

Community Asset Transfer Policy

Introduction

Northumberland County Council's property estate has over 1800 separate assets ranging from corporate offices and operational sites used to deliver our Council operated services, to community assets (land, buildings, and other structures) used for a variety of different social, community and public purposes.

When one of our services no longer has use for a property asset, we need to consider what is the best future use for this asset and how else it could be used. This could include:

- A different service using the asset for an operational purpose.
- Disposal at best value or market value.

Local Authorities have powers under the Local Government Act 1972 to dispose of assets that they own, such as land and buildings, in any manner that they wish. This broad power is limited by a duty to achieve the best consideration obtainable by a disposal which is to ensure, so far as reasonably possible, that public assets are not sold by public authorities at an undervalue, excepting where a 2003 General Disposal Consent applies, or consent has been granted by the Secretary of State.

- Using the asset to contribute to regeneration priorities by disposal at less than market value.
- Transfer to Community Organisations through a Community Asset Transfer.

This policy describes the process we follow when a Community Asset Transfer is being considered for a property. The policy is set out in three parts:

- Part One 'Understanding Community Asset Transfers' explains what Community Asset Transfers are, and how the Council makes balanced decisions about property assets.
- Part Two 'Scope, Eligibility, Principles and Risks of Community Asset Transfers' explains what is included within the scope of Community Asset Transfers and specific principles that will be applied to them.
- Part Three 'The Community Asset Transfer Process' sets out the process for applying for a Community Asset Transfer.

PART ONE: Understanding Community Asset Transfers

1.1 What is a Community Asset Transfer?

The Local Government Association defines a Community Asset Transfer as:

"... transferring the ownership of land or buildings from a statutory body to a Community Organisation at "less than best consideration" – that is at less than its full market value – in order to achieve a public benefit".

1.2 Why have Community Asset Transfers?

Community organisations make a significant contribution to community life and to the social and economic well-being of residents. Transferring an asset to a local Community Organisation can unlock local enterprise, engage, and develop volunteers, and offer local

employment opportunities which can then attract capital investment to create a thriving community asset.

Working with our communities and partners is fundamental to enabling empowered and resilient communities that are better connected to the assets in their neighbourhoods. Community Asset Transfers are one way we can unlock the potential within our communities.

1.4 What are the benefits of Community Asset Transfers?

Changing ownership or management of assets within a community offers opportunities to extend the use of a building or piece of land, creating the potential to increase its value in relation to the numbers of people that benefit from it and the range of opportunities it can offer. Community-led ownership can also offer additional opportunities to secure resources within a local area and to empower residents and communities.

The benefits of Community Asset Transfers can be measured in different ways, from economic, social, or environmental wellbeing benefits for a community. Some potential benefits include:

- Building community empowerment and providing greater control over local services
- Physical assets providing sustainable wealth for the local community (e.g. creating jobs for local residents and the wider county).
- Strengthening a Community Organisation's ability to raise money (e.g. being able to access funding to refurbish the building or to support staff training and development).
- Greater financial sustainability helping a Community Organisation to escape short term grant-dependency.
- Being able to alter or modify a building to better suit the community's needs.

Any proposal to transfer an asset to the community will need to clearly demonstrate a range of benefits for the local community.

Community Asset Transfers also provide benefits for the Council. A transferred asset may:

- Provide a more accessible and responsive base from which to deliver services that will benefit the local community and the wider county.
- Promote inward investment into the County.
- Help to progress neighbourhood regeneration plans.
- Provide opportunities for long-term working between different sectors within the community that support improved outcomes for our residents, businesses, and visitors.

1.3 How do we make balanced decisions about how we use our property assets?

As a local authority all decisions we make, including those about potential Community Asset Transfers, must balance a range of often competing factors guided by our Corporate Priorities. These priorities are set out in our [Corporate Plan](#) and relevant Council frameworks and plans have been developed to deliver them. This can mean that, depending on the specific situation, we will need to balance our corporate priorities, the financial benefit of disposing of an asset, and the potential added value a Community Asset Transfer can bring to a community and its residents.

