

DRAFT ASSET TRANSFER POLICY – REDDITCH BOROUGH COUNCIL

1. Why have an asset transfer policy?

1.1 The purpose of this policy is to set a transparent framework to enable the assessment of all requests from Voluntary and Community Sector (VCS)¹ organisations to manage or own Council assets. An asset is land or buildings in the ownership of the Local Authority.

1.2 The Council recognises the potential benefits that assets can bring to the community, to the organisation proposing the asset transfer and to the Council. Changing ownership or management of an asset potentially offers opportunities to extend the use of a building or piece of land, increasing its value in relation to the numbers of people that benefit and the range of opportunities it offers. It may offer additional opportunities to secure resources within an area, attract inward investment and to empower local citizens and communities.

1.3 This policy seeks to balance the particular benefits of any proposal from a VCS organisation to manage or own an asset, against the wider benefits to the community of Redditch through the expenditure on other services or priorities made possible as a result of a 'commercial' disposal. When making its decision the Council will seek to balance community benefit, the risks involved in any such transfer and the opportunity costs i.e. what will have to be foregone to enable the transfer to proceed.

2. The legal position

2.1 Section 123 of the Local Government Act 1972 imposes a legal obligation not to dispose of land (other than tenancies of seven years or under) for consideration "less than the best that can reasonably be obtained" – unless the Secretary of State gives consent to such a disposal at undervalue. The Courts have taken a restrictive interpretation of "consideration", effectively requiring it to have commercial value of some form to the Council in question. The General Disposal Consent 2003 relaxes the situation by giving blanket general consent of the Secretary of State to under value disposals, subject to certain pre-conditions clearly linked back to the well-being powers in the LGA 2000:

- The Council "considers that the purpose for which the land is to be disposed is likely to contribute to the achievement" of any or all of the promotion or improvement of the economic,

¹ The definition of the VCS used by the Home Office is: "Registered charities, as well as non-charitable, non-profit organisations, associations and self-help groups and community groups. Must involve some aspect of voluntary activity, though many are also professional organisations with paid staff, some of which are of considerable size. Community organisations tend to be focused on particular localities or groups within the community; many are dependent entirely or almost entirely on voluntary activity." This policy does not apply to land for affordable housing or to private educational institutions or government led charities (e.g nhs institutions)

social or environmental well-being of the whole or any part of its area, or of all or any persons resident or present in its area

- The undervalue is no more than £2m.

2.2 The consent gives authorities autonomy to carry out their statutory duties and functions and to fulfil such other objectives as they consider to be necessary or desirable but authorities must remain aware of the need to fulfil their fiduciary duty in a way which is accountable to local people. None of the above removes the Council's discretion in deciding whether or not to dispose of an asset in the first place.

3. What does "transfer" mean?

3.1 This policy covers scenarios where the management / ownership of a building, or piece of land is required by a VCS organisation in order to promote a particular community benefit (see 4. below). It does not refer to the letting or leasing of rooms within Council owned or managed premises. These arrangements are covered in different ways by a range of Council services.

3.2 The Council recognises that asset transfer may cover a spectrum of arrangements ranging from:

- Licence to occupy
- Short / medium term lease
- Long lease
- Freehold (i.e. sale)

3.3 The Council will deal with all proposals for asset transfer on a case-by-case basis.

Each case will be considered on its merits – and the most appropriate form of disposal will be explored with the organisation, always having regard to the business case presented and the Council's responsibility to manage its property assets for the benefit of all Redditch communities

3.4 Where it is agreed that sale of an asset is the preferred option in most cases this sale will be at the market value for the asset taking account of planning potential and market conditions. Where necessary and appropriate the District Valuers' Service may be asked to provide an independent valuation.

3.5 The Council recognises however that it can demonstrate its support for asset transfer in a variety of ways. For example the Council can support transfer by dealing with VCS organisations

on a one to one basis (negotiated sales should not be assumed as being at less than market value), or by bearing the costs of retaining an asset for a defined period of time to enable an organisation to finalise its business case.

4. What factors will the Council consider when assessing requests for asset transfer?

4.1. The asset transfer decision is essentially a choice between:

- Retention of the asset
- The expenditure on other services or priorities made possible as a result of a 'commercial' disposal
- The benefits generated by the transfer of the asset to the community

4.2 In assessing proposals for asset transfer the Council will want to carefully consider the **relative risks and benefits** of these options.

4.3 Critical to the success of any transfer is having a clear **rationale** for the proposal. The Council will need to have a clear understanding of the community benefits of any proposal and how these will be measured before it will consider the release of an asset for community transfer. This will need to be clearly articulated as part of the business case.

4.4 The Council recognises that communities may be geographical or communities of interest. In some cases there may be tensions between the two. The Council will look for evidence of positive engagement with local geographical communities, but accepts that in some cases a further balance may be between the interest group involved and local support for a proposal. Any proposal which involved a change of planning use would still need to go through the proper planning process.

4.5 The Council will want to establish a clear **link between the proposal and its priorities** as expressed in the Corporate Plan, the Local Area Agreement and the Sustainable Community Strategy. In order to demonstrate this link the Council will usually expect that the proposal has the support of the appropriate service unit and that this support is provided as a written statement as part of the Business Case.

