - (b) maintain and keep the open space or burial ground in a good and decent state..."
- 1.2 The case of *Muir v Wandsworth Borough Council* [2017] EWHC 1947 (Admin) (28 July 2017) provided guidance to local authorities on the scope of the restrictions that apply to disposals of open spaces.
- 1.3 Further, open space is defined in the Town and Country Planning Act 1990 as any land 'laid out as a public garden, or used for the purposes of public recreation, or land which is a disused burial ground'. It is generally considered to be a valuable community resource, to be enjoyed by the wider community and there will be a general presumption against the disposal of these assets.
- 1.4 The council will not normally dispose of any core recreational open spaces by way of freehold transfers, but may consider applications for the disposal of 'incidental' open space and areas of landscaping, particularly where it will improve the management of land benefitting the wider public or where a disposal would remedy the anomalies of past land sales, acquisitions and transfers.
- 1.5 It is anticipated that potential disposals of this 'incidental' land to enquiring parties will generally follow the principles outlined in Appendix 2 (Enquiries for Minor Land Disposals) with the requirement that any proposed disposal of public open space be adequately advertised.

### 2.0 Procedure

- 2.1 In the event that a disposal of 'incidental' public space is proposed (typically where the area in question does not provide a valued opportunity for sport, recreation or leisure), there is a legal requirement for the council to give notice of the intention to dispose by placing a notice in a local newspaper for two consecutive weeks and consider any objections that are received as a result.
- 2.2 All costs of advertising the proposed sale must be met by the (if applicable) by the enquiring party.



- 2.3 Any objections that are received must be adequately considered.
- 2.4 In agreeing to the disposal of such land, the council should consider whether the personal safety for users of any remaining nearby open space will be detrimentally affected (e.g., where a narrow alleyway is created). Furthermore, sales which lead to a loss or destruction of the visual quality of the surrounding area should not be contemplated unless there are covenants imposed on the sale to retain the open nature of the landscaped area and/or to require certain standards of new boundary fencing, walling or delineation are met.

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# APPENDIX 4

## CRICHEL DOWN RULES

### 1.0 Background

- 1.1 In 2015 the Department for Communities and Local Government updated a circular entitled “Compulsory Purchase and the Crichel Down Rules” which prescribed the way in which all Government departments and executive agencies that are subject to a power of direction from a Minister must manage the disposal of land previously acquired by the use of compulsory powers. Local authorities, which are not subject to a ministerial power of direction, are not subject to such a prescription but are still recommended to also follow the rules.
- 1.2 In particular the General Rule of these guidelines states that “where a department wishes to dispose of land to which the Rules apply, former owners will, as a general rule, be given the first opportunity to repurchase the land previously in their ownership, provided that its character has not materially changed since acquisition.” Disposals to former owners under these arrangements will be at current market value.
- 1.3 This principle was established in the 1954 Crichel Down case and has been used as a guideline ever since.
- 1.4 It is recommended that the council has regard to these rules when disposing of land that was formerly acquired by compulsory means subject to the following guidance.

### 2.0 Stage 1 Identification of land

- 2.1 Crichel Down rules relate to land that has been compulsorily acquired by the council and is no longer required, subject to the following exceptions:
  - Agricultural land acquired before the 1st April 1935.
  - Agricultural land acquired on or after the 30 October 1992 that becomes surplus to requirements more than 25 years after its acquisition.
  - Non-agricultural land that becomes surplus and available for disposal more than 25 years after its acquisition.
  - Land which has materially changed since acquisition.
  - Land where boundaries of agricultural land have been obliterated.
- 2.2 The date of acquisition is the date of the conveyance, transfer, or vesting declaration.

- 2.3 There is also an exception in relation to the disposal of small areas of land where the attempted identification of an absent former owner who has now disposed of his/her interest in land adjacent to the subject property would be out of proportion to the value of the land. Only where the current market value of the subject is likely to exceed the value of £25,000 will the council be obliged to take steps as specified within the Rules to identify a previous owner.
- 2.4 Despite these exceptions it is acknowledged it may still be appropriate to first offer to the adjacent landowner unless there are overriding local circumstances or best value may not be achieved.
- 2.5 Recent guidance indicates that the Rules will not apply where land is to be transferred to another body which is to take over some or all of the functions or obligations of the authority that currently owns the land. In this case the transfer itself does not constitute a “disposal” for the purpose of the Rules.
- 2.6 Disposals for the purposes of Private Finance Initiative/Private Public Partnership projects also do not fall within the Rules and the position of any land surplus once the project has been completed would be subject to the Private Finance Initiative/Private Public Partnership contract.

## 3.0 Stage 2 Consultation

- 3.1 Consultation shall take place with the Transformation Board.
- 3.2 Local Authorities as previously stated are not under a statutory obligation to comply with the Criche Down rules. Therefore, any compliance with these rules will be at the discretion of Head of Development and Regeneration in consultation with the Head of Legal and Democratic.
- 3.3 For instance where it is concluded that there is an overriding local or community interest such as a disposal to a parish council, registered charity or other properly constituted body where best value may not be achieved, then upon the direction of the Strategic Director Corporate Resources & Transformation disposal may proceed to such a body even when it was not the former owner of the property.