Policy that will influence the decisions we make about Community Asset Transfers include:

- [Northumberland County Council Corporate Plan 2023-2026](#)
- [Medium Term Financial Plan](#)
- Northumberland Inequalities Plan
- The Asset Management Framework
- [The Northumberland Economic Strategy 2019 - 2024](#)

- [Our Creative Landscape 2018 – 2030](#)
- Northumberland Local Plan 2022 - 2036

PART TWO: Scope, Eligibility, Principles and Risks of Community Asset Transfers

2.1 Scope of the Community Asset Transfer Policy

(a) Assets covered by the policy.

For the purposes of this policy, an “asset” is any real property asset in the ownership of Northumberland County Council.

The Policy does not explicitly exclude any asset from potential transfer to a Community Organisation. Assets are open for decision on a case-by-case basis subject to the operational requirements of the Council.

The Policy is not restricted to property that the Council may deem from time to time to be “surplus to requirements” and includes property attached to the transfer of service provision.

(b) How are potential Community Asset Transfers identified?

Council assets may be identified for a Community Asset Transfer in a range of ways, including:

- A Community Organisation currently occupying all or part of a property, providing existing services to the community may want to take over control of the asset.
- A local stakeholder with capacity to develop the asset, such as a Town or Parish Council, may want to take over control of an asset.
- A Community and Voluntary Sector Organisation, including Development Trusts, may want to take over control of an asset.
- Public interest in community ownership of an asset may have been expressed to elected members or officers of the Council.
- Assets that are surplus to the Council’s operational needs may be identified as an opportunity for Community Asset Transfer as part of the routine asset challenge process completed by our Strategic Estates Team.

To enable robust oversight of opportunities for Community Asset Transfers that will add value to our communities and support the delivery of our corporate priorities, all surplus assets (or potentially surplus assets), Community Asset Transfer enquiries and applications are considered at our Strategic Property Asset Management Group.

Before any decision is made about a Community Asset Transfer the application process set out in this policy must be followed including the provision of a robust and viable business plan.

2.2 Eligibility

We will consider an asset transfer to any Community Organisation. Appropriate groups may be area- based, focused around a particular social group or have some other “community of interest”. The Council will not transfer its assets under this policy to private businesses which distribute profit, or to political parties.

Fundamental to the success of any transfer is the Community Organisation demonstrating to the Council that they have a proposal with a clear business model rationale backed by a robust business plan showing their ability to manage the asset effectively, including evidencing the financial and organisational capacity of the organisation. Any organisation who wants to apply for a Community Asset Transfer will need to demonstrate this by meeting set criteria, including being able to demonstrate:

- They are an appropriately constituted voluntary and community sector organisation or social enterprise.
- They have good governance and an appropriate legal structure, for example as:
 - Parish and Town Councils
 - Registered Charities
 - Development Trusts
 - Community Interest Companies
 - Community Benefit Societies
 - Companies Limited by Guarantee
 - A Constituted Body
- That the proposed use has extensive reach into the community and will be open to all. Organisations that serve a particular interest group or area will be expected to demonstrate how they will be inclusive.
- They have the skills and capacity to effectively deliver services and manage the asset to be transferred and/or have access to the necessary skills and capacity.
- They can build capacity within their organisation and demonstrate how they intend to do this.
- They have a viable business plan that can cover the costs of holding the property and managing it effectively.

2.3 Transfer arrangements

“Transfer” is generally considered to relate to leasehold or freehold arrangements (in some cases at less than best consideration), or to giving community-led organisations ‘first-refusal’ on a commercially based disposal.

In transferring its assets to a Community Organisation, the Council will consider the most appropriate type of transfer. This could include a transfer of:

- Management
- Licence
- Short/medium term lease
- Long lease, or
- Freehold

The decision on which type of transfer is the best option will be decided on a case-by-case basis. It is informed by an assessment of the application form and the business plan, and which option is best suited to meeting the objectives of the transfer.