4.6 The Council will need to see **evidence** that the organisation proposing the transfer is **effectively managed**, and has the appropriate structures in place to ensure the **good governance** and long term **sustainability** of the organisation.

4.7 The Council will require a **robust business case**, which demonstrates the ability of the recipient to manage the asset effectively, including an assessment of the financial and organisational capacity of the organisation.

4.8 The Council has prepared a framework business case, which sets out the information that will be required in order to assess the proposal. This is attached as Appendix One.

5. What process will the Council use to assess requests?

5.1 The Council has developed a process for considering applications from VCS organisations to lease or own Council assets.

5.2 A simplified, indicative process map is attached as Appendix Two. The Council reserves the right to vary this process from time to time in response to the nature of the request being made.

5.3 The Council has developed a set of model criteria against which it will assess the benefits of any asset transfer proposal. These criteria will be weighted as appropriate, dependent upon the asset under consideration and any other appropriate weighting criteria that the Council may wish to apply. The model criteria are attached as Appendix Three.

5.4 A key element of the assessment will be an appraisal of the business case, including the identified risks and statements about mitigation of such risks. The Council will want to see evidence that the proposal is sustainable in the long term both in financial terms and in the organisations capacity to sustain its proposals in the face of turnover of volunteers or staff.

5.5 The Council has used best practice tools to develop a “checklist” approach to this assessment. This is attached as Appendix Four.

5.6 Ultimately however the decision on whether to proceed will be based on a judgement by the Council of the relative benefits to the community of the options set out in 4.1. above.

6. Ongoing monitoring of transferred assets

6.1. Where an asset is disposed of at less than full market value, or where a leasehold has been negotiated, it is likely that some form of on-going monitoring will be necessary.

6.2. This is because the articulation of social benefit is likely to be a *prediction* of future uses. The Council will be seeking to ensure that the asset is used on an ongoing basis for the benefits that were critical to the agreement of the transfer and that the interests of the wider community are safeguarded for the future.

6.3. There are a range of methods available by which this can be achieved, for example through “expectations” documents or Service Level Agreements. The terms of the lease or freehold may

include clauses that would safeguard the future use of the asset from the perspective of the community and the Council to achieve the benefits envisaged.

THIS POLICY AND RELATED APPENDICES HAVE BEEN ADOPTED BY THE FOLLOWING WORCESTERSHIRE COUNCIL'S:

**DRAFT APPENDIX ONE – BUSINESS PLAN FOR ORGANISATIONS WISHING TO OWN /
MANAGE COUNCIL ASSETS²**

Note at a later stage this information will be converted into an application form - using tick boxes wherever possible.

INTRODUCTION

Community ownership or management of assets

Any asset transfer decision is essentially a choice between:

- Retention of the asset by the Council
- The expenditure on other services or priorities made possible as a result of a 'commercial' disposal
- The benefits generated by the transfer of the asset to the community

In assessing proposals for asset transfer the Council will want to carefully consider the relative risks and benefits of these options. Critical to the success of any transfer is having a clear rationale for the proposal. The Council will need to have a clear understanding of the community benefits of any proposal and how these will be measured before it will consider the release of an asset for community transfer. This will be expressed through the business case.

The business case is being requested in two parts:-

PART A – will enable an initial assessment of your request

PART B - will provide further detail once the initial assessment has been made

Eligibility Criteria

Applications will only be considered from:

- **Organisations which have legal status** (e.g. registered charity, incorporated company, community interest company, industrial and providence society etc). **Please provide evidence of your standing**
- **Organisations which can demonstrate IN PRINCIPLE support for their proposals from a relevant *Council Directorate* – please provide evidence of this support** which should include an explanation of how the proposals fits with the Councils Corporate Plan ,the LAA or Worcestershire's Sustainable Community Strategy

**YOU SHOULD ONLY COMPLETE THIS FORM IF YOU MEET THE ELIGIBILITY CRITERIA
OUTLINED ABOVE.**

² This information forms one part of the Councils policy on Community Ownership and Management of Assets and you can find further information about the policy [here](#). (hyperlink).

**NOTE – IF YOU DO NOT MEET THE ELIGIBILITY CRITERIA ABOVE PLEASE CONTACT
WORCESTERSHIRE INFRASTRUCTURE CONSORTIUM**

Xx – ADD DETAILS

PART A

A.1. Goals and objectives of this proposal. Please provide:

- A.1.1. A clear statement of what your organisation is seeking to achieve for its community – what is the need that this asset will meet
- A.1.2. A statement setting out the demand for the proposal, and the links that your organisation has in the local area or to the interest group putting forward the proposal
- A.1.3. An explanation as to why the asset is necessary to the achievement of those objectives
- A.1.4. An explanation of the alternatives that have been explored (e.g. shared use of another building, joining up with another facility or organisation in the locality etc.)
- A.1.5. A statement of the expected benefits to the community if the proposal is successfully realised – what will be different

A.2. Ownership or management of asset

- A.2.1. Please provide clarification of which option (i.e. acquisition or licence / lease of premises) and why. If you have a particular asset in mind please state here.
- A.2.2. Please state any advice you have sought at this stage from professionals in respect of this proposal (e.g. legal advice, advice on building or refurbishment work, feasibility study). It is accepted that you may wish to take further advice later in the process