# APPENDIX 5

## KEY DECISION SCORECARD

A copy of this completed scorecard should be included in any disposal business case. If the answer to any of these questions is YES, then a key decision requires to be made.

If the answer to statement 3 is YES. The asset maybe suitable for a Community Asset Transfer

Statement		Yes / No
<b>1</b>	Is the valuation of the asset greater than £150,00?	
<b>2</b>	Does the asset cover 2 or more wards?	
<b>3</b>	Is the asset predominantly used on a regular basis by the community or booked for community use and benefit?	
<b>4</b>	Is there potential for reduced community benefit post transfer?	

## APPENDIX 6

### BID BALANCED SCORECARD

Bidder	Price	Score (60)	Due Diligence	Score (15)	Community Value	Score (25)	Total

# Community Asset Transfer Policy

## Estates, Valuation and Facilities

27<sup>th</sup> May 2025

Version number Version 3.0

Version	Author	Date	Changes made
Version 1	John Cooper	10/03/25	Initial document
Version 2	John Cooper	14/05/25	Changes to format and order of the document
Version 3	John Cooper	27/05/25	Removal of Roles and Responsibilities Section CAT Scorecard decision card (Appendix 2) Various minor section updates

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CAT KEY DECISION SCORECARD..... 35

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# 1 Introduction

- 1.1 New Forest District Council (the Council) has a variety of assets and facilities under different tenure including public, voluntary and private ownership many of which are hosted and used by different groups often for community led activities such as community centres, public conveniences and other recreational assets.
- 1.2 The aims of this policy are:
  - a) To identify the process and tools for the Council to follow when it considers the transfer of its buildings or land to different forms of community ownership. It will ensure the Council can work in a consistent manner when embarking on a community asset transfer.
  - b) To establish the nature of the organisations to which the Council will consider an asset transfer, the basis of the transfer and how requests will be processed.
  - c) To establish a thorough and transparent process that is to be completed prior to any transfer being undertaken.
  - d) To define the legal form a transfer agreement would take.
- 1.3 This policy outlines key information on Community Asset Transfers and is supported by annexes giving further information including a guide to the application process. These annexes will be updated as the application process is refined.
- 1.4 This policy and any associated annexes are not intended to provide advice to individual organisations about their rights or capabilities for stewardship of Council property. Each organisation should seek their own professional advice when considering whether to make an application.

## 2 Legislative and regulatory context

- 2.1 The Quirk Review in 2007 'Making Assets Work – Community Management and Ownership of Public Assets', recommended that community asset transfer can work if both its risks and benefits are made clear. It also highlighted the transfer process itself can offer greater access to funding and greater use of community facilities.
- 2.2 The Localism Act 2011 and the Governments subsequent policy agendas to create stronger links with voluntary and third or not for profit sector organisations enables local authorities to establish processes to formalise these arrangements. In doing so one way of achieving this is for the Council to transfer the ownership of and/or management of land or buildings to a Voluntary or Community Organisation VCO through the mechanism of a Community Asset Transfer (CAT).
- 2.3 Section 123 of the Local Government Act 1972 requires the Council to obtain best consideration when disposing of land and property. Whilst each CAT proposal will be assessed on its merits, due to the requirement to comply with Section 123 and to ensure that transferred assets continue to be used for community benefit, disposals for CAT will mostly take the form of a lease agreement transfer.
- 2.4 Under the same section of the Local Government Act, the Council is also required to publicly advertise any proposed disposal of public open space and to consider any responses prior to determining whether to proceed with the transfer. This will, therefore, be an additional step that must be undertaken where requests are received to transfer any public open space. Any objections received will be reported to the relevant Lead Cabinet Member for consideration.
- 2.5 Before entering into any CAT, the Council may need to satisfy itself that the transfer does not contravene State Aid legislation.
- 2.6 Whilst a Community Asset Transfer is not a legal requirement and its use is at the discretion of the Council, it is however a legitimate process which the Council may employ when it recognises that the voluntary sector is best placed to host community facilities as their management is often aligned and more responsive to the day to day needs of local communities businesses and the general public, it is important to note that each individual case will be assessed on its own merits and nothing in this document binds the Council into any particular course of action when dealing with the portfolio.
- 2.7 A Community Asset Transfer is a transfer of an interest in council owned property and/or land to a community organisation, including Town & Parish Councils, in exchange for securing community benefits. The Council already has many partnerships and agreements with community organisations but will consider new applications where these will bring benefits to our communities and contribute towards the Council's aims and objectives.

- 2.8 TUPE: The Transfer of Undertakings (Protection of Employment) Regulations, were introduced in 2006 to protect the rights of employees when the organisation they are employed by is acquired by a new organisation or when there is a change in service provider. Commonly known as TUPE, their purpose is to automatically transfer employees and any associated liabilities, such as pension contributions from one employer to another following an acquisition or transfer of services.