However, there is a presumption in favour of a management agreement, licence, or lease to allow the Council the option of continuing to provide a service from the building if the venture fails. The Council recognises that, on occasion the transfer of a freehold title might be possible where the transferee is a statutory organisation, such as a Town or Parish Council.

2.3 Principles of Community Asset Transfer

As described at 2.1 above all Community Asset Transfer applications will be taken to the Strategic Property Asset Management Group, which is made up of officers from across the Council. This Group ensures that Community Asset Transfers demonstrate and balance the priorities of the Council, the needs of the Council from a variety of service perspectives, and the needs of our residents and communities.

To enable balanced decision making the following principles inform our approach to Community Asset Transfers (from identifying Community Asset Transfer opportunities, to expressions of interest, to full applications) and our decisions to progress an asset transfer or not.

(a) *Best Value*

- The Council will take a strategic approach to its estate through regular reviews of the asset transfer potential of its assets, and the establishment of priorities linked, for example, to priority neighbourhoods, the exit-strategies from regeneration programmes, or the potential of high-profile cases.
- Organisations wishing to take on a Community Asset Transfer must demonstrate they are financially sustainable to ensure they are able to maintain the asset and their service delivery.
- Where deemed appropriate, following the assessment process, the Council may opt to include an 'asset lock' or 'clawback clause' to prevent an asset being sold on for excessive financial gain – unless this was the intention of both parties.
- The test on whether to pursue clawback would be whether the disposal is in the interest of the public. For example, a disposal that enables cash to be reinvested in a local community project would be supported but a disposal that leads to the financial gain for an individual would not.

(b) *Balanced Decisions*

- The Council will have an open and transparent corporate process for Community Asset Transfers which includes a clear point of first contact, clear stages, and timescales.
- The Council will balance the benefits of any transfer against corporate priorities, the potential to generate a capital receipt or income from the open market, and the potential for wider community benefit or social value.
- Where there are rival Community Organisation bids the Council will consider all bids on their merits and assessed against the Assessment Criteria. Assessment criteria are set out in Appendix 2 (Expression of Interest) and Appendix 5 (Full Application). Where possible, competing groups will be encouraged to work together.
- If the Community Organisation anticipate that their plans for an asset require a 'change of use' or alterations to the asset they may need to seek a formal pre-application consultation to determine whether Planning Permission would be required before a decision about the Community Asset Transfer can proceed.

(c) *Communities First*

- Organisations are required show there is a demonstrable need for their service within the community and that they have considered how they would be able to continue to meet these needs in the future.

(d) *Growth*

- Organisations are required to articulate how, by taking on the community asset, they will be able to contribute to the economic and social growth of a community.

(e) *Sustainability*

- Organisations are required to demonstrate how they have considered the environmental impact of their plans for the asset.

(f) *A Corporate Resource*

- Any proposed Community Asset Transfer must support the priorities and aims of the Council.

(g) *Collaboration*

- Decisions around how the Community Asset Transfer will be progressed will be determined through discussions between Northumberland County Council Officers and the Community. This will include as appropriate speaking with any incumbent organisation, local community groups, or advertising the Community Asset Transfer publicly.

(h) *Fit for Purpose*

- Where there is a transfer of service provision, a Community Asset Transfer may be accompanied by a Service Level Agreement (SLA) identifying the benefits and how these will be monitored and measured, together with the remedies available to both parties if the SLA conditions are not met. This SLA will be in effect a contract for provision of services.
- The Council will reserve the right to include some or all the following conditions on any transfer, whereby the asset could revert to the Council to ensure the property remains in public ownership and used for the benefit of the Community:
 - If the organisation ceases to exist.
 - In the case of bankruptcy.
 - In the case of corruption.
 - If the anticipated benefits of transfer are not realised.
 - If there is a material breach of lease covenants or restrictive covenants.
 - If a building does not remain open for the use of the intended community.
 - If the organisation loses its charitable status or there are changes to its legal structure.
 - If there are significant reduction or changes of service to the community.

However, the Council recognises that the imposition of such conditions could reduce the value of the asset and will therefore review such conditions carefully during the assessment process.