A.3. Timescale (note at a later stage this is likely to be evidenced by a detailed underpinning project plan)

- A.3.1. When is the asset needed?
- A.3.2. What flexibility is there around this timetable?
- A.3.3. What lead in time is necessary?
- A.3.4. How long will it be from asset transfer to an “up and running” community facility

A.4. Information about your organisation. Please state:

- A.4.1. How long has your organisation been running?
- A.4.2. Do members of your group have any specific skills that will help with your proposal?
- A.4.3. What are the financial and audit arrangements for your organisation? (please append a full notes version of the annual accounts for each of the last three financial years)
- A.4.4. What Quality System (if any) is used by your organisation? (please provide evidence if applicable)
- A.4.5. Please provide a copy of your organisations latest Annual Report

A.5. Professional Experience

- A.5.1. Do you currently receive, or have you at any time during the last 3 years received, any funding from any *Council in Worcestershire*?
- A.5.2. If you have answered Yes please give details of any *strategic grant/ contract that you receive (i.e. not "one off" grants for specific events or activities)*
 - Purpose of Grant/Contract
 - Period of Grant/Contract
 - Annual Value
 - Council contact person
- A.5.3. Other than Council funding over the last three years please detail your other:

- Sources of funding
- Purposes for which funding is received
- Periods of funding
- Annual Value
- Contact person from funding organisation

(NOTE if all of the above information is clearly detailed in your Annual Accounts or Annual Report please refer to the relevant sections e.g. page number, and provide only the additional details)

- A.5.4. Has any Contract or Service Agreement or Service Level Agreement which you had with a public body or any Grant Funding you received from a public body, been terminated before expiry or suspended during the last three years?
- A.5.5. If you have answered Yes please give details.
- Name of public body
 - Type of Service
 - Start and End Dates
 - Annual Volume and/or Value
- A.5.6. Are there any current pending, outstanding or potential claims against your Organisation which will/would be heard in a Court or Tribunal? If so what are they, what stage have they reached and what have been the outcomes.

A.6. Capital cost

- A.6.1. If you have a specific asset in mind please tell us your understanding of the scale and nature of the capital costs involved in your proposal
- A.6.2. Please identify the funding sources for your proposal
- A.6.3. Please clarify whether the asset will be used as collateral

A.7. Revenue costs

- A.7.1. If you have a specific asset in mind please tell us your understanding of the scale and nature of the revenue costs involved in your proposal
- A.7.2. Please clarify how these costs are to be funded

A.8. Other resource needs

- A.8.1. What other resources are needed to make the proposal a success, and how might they be secured? (NOTE - Resources might include: People / particular skills or knowledge / professional input, IT)

A.9. Sustainability

- A.9.1. What are the long-term prospects for the proposal?
- A.9.2. How will it be sustained beyond the input of current individuals?

A.10. Initial Risk analysis

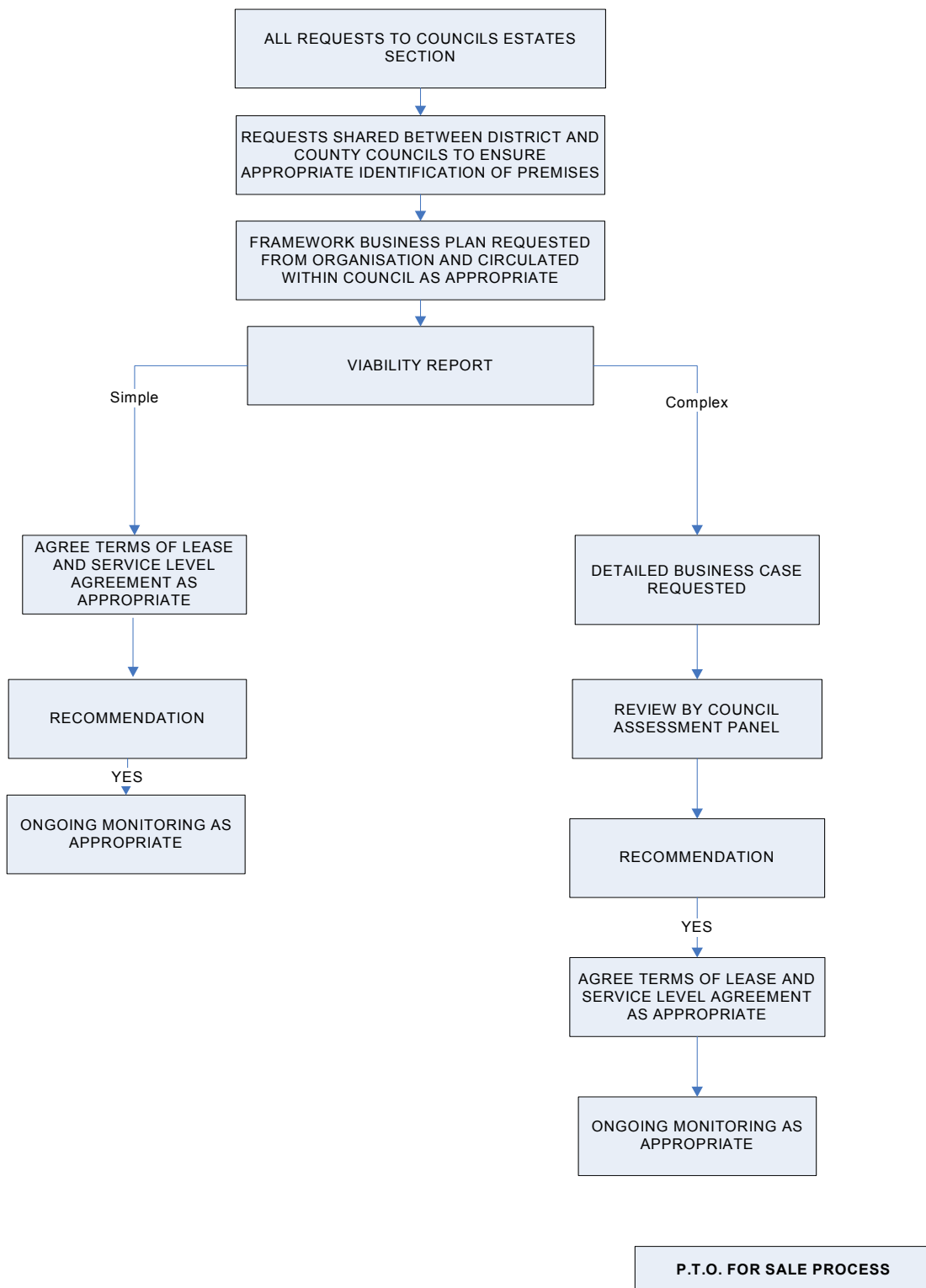
- A.10.1. What is your initial assessment of the risks to successful implementation of the proposal and its subsequent success?
- A.10.2. What steps have / will be taken to mitigate those risks?