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### 3 Definitions

1. Community Assets: Land and Buildings determined by the Council as being held primarily for Community Use.
2. Community Asset Transfer (CAT): The transfer of an interest in property and or land from the council to a community group or Town or Parish Council to secure community benefits.
3. Community Voluntary Sector (CVS): CVSeS are a type of local infrastructure organisation, which were established across the country after the First World War. At the time, a shortage of housing, jobs and food, economic difficulties and a general mood of disillusionment led to an increase in charitable activity, and a call to improve cooperation between voluntary and statutory bodies. The role of a CVS is to ensure that local voluntary, community and social enterprise organisations are well supported.
4. Strategic Asset Management Plan (SAMP): is a documented statement of intent and planning tool. It specifies how the Council's objectives are to be converted into asset management objectives and describes the approach for achieving those objectives.
5. Transparency Report (Property and Land): The councils published list of property holdings.
6. Community organisation/Third Sector Organisations (TSO): A formally constituted not for profit group.
7. TUPE: The Transfer of Undertakings (Protection of Employment)
8. Voluntary or Community Organisation (VCO): are organisations whose primary purpose is to create social impact rather than profit. For the purposes of community grants schemes, a voluntary or community organisation is defined as a formal organisation that has a formally constituted character. This excludes informal groups, households, families, and friends Interest in land and or property: A licence, lease and or freehold interest in land and or property.

## 4 Main body

### 4.1 Overview

- 4.1.1 The Council's portfolio of assets is varied in tenure and use and the pace of change in how the Council meets new and challenging service needs means the asset base must constantly evolve to respond to help improve and develop new delivery solutions. The Council sees this challenge as an opportunity. There will be instances when Council owned community assets often used by VCOs (Voluntary or Community Organisation) are returned to the Council, become surplus to requirements, are functionally or economically obsolete or may have the opportunity of being more effectively run by the communities themselves.
- 4.1.2 The Council's Corporate Plan 2024 - 2028 confirms a key commitment to Caring for our facilities, neighbourhoods and open spaces in a modern and responsive way. The transfer of assets to local community focused organisations, including Town and Parish Councils, can support delivery of this commitment, bringing about wider benefits to the community, Council and organisation taking ownership.
- 4.1.3 The principal aim of the Council's CAT is to ensure the efficient use of assets through community empowerment and minimise costs through retention or transformation. The Council intends that suitable assets will be made available through the CAT process in a way that:
- Encourages community empowerment and pride
  - Helps develop strong, cohesive and sustainable communities
  - Demonstrates a fair and transparent process
  - Ensures sustainable CATs do not conflict with other community projects
  - Reduces holding costs, risks and related liabilities
- 4.14 This Policy principally focuses on one type of property transfer, the category of Council owned community assets. Assets not held for community purposes will only be considered under this policy if determined appropriate by the Strategic Director.
- 4.15 This Policy contributes to the Council's objectives by providing direction to interested organisations to support them in what is a complex subject and to signpost them to other information which may assist in their decision on whether to apply.
- 4.16 Third sector organisations or groups based and operating within the New Forest District will be considered (for suitable assets) by the Council. Such organisations may take the form of town or parish councils, local community groups, charitable or not-for-profit organisations, co-operatives or community benefit industrial and provident societies.

4.17 The establishment of this policy provides the Council and its community partners with an approach to the future use and management of such assets operated for public benefit through community asset ownership and management. This will help:

- Define when Community Asset Transfer is appropriate.
- Ensure the process is transparent.
- Ensure consistency in approach to assessments.
- Focus on securing social, economic, and environmental benefits.

## 5.1 Assets Considered Suitable for a CAT

5.1.1 The Council holds land and property assets for a variety of purposes and not all of these can be considered for Community Asset Transfer.

5.1.2 The Council must also balance the needs of the community and its commitment to CAT against its need to generate capital receipts in order to invest in essential council projects. Therefore, certain assets which have the potential to generate capital receipts for the Council may not be considered suitable for transfer.

5.1.3 The Councils SAMP provides further information as to how these decisions are reached.

5.1.4 Some assets will remain under Council ownership to support the delivery of essential services, continue to provide an income to the Council or support economic activity in an area.

5.1.5 Assets no longer required by the Council for direct service delivery, together with assets already let to community groups may be considered for CAT.

5.1.6 Whilst not exhaustive these assets may include public halls, community centres, play areas and some areas of open space.

5.1.7 Other assets identified by Council Officers (through the Asset Management Challenge Framework) as being surplus to requirement or underperforming may also be considered.

5.1.8 Not all assets will be capable of transfer to third party organisations and circumstances of where Community Asset Transfers may not be possible are given as examples below:

- The asset is surplus but proceeds of sale are required as a capital receipt to fund the council's capital programme.
- The asset is held by the council to earn revenue in the form of rental/receipts income which in turn is used to fund service delivery.
- Land and property which forms part of the investment estate is held by the Council for income generation or capital growth.
- The asset is held for regeneration projects.
- The asset is held to support housing requirements.
- The asset is required for operational purposes for use by the council.

- The legal title to the land is encumbered by restrictive covenants.
- The asset was gifted to the Council for educational, leisure or other charitable purposes.

5.1.9 Each application for eligible transfer will be considered on a case-by-case basis against criteria outlined in the policy. A CAT application will be prioritised in line with service/business needs and priorities of the Council; therefore, some will progress more quickly than others.

