

Community Asset Transfer Policy

Estates, Valuation and Facilities

27th 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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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"> • Potential CAT identified as part of the Disposal process • Preferred transfer route agreed. This could be an Open Marketed CAT or if better served by a singular organisation ie. Town / Parish Council 	Estates		
Stage 2	Preparation for Disposal	<ul style="list-style-type: none"> • Professional valuation (x 2 if >£100k) • Consult with Ward Members • If Asset is an 'Asset of Community Value' then the community has 6 weeks to express an interest in the transfer • Write Disposal Business Case Decision paper for CAT 	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"> • Key decision if value > £150k or the asset covers multi-wards. Or if a high score is returned on the CAT scorecard • Review Decision paper • Agree any terms of transfer and route 	Estates Strategic Director Corporate Resources & Transformation	Ward Member	Transformation Board / Council
Stage 4	Expression of Interest	<ul style="list-style-type: none"> • Create Information pack • Advertise the opportunity (4 weeks) if applicable – eg . not for direct route freehold • Receive informal enquiries • Review and score informal expressions of interest • Selected organisations to submit business case 	Estates	Portfolio holder Ward Member	
Stage 5	Formal Submissions of Interest/Bids	<ul style="list-style-type: none"> • Inform organisation • Receive formal enquiries • Consult with Organisations • Evaluation and scoring of bids • Completion of Disposal Business Case Decision Paper with recommendations 	Estates	Strategic Director Corporate Resources & Transformation Portfolio holder	Transformation Board

		<ul style="list-style-type: none"> • Council consultation of submission/decision 			
Stage 6	Evaluation and Council Consultation	<ul style="list-style-type: none"> • Presentation of business case and feasibility assessment by bidding organisation(s) • Evaluation and scoring of bids • Completion of Disposal Business Case Decision Paper with recommendations • Council consultation of submission/decision 	Estates	Strategic Director Corporate Resources & Transformation Portfolio holder	
Stage 7	Practical Completion	<ul style="list-style-type: none"> • Instructions to Legal preparing/completion of agreements 	Legal		
Stage 8	Monitoring	<ul style="list-style-type: none"> • 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"> • Increased/improved local based service provision 	<ul style="list-style-type: none"> • More efficient use of a public sector asset. • The use of volunteers and their local knowledge and hands-on management can result in lower overheads and value to the community. 	<ul style="list-style-type: none"> • Increased sustainability for organisations and increased leverage with other public and private sector organisations. • A well-managed asset can provide a third sector organisation with greater financial viability and reduce dependency on grants
<ul style="list-style-type: none"> • Improved sense of community identity / pride and potential for greater community cohesion 	<ul style="list-style-type: none"> • Enable external organisations to complement public service provision in ways that are more responsive and better related to local need 	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Potential to provide additional jobs , training and business opportunities locally 	<ul style="list-style-type: none"> • Enables effective partnerships between public sector and third sector organisations to enhance local services 	<ul style="list-style-type: none"> • Facilities collaboration and resource sharing amongst organisations
<ul style="list-style-type: none"> • Contribute to physical regeneration 		
<ul style="list-style-type: none"> • Potential to increase skills, confidence and aspirations locally 		

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
Ward Members	<ul style="list-style-type: none"> • During the disposal preparation stages. This is to gauge feedback for the CAT • Before a report goes to Cabinet or Cabinet Committee / Transformation Board – Assets on land and property within their Ward 	20 days
Portfolio Holder	<ul style="list-style-type: none"> • During the preparation and disposal stages. This is to gauge feedback for the disposal. This feedback will be included in the disposal business case 	
Community	If the asset is registered as an asset of community value	6 weeks
General Public	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"> • Identify whether any employees are employed at the property, and establish by whom they are employed 	<ul style="list-style-type: none"> • Obtain sufficient information to understand whether employees will transfer under TUPE and, if so, what their terms and conditions of employment are
<ul style="list-style-type: none"> • Understand the terms of any lease contract with TSO and who is responsible if an employee is made redundant 	<ul style="list-style-type: none"> • Analyse whether any changes to terms and conditions will be necessary
<ul style="list-style-type: none"> • Provide employee liability information as required under TUPE 	<ul style="list-style-type: none"> • Inform the council about any "measures" that will affect the employees post-transfer
<ul style="list-style-type: none"> • Carry out an information and consultation process with affected employees or their representatives 	<ul style="list-style-type: none"> • Obtain contractual indemnities and warranties from the Council
<ul style="list-style-type: none"> • Obtain contractual indemnities from the transferring organisation 	

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

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New Forest
DISTRICT COUNCIL

Community Asset Transfer Proposal

<Insert Building Name>

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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.