ADDITIONAL INFORMATION

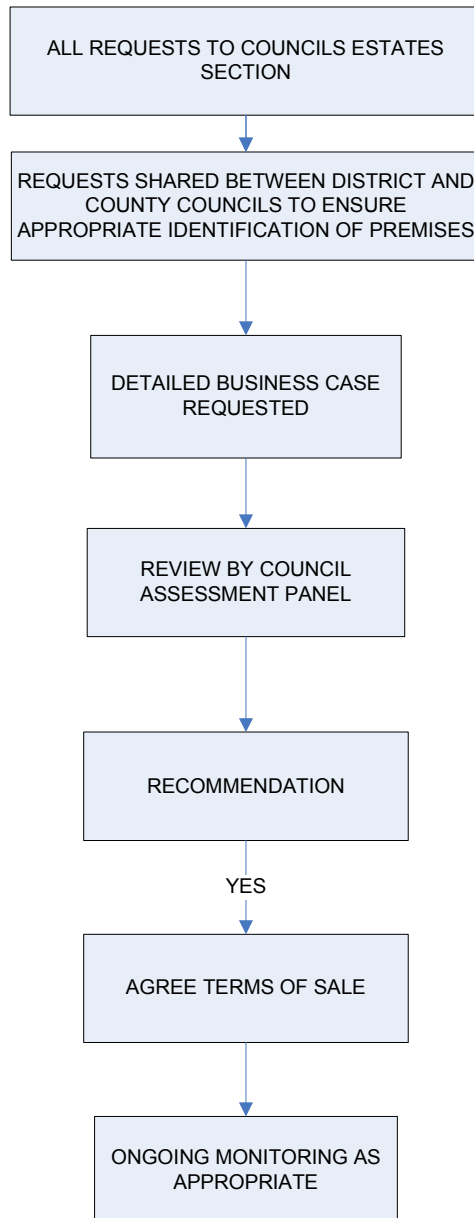
In addition to your answers to the questions above please ensure you have provided the following:

- Supporting statements from Council Service / Directorate
- Written constitution or evidence of legal structure
- Full notes version of Annual accounts (for each of the last 3 years)
- Annual Report
- Evidence of Quality System (if applicable)
- Understanding of costs – Revenue and Capital

APPENDIX TWO – OUTLINE OF PROCESS USED BY XX COUNCIL TO CONSIDER REQUESTS BY VCS ORGANISATIONS TO LEASE OR OWN ASSETS



APPENDIX TWO - PROCESS USED BY XX COUNCIL TO CONSIDER REQUESTS BY VCS ORGANISATIONS TO OWN ASSETS



DRAFT - APPENDIX THREE – “MODEL” CRITERIA TO CONSIDER THE CASE FOR ASSET TRANSFER

1. Model Criteria against which requests can be considered

The Table below sets out “model” criteria³ which Councils can consider as appropriate in response to a request from a VCS organisation to manage / own a Council asset.

Not all of the criteria will be relevant in every circumstance.

Councils may wish to weight the criteria or utilise additional criteria in response to particular circumstances, they provide a guide to councils and VCS organisations of the sorts of considerations that will guide council decision making.