## 5.2 Governance Process

5.2.1 The Council recognises that good governance is a key component of this strategy. The below table details the various stages, actions required and responsible person(s). Note these can also run concurrently.

Stage	Action	Responsible Person(s)	Informed	Decision Point
Stage 1	Asset Identification	<ul style="list-style-type: none"> <li>• Potential CAT identified as part of the Disposal process</li> <li>• Preferred transfer route agreed. This could be an Open Marketed CAT or if better served by a singular organisation ie. Town / Parish Council</li> </ul>	Estates	
Stage 2	Preparation for Disposal	<ul style="list-style-type: none"> <li>• Professional valuation (x 2 if &gt;£100k)</li> <li>• Consult with Ward Members</li> <li>• If Asset is an 'Asset of Community Value' then the community has 6 weeks to express an interest in the transfer</li> <li>• Write Disposal Business Case Decision paper for CAT</li> </ul>	Estates Strategic Director Corporate Resources & Transformation	Strategic Director Corporate Resources & Transformation Finance Portfolio holder
Stage 3	Approval to proceed with CAT	<ul style="list-style-type: none"> <li>• Key decision if value &gt; £150k or the asset covers multi-wards. Or if a high score is returned on the CAT scorecard</li> <li>• Review Decision paper</li> <li>• Agree any terms of transfer and route</li> </ul>	Estates Strategic Director Corporate Resources & Transformation	Ward Member Transformation Board / Council
Stage 4	Expression of Interest	<ul style="list-style-type: none"> <li>• Create Information pack</li> <li>• Advertise the opportunity (4 weeks) if applicable – eg . not for direct route freehold</li> <li>• Receive informal enquiries</li> <li>• Review and score informal expressions of interest</li> <li>• Selected organisations to submit business case</li> </ul>	Estates	Portfolio holder Ward Member
Stage 5	Formal Submissions of Interest/Bids	<ul style="list-style-type: none"> <li>• Inform organisation</li> <li>• Receive formal enquiries</li> <li>• Consult with Organisations</li> <li>• Evaluation and scoring of bids</li> <li>• Completion of Disposal Business Case Decision Paper with recommendations</li> </ul>	Estates	Strategic Director Corporate Resources & Transformation Portfolio holder Transformation Board

		• Council consultation of submission/decision			
Stage 6	Evaluation and Council Consultation	<ul style="list-style-type: none"> <li>• Presentation of business case and feasibility assessment by bidding organisation(s)</li> <li>• Evaluation and scoring of bids</li> <li>• Completion of Disposal Business Case Decision Paper with recommendations</li> <li>• Council consultation of submission/decision</li> </ul>	Estates	Strategic Director Corporate Resources & Transformation Portfolio holder	
Stage 7	Practical Completion	• Instructions to Legal preparing/completion of agreements	Legal		
Stage 8	Monitoring	• Monitoring arrangements post transfer.	Estates		

## 5.3 Council Initial Review of an Asset

5.3.1 When a community asset is no longer viable, is returned to the Council or it has been assessed that there is an opportunity for the community to run and manage a facility more effectively, then the Council will conduct an initial review of future options for the asset including whether it is appropriate for transfer.

5.3.2 Following an option appraisal (Asset Challenge Framework – See Strategic Asset Management Plan (SAMP)) the community asset transfer will be assessed in balance against other possible outcomes, that include: -

- Disposal
- Retention/reinvestment within the council
- Change of use

5.3.3 Reasons for the disposal of an asset via Community Asset Transfer may include:

- Supporting the third-party organisation to continue delivery of a key activity for residents/ community when the transfer will allow the organisation to bid for and secure funds and/or to support a more sustainable business model.
- Supporting the third-party organisation to deliver a specific service in line with the council's objectives where the service can best be provided through a council-owned asset.
- The asset is regularly used by the community / community groups and delivery by a third party will be deemed beneficial to the community.
- Protecting a heritage or otherwise important council asset that may fall into disrepair if stewardship is not provided by a third sector organisation.



- When a Town Parish/Council or third-party organisation is considered to be best placed to provide an alternative delivery model for an existing council service from an existing council-owned asset.

5.3.4 The table below summaries the benefits of a Community Asset Transfer:

Benefits to the Community	Benefits to the Council	Benefits to a Third-Party Organisation
<ul style="list-style-type: none"> <li>• Increased/improved local based service provision</li> </ul>	<ul style="list-style-type: none"> <li>• More efficient use of a public sector asset.</li> <li>• The use of volunteers and their local knowledge and hands-on management can result in lower overheads and value to the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased sustainability for organisations and increased leverage with other public and private sector organisations.</li> <li>• A well-managed asset can provide a third sector organisation with greater financial viability and reduce dependency on grants</li> </ul>
<ul style="list-style-type: none"> <li>• Improved sense of community identity / pride and potential for greater community cohesion</li> </ul>	<ul style="list-style-type: none"> <li>• Enable external organisations to complement public service provision in ways that are more responsive and better related to local need</li> </ul>	<ul style="list-style-type: none"> <li>• Enables an external organisation to apply for funding that is not available to the council and/or even to secure loan finance on the value of the asset</li> </ul>
<ul style="list-style-type: none"> <li>• Potential to provide additional jobs , training and business opportunities locally</li> </ul>	<ul style="list-style-type: none"> <li>• Enables effective partnerships between public sector and third sector organisations to enhance local services</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities collaboration and resource sharing amongst organisations</li> </ul>
<ul style="list-style-type: none"> <li>• Contribute to physical regeneration</li> </ul>		
<ul style="list-style-type: none"> <li>• Potential to increase skills, confidence and aspirations locally</li> </ul>		

5.3.5 The Council is under no obligation to release any assets under this policy with the full and final decision being taken in accordance with the governance process as outlined within this policy.