- For Community Organisations the presumption should be that a transfer of assets will be by a lease arrangement, except in exceptional circumstances. Restrictions would be placed on any freehold transfer at less than market value, requiring the organisation to:
 - Limit the use to a specific community use.
 - Seek approval from the Council for any future sale or sublease.
 - Pay a clawback on any future sale except in exceptional cases.
- Town and parish councils are part of local government as opposed to the community and voluntary sector and that any transfer to those local councils would remain in public ownership.
- It is the presumption that once the transfer of the asset is complete the organisation will assume responsibility for the maintenance and financial sustainability of the asset, subject to the formal agreement to the terms of the asset transfer.

2.3 Risks of Community Asset Transfer

There are risks that may arise from a Community Asset Transfer and we accept that these are inherent to asset transactions and community-led services or initiatives. The risks associated with property ownership will pass in whole or in part from the Council to the Community Organisation at the time of transfer.

Potential risks include:

- A disadvantage to individuals or negative impacts on the local community or communities of interest.

- A negative impact on community cohesion.
- Loss of existing community services.
- Uncertainty around capacity of recipient to manage asset.
- The asset becomes a financial liability for recipient.
- Capacity of recipient to deliver promised services/outcomes.
- Capture of asset by unrepresentative/extremist minority.
- Transfer contravenes Subsidy Control.
- Conflict with other legal, planning or other regulatory constraints.
- An ongoing Council liability remains.
- Lack of value for money.
- Conflict with other funders.
- A possible unfair advantage for one group over another.
- Perception of a loss of the use of a community facility by certain sectors of the community.

It is important to note that this list of possible risks is not exhaustive. To mitigate against these risks and others that may be identified, we will ensure risks are robustly considered through the Community Asset Transfer process.

Part Three: The Community Asset Transfer Process

There are five stages in the Community Asset Transfer process:



Stage 1 – Expression of Interest (28 days from submission of Expression of Interest to decision)

The applicant is asked to complete an Expression of Interest form (see Appendix 1). This form requires details of:

- The organisation's mission, purpose, and objectives and how they fit with the Council's values and priorities.
- The organisation's governance arrangements, management capacity and staffing structure
- The purpose and activities of the organisation.
- The proposed beneficiaries of the service.
- The benefit(s) users and / or the local community would receive from the transfer.
- The benefit(s) of the transfer for the organisation.
- How the need for the proposed service has been identified and any community support for the Community Asset Transfer application, including how this information has been gathered.
- The organisation's plans for managing the asset to ensure its financial sustainability.

The Expression of Interest will be considered by the Community Asset Transfer Panel (the 'CAT Panel'), which is made up of Council officers.

The CAT Panel will decide whether the Expression of Interest should proceed or not, and how it should proceed. The potential outcomes from the CAT Panel's assessment include:

- The application for a transfer should not proceed as it relates to an asset that is not suitable for a Community Asset Transfer.

- The application should proceed to the Full Application Stage, as the Expression of Interest has demonstrated reasonable merit against the assessment criteria.
- The application cannot yet proceed as more information is required for the Council to make an informed decision.
- The application should not proceed as the Expression of Interest does not fulfil the assessment criteria.

The applicant will be informed of the decision within 28 days of receipt of a complete Expression of Interest. Where an applicant's Expression of Interest is assessed as not meeting the criteria to proceed the applicant will be informed of this in writing with details of where criteria were not met.

Stage 2 – Completion and Assessment of Full Application and Business Plan

Once the CAT Panel determines that the Expression of Interest is sound, the organisation will be invited to complete the full application form and, where appropriate, submit a robust business plan. A business plan will be required to support the full application if it is deemed proportionate to the proposed CAT.

Details of what information is required is detailed Appendix 3, with guidance available in Appendix 4.

When completing the full application form it is important to note:

- It is the responsibility of the organisation to create and present the business plan, as this is part of them demonstrating their ability maintain the Asset.
- Support is available through the Council to help organisations develop their application and business plan and this will be discussed with the applicant following assessment of the Expression of Interest.
- Organisations will be required to gather a range of information to evidence the viability of their application.
- Preparing the information and documents required for the application form can be a lengthy and time-consuming process, especially when a business plan is required. Community Asset Transfers from application to handover can take between 12-18 months or longer depending on the individual circumstances.