“MODEL” CRITERIA
Community empowerment
Create a more direct connection between the asset and local people
Enable the local community to respond to local issues
Strengthen local identity
Provide a means for local citizens and groups to access additional resources
Area wide benefits
Complement existing services or activity in the locality or other potential asset transfers.
Potential to establish a ‘hub’ of activity with benefits ‘greater than the sum of parts’.
Fill a gap in provision locally
Promote a sustainable third sector
Improve capacity/sustainability of an organisation (e.g. by being able to borrow against the asset, or create a revenue stream from the asset)
Enable organisation to leverage in additional funding or resources not available to them / Council without the asset
Add value by creating opportunities for individual organisations to work together, for example using the asset as a ‘hub’.
Economic development and social enterprise
Bring additional investment into the area
Improve existing economic activity within the local area
Encourage social enterprise
Improvements to local services
Improve or safeguard a service that would otherwise be lost

³ Criteria based upon work done for CLG on benefits of community ownership and management of assets.

Present an opportunity to deliver specific council and /or partner priorities (e.g. from the Corporate Plan, Community Strategy or LAA)
Increase access to local services (and more likely to be used than private or public facility)
Value for money
Present an opportunity for a 'non-operational' asset to be used
Represent the best use of the asset, particularly in the medium to long-term.
Create efficiency savings

**DRAFT - APPENDIX FOUR - CHECKLIST – ASSESSMENT OF
PROPOSAL FOR ASSET TRANSFER**

INTRODUCTION

This document follows the information requested from organisations requesting asset transfer as part of the framework business case.

It is intended to be used as part of the Assessment Panel Review process.

Its purpose is threefold:

- To act as a checklist against which to assess the business case
- To act as a mechanism to “sift” proposals, identify gaps and further work
- As a specific tool to differentiate between competing bids, which can be “scored” if necessary

**NOTE IN ALL CASES YOU SHOULD PROVIDE EVIDENCE TO
SUBSTANTIATE THE JUDGEMENTS BEING MADE**

ELIGIBILITY CRITERIA

E.1 Legal Status of the Organisation

Recognised legal entity. e.g. Registered Company Ltd by Guarantee or Community – evidence supplied

Community Interest Company – evidence supplied

Registered Charity – evidence supplied

Industrial and Providence Society – evidence supplied

Other legal structure – evidence supplied

**E.2 Organisation can demonstrate support IN PRINCIPLE for proposal
from a Council Directorate**

The organisation has in principle support from a Council Directorate AND a clear and convincing explanation of the links to the SCS and *Corporate Plan* has been offered (NOTE we are NOT asking the supporting Directorate to determine use of the asset – rather to comment on the proposal, and how it supports their objectives)

**IF THE ABOVE CRITERIA HAVE NOT BEEN MET END ASSESSMENT
HERE AND REFER ORGANISATION TO WORCESTERSHIRE
INFRASTRUCTURE CONSORTIUM**

A1. Goal and objectives of this proposal

A1.1. Has the organisation offered a clear statement of what it is seeking to achieve for its community – what is the need the asset will meet?

No explanation of need offered

Need explained but no evidence supplied to back up explanation

Need explained and backed up by qualitative evidence (e.g. consultation outcomes)

Need explained and backed up by quantitative evidence

Need explained and backed up by qualitative and quantitative evidence

A1.2. Has the organisation offered a clear statement of demand for the proposal and the links that the organisation has to the local area or to the interest group putting forward the proposal

Demand has not been evidenced

At consultation stage with the community – still gathering evidence

Demand for proposals has been evidenced but the evidence is unconvincing

Demand for proposals has been evidenced and the evidence is convincing

A1.3. Has the organisation offered a clear explanation of why the asset is necessary to the achievement of the objectives?

An explanation has not been offered

An explanation has been offered but the role of the asset in respect of the objectives is not clear

A clear explanation of the role of the asset in respect of the objectives has been presented

A1.4. Has the organisation offered an explanation of the alternatives to asset transfer that have been explored (e.g. shared use of another building, joining up with an other facility or organisation etc. Should demonstrate that the organisation is aware of other activity going on in the area)

An explanation of the alternatives explored has not been offered

An explanation of the alternatives explored has been offered but the reason that the alternatives have been rejected is unclear, unconvincing or incomplete

A clear and convincing explanation of the alternatives explored and why these are not suitable has been presented

A1.5. Has the organisation offered a statement of the expected benefits to the community if the proposal is successfully realised – what will be different

An explanation of the expected benefits has not been offered
An explanation of the expected benefits has been offered, but the expected outcomes are not clear
A clear and convincing explanation of the expected benefits has been offered

A.2. Ownership or management of asset

A.2.1. Has the organisation clarified of whether ownership or leasehold is sought and why

NOTE – THE ORGANISATION MAY HAVE STATED HERE A PARTICULAR ASSET THEY HAVE IN MIND

There is no clarity about whether the organisation wishes to own or manage an asset
The organisation has stated whether they wish to manage or own an asset – but the implications of this have not been clearly thought through
The organisation has stated the asset which they wish to manage / own
There is some evidence that the organisation has considered the responsibilities and liabilities that arise from ownership / management of this asset – but there are gaps (please state what these are)
The organisation has clearly considered the management / ownership arrangements for this asset and has understood the responsibilities and liabilities involved.