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

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.

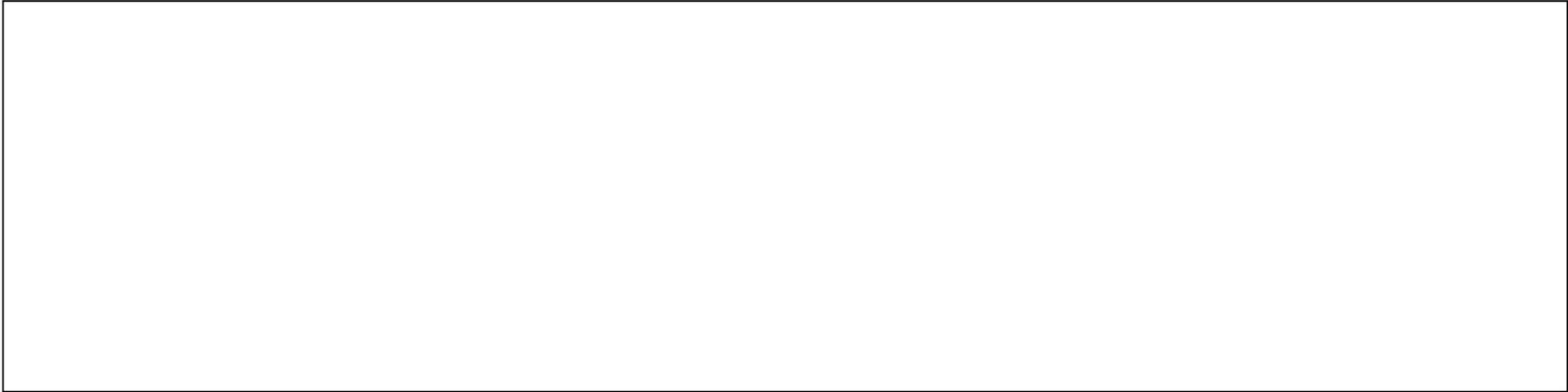
A large, empty rectangular box with a thin black border, intended for the user to provide evidence of support and need for the proposed services. The box is currently blank.

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

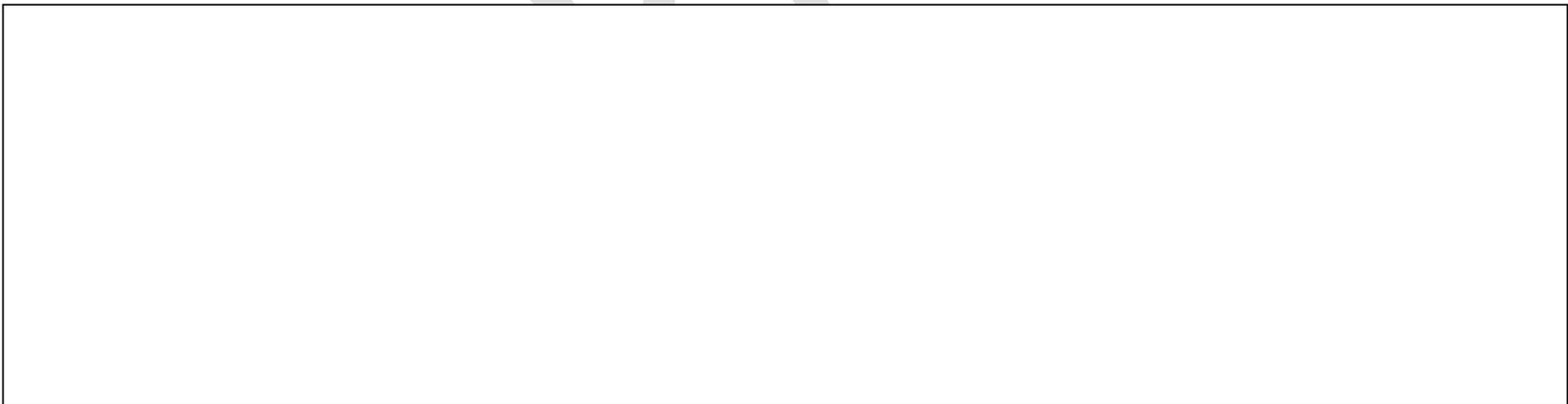
Describe which communities you are intending to work with and how you will appeal to different parts of the local community.



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?