## 5.4 Approval To Proceed with Disposal

5.4.1 Dependant on set criteria the delegated authority to approve the business case and disposal will be assessed on a case-by-case basis

5.4.2 A copy of the CAT Key Decision Scorecard (**Appendix 2**) should completed and be included in any CAT disposal business case. This will determine the delegated authority route for the approval of disposal.

## General CAT Disposal

5.4.3 This covers asset value up to £149,999 and covers 1 ward.

5.4.4 A General CAT can be authorised by

## Key Decision CAT Disposal

5.4.5 A key decision will be required if the following criteria is met

- The value of the asset is greater than £150k  
or
- The asset covers more than one ward

5.4.6 A key decision scorecard will be completed prior to proceeding with any disposal. This will provide guidance on the correct governance route.

5.4.7 A key decision will be authorised by

## 5.5 Consultation

5.5.1 The following consultation will be required during the CAT process

Consult With	Comment	Length of Time
<b>Ward Members</b>	<ul style="list-style-type: none"> <li>• During the disposal preparation stages. This is to gauge feedback for the CAT</li> <li>• Before a report goes to Cabinet or Cabinet Committee / Transformation Board – Assets on land and property within their Ward</li> </ul>	20 days
<b>Portfolio Holder</b>	<ul style="list-style-type: none"> <li>• During the preparation and disposal stages. This is to gauge feedback for the disposal. This feedback will be included in the disposal business case</li> </ul>	
<b>Community</b>	If the asset is registered as an asset of community value	6 weeks
<b>General Public</b>	If the asset is available for open market CAT. This needs advertising	4 weeks

## 5.6 What Criteria will the council use to consider a Directly Awarded Community Asset Transfer?

- 5.6.1 It may be decided at the initial stage following the Asset Challenge Framework that a Town/Parish or similar organisation has been identified as better suited for the delivery of services for the benefit of the community through a Community Asset Transfer. In this instance direct discussions between parties will be instigated.
- 5.6.2 Following discussions the outcome will be:
- Directly award the CAT
  - Market the Asset to all third-party organisations
  - Do not proceed with the CAT and the Council retains the asset

## 5.7 What Criteria will the council use to consider a Community Asset Transfer?

- 5.7.1 Interested third party organisations will be invited to provide a business case, demonstrating their capacity and experience to manage the facility and show how they can contribute to the council's corporate objectives.
- 5.7.2 Organisations which strive to improve the wellbeing of the whole community or those which include the co-location of several organisations will be encouraged in this respect.
- 5.7.3 When applying for a CAT, the applicant should provide a thorough business case that demonstrate how it will:
- Generate social, economic or environmental benefits which directly benefit the people of the New Forest District as a whole.
  - Generate a clear community or social demand which will benefit as wide and diverse a range of local people as possible.
  - Implement robust systems, governance and policies, as evidenced by a recognised quality mark or business standard.
  - Be managed and have directors or committee members who have the necessary experience and skills. Including details of contingency arrangements should the transfer prove unsustainable.
  - Have viable proposals in place to access capital and create future revenue streams to support the ongoing management and maintenance of the asset as well as the running of the project itself.
  - Contribute towards the Council's corporate objectives, community priorities and those of the Council's strategic partners, including a statement of benefits and outcomes and how performance of these will be measured.
  - Not duplicate or negatively impact on other services or facilities already provided in the local community.

## 5.8 Information Packs

5.8.1 As part of the marketing of the asset an information pack will be developed. This will include (where applicable)

- Asset description, construction date and construction type
- Photograph(s) of the asset
- Plan Drawings
- Red line plans
- Condition survey (ideally current and forward planning)
- Asbestos report
- Running costs, planned and reactive maintenance

## 5.9 TUPE

5.9.1 Due to the nature of some transfers there maybe TUPE implications. It will be the Councils responsibility to determine any employees that will be affected by TUPE during any transfer.

5.9.2 Establishing whether the test is satisfied can be difficult in a case where employees are not assigned to a particular property. The rule of thumb that an employee who spends more than 50% of their working time on duties relating to a particular property will transfer.