A.2.2 Has the organisation sought advice at this stage from professionals in respect of this proposal (e.g. legal advice, advice on building or refurbishment work, feasibility study). It is accepted that the organisation may wish to take further advice later in the process

The organisation has not received professional advice in respect of this proposal at this stage
There is some evidence that the organisation has sought advice on some aspects of the proposal
The organisation has outlined the advice they will take at a later stage in the proposals development
The organisation has sought and received relevant professional advice in respect of this proposal

A.3. Timescale

Has the organisation offered an explanation of the likely timescale for the project? (A.3.1 – A.3.4 NOTE to be evidenced by a detailed underpinning project plan at Stage B)

An explanation of the timescales for this project has not been offered

An explanation of the timescales for this project has been offered, but this does not seem realistic or achievable

A clear explanation of the timescales for this project has been offered that appears achievable and realistic

A.4. Information about the organisation

A.4.1. How long has the organisation been running?

The organisation has been running for 1 – 3 years

The organisation has been running for between 3 – 7 years

The organisation has been running for longer than 7 years

A.4.2. Has the organisation highlighted any specific skills in their group that will help with the proposal

The organisation has not highlighted any specific skills that may help with the proposal

The organisation has highlighted some members of their group with relevant skills

The organisation has a range of relevant skills within their group

There are a range of skills represented on their management arrangements

A.4.3. Has the organisation explained the financial audit arrangements?

NOTE the organisation should have provided full notes version of the annual accounts for each of the last three financial years

The organisation has no external audit arrangements

Smaller organisations not subject to a statutory requirement can provide evidence of an independent examination of their accounts

The organisation has an annual external audit

The organisation has had a qualification on its accounts in the last 3 years

The organisation has had unqualified accounts for the last 3 years

A.4.4. Does the organisation use a Quality System?

No organisational QA standard used or applied for

Organisation is working towards membership of recognised organisational standard (e.g. Pqasso, CM 'Visible' standard, DTA 'Healthcheck' complemented by the Code of Good Governance⁴)

Organisation has achieved recognised organisational QA standard complemented by the Code of Good Governance in last 12 months

Organisation has been successfully operating organisational QA standard complemented by the Code of Good Governance for between 1 and 5 years

⁴ An assessment by WCC V&CS Unit concluded that each of these quality assessments would require robust governance arrangements to be in place to qualify for the kite mark. If coupled with the Code of Good Governance they may be considered robust.

Organisation has been successfully operating to a recognised organisational QA standard complemented by the Code of Good Governance for at least 5 years

A.4.5. Has the organisation provided a copy of their latest Annual Report

The Annual report has not been enclosed

The Annual report has been enclosed, but does not provide evidence to support the statements made in A.5 below

The Annual Report has been provided and the content supports the statements made in A.5. below

A.5. Professional Experience

A.5.1. Does the organisation currently receive, or have they at any time during the last 3 years received, any funding from any *Council in Worcestershire*?

A.5.2. If answered Yes has the organisation provided details of any *strategic grant/ contract (i.e. not "one off" grants for specific events or activities)*

The organisation has not received any grant funding from *XX Council* in the last three years

The organisation has received grant funding from *XX Council* in the last three years, but this ceased in *XX* (you may wish to ask for further information from the appropriate service)

The organisation currently receives grant funding from *XX Council* (you may wish to ask for further information from the appropriate service)

A.5.3. Other than Council funding has the organisation over the last three years received and provided details of other :

- Sources of funding
- Purposes for which funding is received
- Periods of funding
- Annual Value
- Contact person from funding organisation

(NOTE if all of the above information is clearly detailed in the Annual Accounts or Annual Report the organisation should have signposted the relevant sections e.g. page number, and provided only the additional details)

The organisation has no track record of delivering services or activities

The organisation has a track record of delivering services, but not at a level that is commensurate with the proposal to manage / own this asset

The organisation has a track record of delivering services at a level that is commensurate with the proposal to manage / own this asset

A.5.4. Has any Contract or Service Agreement or Service Level Agreement that the organisation had with a public body or any Grant Funding received from a public body, been terminated before expiry or suspended over the last three years and A.5.5 If Yes please give details

The organisation has not had any funding terminated or suspended over the last three years

The organisation has had funding terminated or suspended, but a satisfactory explanation has been offered

The organisation has had funding terminated or suspended, and no satisfactory explanation has been offered

A.5.6. Are there any current pending, outstanding or potential claims against the Organisation which will/would be heard in a Court or Tribunal?

No

Yes – the claim is still pending

Yes – the claim is still pending but the organisation has already taken remedial action in response to the claim

Yes - the claim has been determined against the organisation and as a result the organisation has taken remedial action

Yes – the claim was determined against the organisation but no evidence has been offered of remedial action taken in response

**A.6. Capital cost
(Sections A.6.1 – A.6.5)**

The organisation has not considered capital costs and/or funding

The organisation has given some consideration to capital expenditure but has not identified sources of funding or whether they intend to use the asset as collateral

The organisation has considered capital expenditure requirements, has identified funding sources and anticipates using the asset as collateral to secure funding

**A.7. Revenue costs
(Sections A.7.1 – A.7.2)**

The organisation has not considered ongoing revenue costs

The organisation has given some consideration to revenue expenditure but has not clarified how these are to be funded

The organisation has considered revenue expenditure and is clear how these costs will be funded

A.8. Other resource needs

A.8.1. What other resources are needed to make the proposal a success, and how might they be secured? (NOTE - Resources might include: People /particular skills or knowledge / professional input, IT)

The organisation has not considered further resource needs

The organisation has given some consideration to further resource needs but the following gaps have been identified (please state what these are)

The organisation has considered the further resources required to enable transfer and for steady state needs

A.9. Sustainability

A.9. 1. Has the organisation considered the long term prospects for the proposal?