Once the full application form has been submitted the CAT panel will assess the robustness of the application and business plan against the Community Asset Transfer assessment criteria.

The CAT Panel may determine that the application:

- Meets the assessment criteria and should proceed to the approval stage; or
- More information is required from the applicant before an assessment can be completed; or
- Does not demonstrate that it meets the criteria for a Community Asset Transfer.

If the application meets the assessment criteria, it will then be taken to the Strategic Property Asset Management Group (SPAMG) for consideration. If SPAMG are supportive, the application will be approved in principle and the applicant will be informed. Where it has been determined that an application does not meet the criteria for a Community Asset Transfer the reasons for this decision will be set out.

Stage 3 – Approval

Once a Community Asset Transfer has been agreed in principle, heads of terms for the transfer will be discussed with the successful organisation. These relate to the specific terms on which it is proposed the Community Asset Transfer is agreed. The transfer proposal will then need to be approved pursuant to the Council's Constitution and the appropriate scheme of delegation.

Where applicable Community Asset Transfers will be subject to compliance with all relevant subsidy control rules.

Stage 4 – Conveyancing

Once the Community Asset Transfer has been formally approved it will proceed to the conveyancing stage where the transfer contract will be negotiated between legal representatives and the successful organisation.

Stage 5 - Handover

Legal documents sealed and handover of the asset is complete. The organisation will now be in control of the asset and will assume responsible for the maintenance and financial sustainability of the asset as set out in the agreed head of terms.

Appendix 1

Stage 1 Expression of Interest Form

For external use - Expression of Interest (EOI) Form

Which asset are you interested in taking on through a Community Asset Transfer? Please provide address details.	
Name of organisation:	
Name:	
Contact Address:	
Phone number:	
Email:	
Primary contact:	
Position within the organisation:	
1. Please outline all communication that you have had with Northumberland County Council officers or members about this Community Asset Transfer. Please be specific about their name, department, and when you had contact with them.	
2. Have you previously contacted Northumberland County Council regarding the ownership and availability of this property? If yes, please provide details of previous contact.	Y/N
3. Have you sought pre application planning advice? If yes, please provide reference numbers.	Y/N
4. What is the legal and governance structure of your organisation?	
5. What is your organisation's staffing structure?	
6. Please describe the main purposes and activities of your organisation, who uses your services, and how these	

services benefit the community.	
7. Why is the asset needed and what benefits would it bring your organisation and the community?	
8. Please tell us the main sources of funding for your organisation over the last three years and how you plan to sustain the asset.	
9. How do your plans for the asset reflect the Council's priorities of Achieving Value for Money, Tackling Inequalities and Driving Economic Growth?	
10. Can you demonstrate support for this Community Asset Transfer from the community and partners? How has this support been gathered? Please provide details of how you have consulted with the community.	
11. Please indicate if you are planning to work in partnership with any other organisations in the development or running of the property.	

Appendix 2

For internal use

Expression of Interest Assessment criteria

Asset name:

Officer name:

Date:

	Yes/ no	Evidence and Comments
Is the organisation a constituted body?		
Is the organisation a Registered Charity?		
Is the organisation a Registered Company?		
Have they spoken to NCC? If yes, please give details		
Does the organisation's purpose fit with the Council's Corporate Priorities?		
Does the organisation produce annual accounts?		
Has the organisation demonstrated financial sustainability?		
Does the organisation clearly outline their plan for the asset?		
Is there an identified need for the service proposed by the organisation?		
Is there demonstrated support from the community for the service?		
Are appropriate governance arrangements in place?		
Is there evidence of partnership working? (If stated the organisation will be working with partners)		
Is more information needed?		