5.9.3 The table below provides guidelines on responsibilities of both organisations:

Responsibility of the Council	Responsibility of the TSO
<ul style="list-style-type: none"> <li>Identify whether any employees are employed at the property, and establish by whom they are employed</li> </ul>	<ul style="list-style-type: none"> <li>Obtain sufficient information to understand whether employees will transfer under TUPE and, if so, what their terms and conditions of employment are</li> </ul>
<ul style="list-style-type: none"> <li>Understand the terms of any lease contract with TSO and who is responsible if an employee is made redundant</li> </ul>	<ul style="list-style-type: none"> <li>Analyse whether any changes to terms and conditions will be necessary</li> </ul>
<ul style="list-style-type: none"> <li>Provide employee liability information as required under TUPE</li> </ul>	<ul style="list-style-type: none"> <li>Inform the council about any "measures" that will affect the employees post-transfer</li> </ul>
<ul style="list-style-type: none"> <li>Carry out an information and consultation process with affected employees or their representatives</li> </ul>	<ul style="list-style-type: none"> <li>Obtain contractual indemnities and warranties from the Council</li> </ul>
<ul style="list-style-type: none"> <li>Obtain contractual indemnities from the transferring organisation</li> </ul>	

5.9.4 Human Resources will be engaged to determine if TUPE applies.

## 5.10 Tenure Arrangements

5.10.1 The mechanism for transferring the council's community assets is not limited but recommended on a case-by-case basis. Generally, estates will provide a recommendation on the appropriate transfer tenure in line with the governance process. It is likely to take place through either a:

- Long lease
- Short lease
- Freehold transfer
- Licence to occupy
- Management Agreement

5.10.2 If an official transfer is not deemed appropriate the CAT application will be refused but the Council may recommend one of the following types of agreements if they would like to support the proposal.

- Community Use Agreement – protects community use of an asset.
- Management Agreement – leasing asset along with contract and service specification
- Licence to Occupy

5.10.3 All parties will be responsible for their own costs in relation to the transfer unless the Council decides otherwise.

## 5.11 Duration of Lease Agreements Granted

5.11.1 The council will review the needs of the transferee organisation, the condition of the asset to be transferred, and the requirements of any funding arrangements. The duration of any agreement will be determined with consideration to:

- Any future requirements by the council
- The organisations business plan (where applicable)
- Financial standing and capacity of the organisation
- Experience and capacity of organisation to manage the asset
- The condition and status of the asset

5.11.2 The Council will normally only grant leases to organisations that have governance in place to prevent distribution of assets to members (asset lock) and will contain clauses that prevent the asset being used for other than community benefit.

5.11.3 Consideration will also be given in relation to the lease length to enable the transferee organisation access to grants and funding. For example and not exclusive to:

- Sports England
- Third Party Grants / Funding

- 5.11.4 Community Asset Transfer agreements or leases will include a service agreement that will explain the expected benefits of the community asset including any requirement for use of the asset by local neighbourhood groups or residents for other local events or lawful activities
- 5.11.5 Agreements will be drafted to prevent the asset being assigned or sold for unintended financial gain and at expense of community agreed benefits.
- 5.11.6 Additionally, agreements will include clauses to ensure return of the asset to the council if service agreements and other covenants, are breached or for instance cases of the organisation becoming insolvent or facing dissolution.
- 5.11.7 Whilst casual hirings and lettings will be permitted, any longer-term arrangements with third parties will require the Council's express approval to ensure that the property remains available for the purpose it was released.

## 5.12 Asset Condition

- 5.12.1 Assets will be transferred in their current condition.
- 5.12.2 The transfer agreement will include responsibility for maintaining the asset, any repairs required conditional upon completing the agreement, insurance obligations and other outgoings for the building.
- 5.12.3 Periodic site inspections will take place to ensure the terms of the agreement are being met (property condition and compliance/safety standards are satisfactory) if not the agreement may be terminated.
- 5.12.4 The Council would encourage and welcome investment in assets made available to community groups and, in some cases, may require applicants to raise or bid for external funding to enable investment in the asset as a condition of the transfer. However, any proposed major works (except on a Freehold transfer) would require the Council's prior approval, the purpose again being to ensure that the property remains suitable for the use for which it was released (or any subsequently agreed variation).

## 5.14 What should the Application for CAT contain?

- 5.14.1 For guidance for bidding organisations the below highlights areas to be covered within their respective applications and presentations and should be considered in conjunction with the Expression of Interest documentation contained in Appendix 1.
  - Full details of the identified needs that will be met by the CAT.
  - Clear evidence of the capacity and experience of the TSO to manage and develop the asset, using the Expression of Interest toolkit as a guide (example in Appendix 1).

- Detailed evidence that the CAT is financially sustainable over the life of the business plan and will not incur future financial liabilities for the council, eg cash flow forecasts, projected utilisation rates, and details of any financial support secured from or pledged by funders and lenders.
- Details of the anticipated benefits that the CAT will produce and how these will be measured.
- Details of the type of CAT and lease terms sought.
- Evidence of support from council officers or departments, council members, other local stakeholders and potential funders.
- A robust risk assessment of the CAT and details of alternative arrangements in the event that the CAT proves unrealistic or not sustainable.