The organisation has not considered how the proposal will be sustained in the long term

The organisation has given some consideration to how the proposal will be sustained for the longer term, but the following gaps have been identified (please state what these are)

The organisation has a clear plan for the long term sustainability of this proposal

A.9.2. Has the organisation considered how it will be sustained beyond the involvement of the current individuals?

The organisation has not considered how the proposal will be sustained beyond the involvement of the current individuals

The organisation has given some consideration to how the proposal will be sustained beyond the involvement of the current individuals, (for example succession planning, training for future management committee members, involvement / mentoring schemes, or partnership with local business or organisation) but the plans are not comprehensive or convincing

The organisation has clear and convincing plans for the sustainability of this proposal beyond the involvement of the current individuals

A.10. Initial Risk analysis

A.10.1. Has the organisation made an initial assessment of risks to successful implementation of the proposal and its subsequent success and 10.2 the steps to been taken to mitigate those risks?

The organisation has not carried out an initial risk assessment

The organisation has carried out a risk assessment, but the proposals to mitigate risk are inadequate and the following gaps have been identified (please state what these are)

The organisation has carried out a satisfactory risk assessment at this stage with clear proposals to mitigate risk

SUPPORTING INFORMATION FOR PART A

- Supporting statements from Council Service / Directorate
- Written constitution or evidence of legal structure
- Full notes version of Annual accounts (for each of the last 3 years)
- Annual Report
- Evidence of Quality System (if applicable)
- Professional advice or Feasibility Studies (if applicable)
- Understanding of costs – Revenue and Capital

FEEDBACK RESULTS TO THE ORGANISATION – IF NECESSARY GO TO PART B. BELOW

PART B – ADDITIONAL INFORMATION

B.1. Goals and objectives of this proposal.

B.1.1. Has the organisation provide evidence of engagement with the local geographical community and summary of the outcomes of this⁵ (please append any supporting information e.g. community consultation outcomes)

Local engagement has not been evidenced
Local engagement has not been evidenced, but there is local opposition to the proposals

Local engagement has been evidenced and there is local support for the proposals

Although there is not local support for the proposal there is clear evidence of demand for this proposal from the community of interest and this on balance outweighs local opposition

B.1.2. Has the organisation provided a statement of any expected negative impacts for the community if the proposal is successfully realised

⁵ ⁵ The Council recognises that communities may be geographical or communities of interest. In some cases there may be tensions between the two. The Council will look for evidence of positive engagement with local geographical communities, but accepts that in some cases a further balance may be between the interest group involved and local support for a proposal.

The proposal does not identify any expected negative impacts for the community if it is successfully realised – however the Assessment Review Panel has identified potential negative impacts (please state what these are)
Negative impacts for the community are identified, but no information is offered about how these impacts may be mitigated
Negative impacts for the community are identified but information is given about how these impacts may be mitigated

B.2. – Performance Targets

B.2.1. Has the organisation provided a statement of key performance targets and reporting mechanisms

No key performance targets have been identified
Benefits have been identified but these have not been defined in a way to enable measurement (i.e. no clear targets have been set)
Clear performance targets have been identified, but how progress against these is reported is not clear
Measurable performance targets have been developed, and reporting arrangements are clear

B.3. Further information about the organisation

B.3.1. Has the organisation provided an explanation of the roles and responsibilities of the management body?

An explanation of roles and responsibilities of management committee members has not been offered
An explanation has been offered but the roles and responsibilities of management committee members is not clear or relevant skills appear to be missing
A convincing explanation of the governance arrangements, roles and responsibilities of members of the management body and specific skills has been offered

B.3.2. Has the organisation provided a structure chart showing roles and lines of accountability (including if relevant numbers of staff employed and lines of staff management and accountability)

A structure chart is not enclosed
A structure chart is enclosed, but roles and accountabilities are not clear
A structure chart is enclosed and details number of staff and lines of staff management and accountability
A structure chart is enclosed but it is not clear that the staffing structure is suitable for this proposal

A structure chart is enclosed and demonstrates clear lines of staff and management roles and accountability

B.4. Ownership or management of asset

B.4.1. Has the organisation understood its responsibilities/liabilities if it were to acquire or lease these premises

The organisation does not have a clear understanding of responsibilities / liabilities if they were to acquire / lease the premises

The organisation has understanding of responsibilities / liabilities if they were to acquire / lease the premises but the following gaps have been identified (please state what these are)

The organisation has a clear and comprehensive understanding of their responsibilities / liabilities if they were to acquire / lease the premises

B.4.2. Has the organisation offered an explanation of how they propose to manage this asset on a day-to-day basis? NOTE may have provided a management plan

An explanation of how the asset will be managed on a day-to –day basis has not been offered