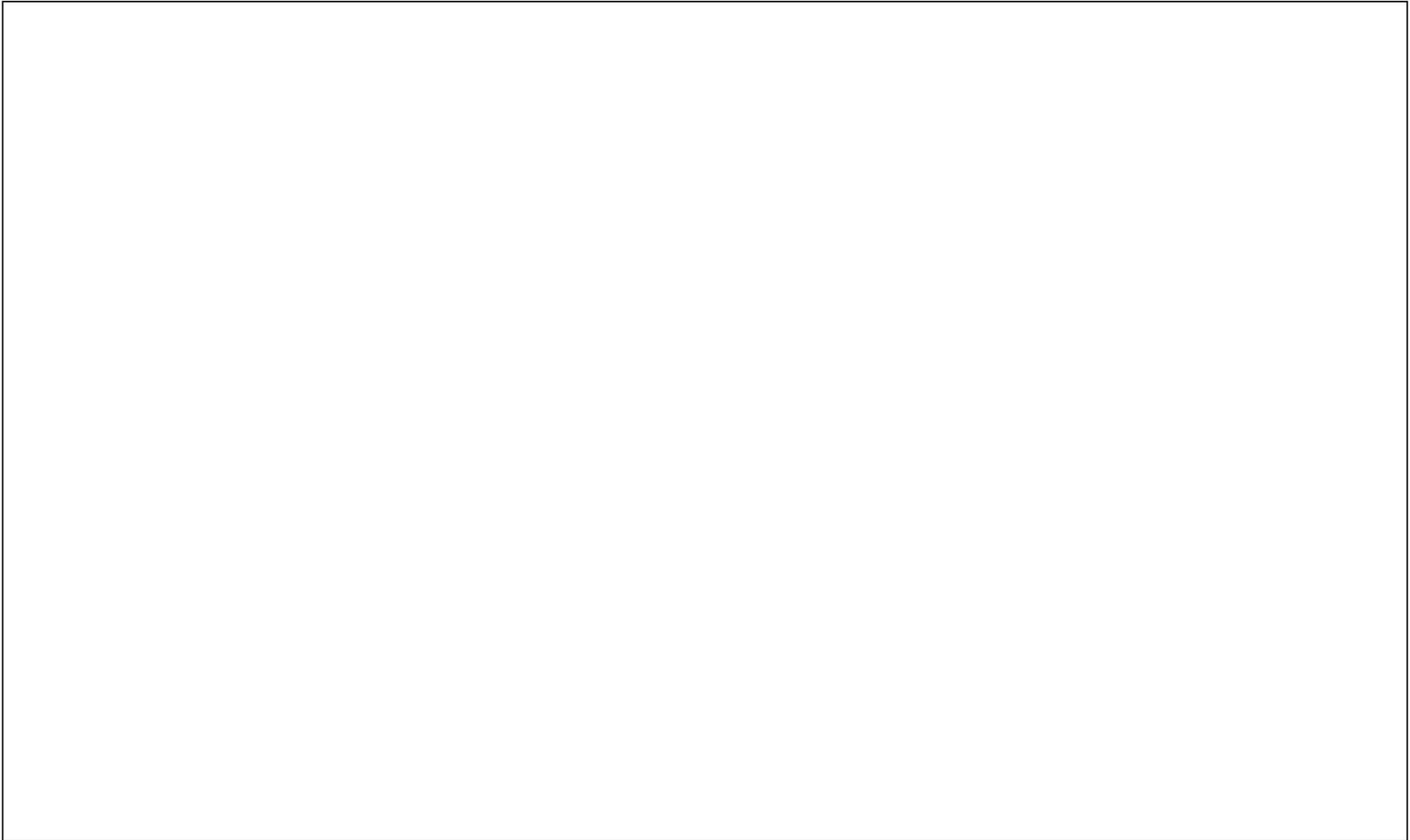
Section 4 – Proposed Costs.

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
Income (you may change the headings)												
Grant income												
Sales income												
Other income												
Total income	0	0	0	0	0	0	0	0	0	0	0	0
Expenditure (insert your own sub-headings)												
Fixed costs												
Core staff salaries												
Telephone												
Marketing												
Professional fees												
Insurance												
Total fixed costs	0	0	0	0	0	0	0	0	0	0	0	0

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

A large, empty rectangular box with a thin black border, intended for the applicant to provide additional information or support for their application. The box is currently blank.

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
1	Is the valuation of the asset greater than £150,00?	
2	Does the asset cover 2 or more wards?	
3	Is the asset predominantly used on a regular basis by the community or booked for community use and benefit?	
4	Is there potential for reduced community benefit post transfer?	