## 5.15 Application/Decision process

- 5.15.1 If there are several parties interested in pursuing an asset that is available for transfer, then the Council will first encourage collaboration between the different organisations. Where this may not be possible the outcome will be determined by a competitive process with the successful organisation becoming the Council's partner in the transfer.
- 5.15.2 Depending on business needs/priorities, some applications may progress faster than others, but it is still important that the applicant follows the process and provides the necessary evidence, and any additional information as and when required, to support the application at the different stages.
- 5.15.3 The Assessment of the application will be carried out using various council resources including the most appropriate method for the process e.g. balanced scorecard, a panel of relevant Council leads may be convened to discuss the application and reach consensus before making recommendations in accordance with the governance process.
- 5.15.4 Council Officers will need to consult with local ward members on any proposals within their ward area.

# Appendices

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# Appendix 1

## Expression of Interest – Application Form

DRAFT



**New Forest**  
DISTRICT COUNCIL

## Community Asset Transfer Proposal

<Insert Building Name>

DRAFT

# Invitation to Submit Proposals

## Introduction

New Forest District Council is prepared to receive proposals from community organisations based in the New Forest District, on the future running of <insert building name and address here>.

The successful organisation will be invited to enter into a full repair and insure lease with New Forest District Council in respect of the above property. The specific terms of the lease will be dependent upon the nature of the successful bid and will be negotiated with the successful applicant on completion of this process.

Organisations may be invited to work together to deliver services from the premises and we encourage partnership or consortium proposals.

Organisations wishing to submit a proposal will be required to detail their plans for the asset by completing the <attached form> / <using the form available at web address>.

Each organisation's response should be detailed enough to allow the Council to evaluate whether the bid represents good value for money and meets the criteria set out in this document.

If you wish to arrange a viewing of the building, please contact <named officer> on <insert email and phone number>.

A detailed information pack in relation to this asset can be found on the New Forest District Community Asset Transfer web page < web address>.

## Who can apply?

To be eligible your organisation must:

1. Have a governing document such as a constitution or articles of association.
2. Be based in the New Forest District, preferably with a track-record of working in the <insert town/parish> area.
3. Have a board of trustees or directors comprising people that live and work in New Forest District (not relevant to a Town or Parish Council).
4. Be a not-for-profit organisation – this includes voluntary and community organisations, co-operatives and mutual societies, non-governmental organisations which are value driven and which principally invest their surpluses to further social, environmental or cultural objectives.
5. Be an incorporated organisation or be willing to incorporate in order to sign a lease. Community leases must be in the name of your organisation, rather than a named individual. If you are unsure what this means for your organisation, please contact XXXCVS for additional advice.

## Your proposal

Your proposal should demonstrate:

- That your proposals are focused on the needs of the community.
- You should demonstrate that there is a gap in existing services and/or proven demand for existing services / activities.
- Support from the local community for your proposals. You must demonstrate that your proposals are supported by local people - this could be through a petition, responses to a questionnaire exercise you have completed locally, a needs assessment you have carried out etc.
- Your organisation's history and experience of developing and delivering a range of services to a diverse community.
- Your organisation's track record of managing a similar asset. This should include your estimates of the cost of managing this asset sustainably and how you will secure sufficient funding to meet them.

Your organisation should produce a business plan that details some or all of these requirements. You are required to provide a copy of your business plan in support of your application, but you may also wish to cut and paste information from your business plan into the following form to demonstrate how you will meet these requirements.

## Timetable

The deadline for submitting your proposal is <insert deadline>. Following this a panel of senior officers from the council will score each application and liaise with local councillors to select the organisation that will provide the best selection of services to the local community.

You maybe requested during this process to provide a presentation in relation to your organisation and proposal.

You will be notified of the outcome of your proposal <insert date>.

## Queries relating to this document.

If you have any queries regarding this document or process, please contact <named officer> on <insert email and phone number>.

Please note however, we cannot offer advice on how to write your proposal or the strength of your proposal. If you need support to complete your proposal, help is available from XXXCVS, who can be contacted on XXXXXXXX or at email address

# Section 1 - Organisation Details

Contact details and status of organisation

1.1	Full name of organisation:
1.2	Date organisation was formed:
1.3	Contact details
	Address:
	Contact name:
	Position in organisation:
	Phone Number:
	Fax Number:
	E-Mail Address:
1.4	Please state what the key aims and objectives of your organisation are:
1.5	Please outline how your organisation is governed (i.e., are you a registered charity, a charitable incorporated organisation, a community interest company etc).

<p>1.6</p> <p>a</p> <p>b</p> <p>c</p> <p>d</p> <p>e</p>	<p>Please provide examples of the following documents in support of your application:</p> <p>Your governing document</p> <p>Your most recent accounts</p> <p>Evidence of a bank account in the name of the organisation</p> <p>Evidence that your trustees or directors meet regularly</p> <p>Your current business plan – if your organisation does not currently have a business plan, a template is attached for you to use. We will not accept an EOI without a business plan.</p>
<p>1.7</p>	<p>If any person involved with your group, either in its governance or in the delivery of services, in a paid or voluntary capacity has a relationship with an officer or member of New Forest District Council please provide the details here:</p>

## Section 2 – Service Delivery

2.1. What services are you proposing to deliver from the centre that will be run on a **weekly** basis? Include a brief description of each service and who it is aimed at, how often you will run the service, how many people you believe will use each service and what outcome you believe the service will deliver. Continue on additional sheets if necessary.