An explanation has been offered, but the management arrangements are not clear

A clear and convincing explanation of how the asset will be managed on a day-to –day basis has been presented

B.4.3. Has the organisation described the scope of any advice that they have sought and received from professionals in respect of this proposal (e.g. legal and financial advice)

B.4.4. Has the organisation chosen to append any advice you have received in respect of building or refurbishment work – e.g. feasibility study (it is the organisations choice)

The organisation has not described the scope of any professional advice they have received in respect of this proposal

There is some evidence that the organisation has sought advice on some aspects of the proposal – but the Assessment Review Panel has identified gaps (please state what these are)

The organisation has sought and received relevant professional advice in respect of this proposal

The organisation has chosen to appended advice that they have received in respect of this proposal but the Assessment Review Panel has identified gaps (please state what these are)

The advice received seems comprehensive and convincing

B.5. Capital Costs

B5.1. Has the organisation provided a costed plan for the acquisition (on sale or leasehold basis as appropriate) of this asset?

B5.2. Has the organisation demonstrated their understanding of the costs of repair/improvement/conversion to suit new purpose?

B5.3. Has the organisation included associated professional fees?

B5.4. Has the organisation provided a clear funding plan showing how they propose to meet these costs

NOTE the information should build on answers provided in Part A

The organisation has not considered capital costs and/or funding

The organisation has given some consideration to capital expenditure (which include professional fees) but has not developed costed and funded plans

The organisation has considered capital expenditure requirements (which include professional fees), has developed costed plans and anticipates using the asset as collateral to secure funding

The organisation has considered capital expenditure requirements (which include professional fees), has developed costed plans and has developed a detailed and secure funding plan

B.6. Revenue costs

B.6.1. Has the organisation identified the costs of activities to be conducted in the asset

B.6.2. Has the organisation identified the costs of activities to be conducted in the asset

B.6.3. Has the organisation provided cash flow forecasts

NOTE the information should build on answers provided in Part A

The organisation has given some consideration to revenue expenditure but has not developed detailed and funded budgets

The organisation has considered revenue expenditure in detail but has not developed funding plans

The organisation has developed cash flow forecasts but these are not realistic / convincing

The organisation has considered revenue expenditure and developed detailed and realistic expenditure and income budgets

B.7. Other resource needs

B.7.1. Has the organisation anticipated a difference between short term needs (asset transfer and development) and steady state needs? If so have they identified how these resources will be secured (NOTE - Resources might include:

- People
- Particular skills or knowledge /professional input
- IT)

The organisation has identified further resources needed to enable asset transfer – but has not considered steady state needs

The organisation has not anticipated any difference between steady state and short term needs

The organisation has anticipated a difference between steady state and short term needs but the Assessment Review Panel has identified the following gaps (please state what these are)

The organisation has anticipated a difference between steady state and short term needs and has clear plans for dealing with this

B.8. Project Plan (Timescales) NOTE THE ORGANISATION WILL HAVE PROVIDED AN EXPLANATION OF TIMESCALES IN STAGE A – THIS SHOULD NOW BE DEVELOPED INTO A DETAILED PROJECT PLAN

B.8.1. Has the organisation provided a project plan for key stages of this proposal

B.8.2. Has the organisation identified any flexibility around this timetable?

An explanation of the timescales for this project has not been offered

An explanation of the timescales for this project has been offered, but this does not seem realistic or achievable

A clear explanation of the timescales for this project has been offered that appears achievable and realistic

B.9. Support from partners

B.9.1. Has the organisation secured further support for proposals from within XX Council

The organisation has not secured the further support of *XX Council* for this proposal

The organisation has secured a written statement of support of *XX Council Service / Directorate* for this proposal

B.9.2. Has the organisation secured the involvement of partners and B.9.3. what assurance has been secured that such partnership arrangements are sound and dependable?

The involvement of partners is not required for this proposal

The organisation has not secured the involvement of partners in this proposal
The organisation has secured the involvement of partners in this proposal,
and this has been verified in writing by the partner organisations
The organisation has secured the involvement of partners in this proposal,
and this involvement has been set out in a formal agreement between the
parties

B.10. Further Risk analysis

**B.10.1. Has the organisation provided further detail of risk analysis and
B.10.2. The steps that have / will be taken to mitigate those risks?**

The organisation has not carried out a further risk assessment
The organisation has carried out a further risk assessment, but the proposals
to mitigate risk are inadequate and the Assessment Panel review has
identified the following gaps (please state what these are)
The organisation has carried out a satisfactory risk assessment with clear
proposals to mitigate risk

NOTE – The Assessment Review Panel should consult the CLG Guide:
[Managing Risk in Asset Transfer](#)

Additional Information

**The Assessment Review Panel will want to consider the additional
information requested:-**

- Community Consultation outcomes (if available)
- Structure Chart
- Asset management plan (if available)
- Evidence of Quality System (if applicable)
- Full notes version of Annual accounts (for each of the last 3 years)
- Project Plan (in support of section 5 – Timescales)
- Professional advice or Feasibility Studies (if applicable)
- Financial Plans
- Supporting statements from Council Service / Directorate (if available)
- Supporting documentation re partnership working (if applicable)