Service name	Times/Dates	Target Community	Outcomes

2.2 What services will you run on a **monthly, annual or irregular** basis? Please include a brief description of each service and who it is aimed at, how often you will run the service and how many people you believe will use each service. Please continue on additional sheets if necessary.

Service name	Times/Dates	Target Community	Outcomes



2.3 Do you plan to work with other organisations in New Forest District to deliver services? If so, detail which organisations you already have plans to work in partnership with, what services they will provide and what outcomes you believe the service will deliver for local people. Only include those services you have already agreed upon with other organisations.

<b>Service Provider</b>	<b>Service name</b>	<b>Times / Dates</b>	<b>Target community</b>	<b>Are you already working with this organisation?</b>	<b>Outcomes</b>

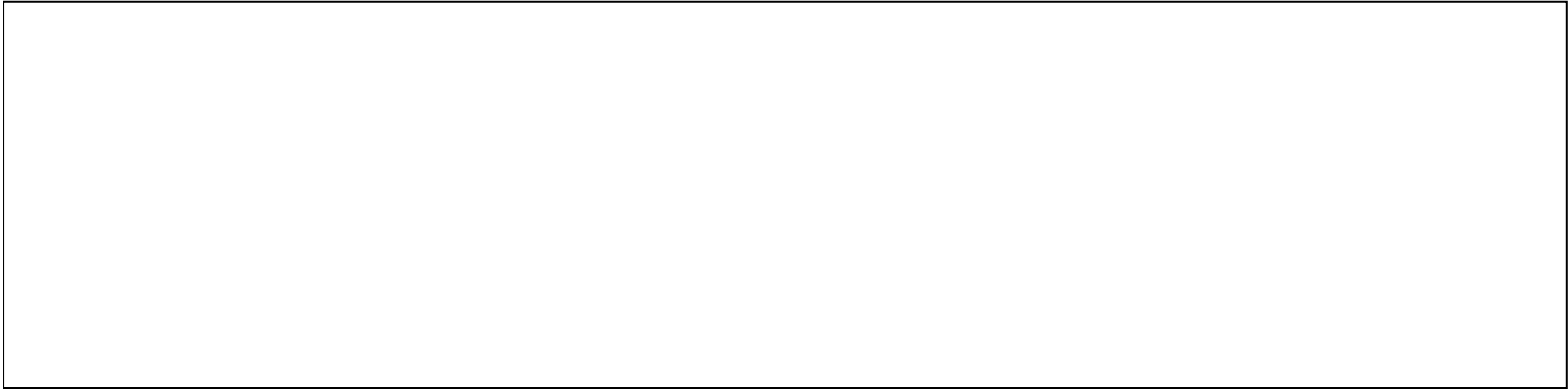
## Section 3 – Evidence of support and need

3.1. How do you know that the services you are proposing to deliver are needed by the local community? Please provide what evidence you have gathered in support of your application – this could be from questionnaires you have sent to local people or the results of consultation events you have put on locally.

3.2. What parts of the community are you targeting with your services?

Describe which communities you are intending to work with and how you will appeal to different parts of the local community.

3.3 How will you monitor the impact of the services that you are proposing?



3.4 How will you review your service plans to ensure that they continue to meet the changing needs of the local community?



## Section 4 – Proposed Costs.

- 4.1 Please provide a detailed breakdown of your estimates for running the facility and provide information on how you will meet these costs. You should try and demonstrate that your organisation has a good understanding of the requirements of running a building and has the resources to meet those requirements.

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
<b>Income (you may change the headings)</b>												
Grant income												
Sales income												
Other income												
<b>Total income</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Expenditure (insert your own sub-headings)</b>												
<b>Fixed costs</b>												
Core staff salaries												
Telephone												
Marketing												
Professional fees												
Insurance												
<b>Total fixed costs</b>	0	0	0	0	0	0	0	0	0	0	0	0

<b>Variable costs (insert your own sub-headings)</b>												
eg Contract staff												
eg Travel												
eg Cost of products etc												
eg Venue hire												
<b>Total variable costs</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total expenditure</b>	0	0	0	0	0	0	0	0	0	0	0	0
<b>Income minus expenditure</b>	0	0	0	0	0	0	0	0	0	0	0	0
Balance brought forward	0	0	0	0	0	0	0	0	0	0	0	0
<b>Closing balance</b>	0	0	0	0	0	0	0	0	0	0	0	0

4.2 Is there anything else you would like to say in support of your application? (no more than 1000 words)

# APPENDIX 2

## CAT KEY DECISION SCORECARD

A copy of this completed scorecard should be included in any CAT business case. If the answer to any of these questions is YES, then a key decision requires to be made.

Statement		Yes / No
<b>1</b>	Is the valuation of the asset greater than £150,00?	
<b>2</b>	Does the asset cover 2 or more wards?	
<b>3</b>	Is the asset predominantly used on a regular basis by the community or booked for community use and benefit?	
<b>4</b>	Is there potential for reduced community benefit post transfer?	