Decision of the Panel member

Do you support this expression of interest?	Yes/ No.	Need more information?	Yes/ No	Does the applicant need to provide a business plan?	Yes/ No
Please give the reasons for your decision					

Appendix 3

External use

Stage 2 - Full Application Form

Please complete all sections and provide all relevant supporting documents.

Which property are you applying for a Community Asset Transfer? Please include address details.

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About your organisation:	
Name	
Contact Address	
Phone number	
Email	
Primary contact	
Position within the organisation	
What is your mission statement/ vision?	
What is the purpose and main activities of your organisation?	

Status of your organisation. Please submit any relevant paperwork, for example your constitution, with this application form			
Registered Charity, including CIO		Company Limited by Guarantee	
Community Interest Company		Industrial & Providential Society	
Community Benefit Society		Constituted Community/Voluntary Group	
Unconstituted Community Group		Neighbourhood Forum	
Town or Parish Council		Charity / Company number:	

Governance			
When was your organisation established?			
Does your organisation have a written constitution, governing document, or set of rules			Yes/ No
How many people are involved in your organisation in the following positions?			
Management committee		Paid staff full time	
Paid staff part time		Volunteers	
Does your organisation have an equality of opportunities policy, and has this policy been adopted at an Annual General Meeting?			Yes/ No
Please tell us which of the following insurance covers your organisation holds and provide the levels of cover			
Public Liability		Employer Liability	
Professional Indemnity			

Planning	
Have you sought pre application planning advice or planning permission?	
If yes, please provide reference numbers	

Equality and Inclusion	
How will you ensure that your services/ activities reach into the community?	
How will you ensure that your services/ activities are inclusive?	

Financial Stability			
What was the turnover of your organisation during the last two full financial years?			
Last full year		Previous full year	
Please provide copies of your audited Financial Accounts for both years			
Has your organisation met all obligations to its creditors and employees during the past year?			Yes/No
If the answer to the above question is no, please explain why not:			

Finances

Please show the financial projections for the next 3 years. You can complete the following cash-flow forecast, or use your own method. You should increase your costs by 3% each year. If you are a Parish or Town Council you should demonstrate how the budget will be managed within your overall budget. What are your plans for covering any deficit? You should demonstrate how you will build a maintenance reserve

Please insert additional rows as required.

INCOME	Year 1	Year 2	Year 3
Room hire			
Membership Fees			
Fundraising/Grants			
Parish or Town Council			
Other			
(A) Total income for year			

EXPENDITURE	Year 1	Year 2	Year 3
Electricity			
Gas/Oil			
Water			
Rates			
Insurance			
Administration Cost			
Licences			
Marketing/Promotion			
Stationary			
Staff – Wages			
Staff – Employers NI/Pension			
Repair & Renewals			
Building Maintenance			
Sundry Expenses			
Bank Charges			

Other			
(B) Total expenditure for year			
(A - B) Net Surplus/Deficit			

Business Plan

Use this section to demonstrate your business plan and justify why you want to take this asset, and what developments you plan for it. You may want to set your business plan out in a separate document and attach it to this application form.

Boundary of the Property

Please outline what you consider to be the boundary of the property in as much detail as possible (you must provide a plan with the full extent outlined in red)

Full Application Tick List

Please ensure that you provide:

	Yes/ No	Comments
A completed application form.		
A completed business plan (see guidance).		
Details of Charity Number / Company Registration Number with date of registration.		
Confirmation that you are: <ul style="list-style-type: none"> • A parish / town council • An incorporated charitable organisation including CIOs and Trusts • A company limited by guarantee with charitable status • A community interest company (CIC) limited by guarantee or by shares 		

<ul style="list-style-type: none"> • A community benefit industrial & provident society with an asset lock • Other (please specify) 		
Copy of the Governing documents.		
Copies of Audited Accounts for previous 2 years.		
Results from any community consultation exercises.		
Evidence of support from key partners, stakeholders, funders.		
Copies of the all the organisations policies and procedures including Safeguarding, Equal Opportunities, Health and Safety, and Equality and Diversity Policies.		
Three / Five Year Income and Expenditure plans.		
Any other relevant supporting documentation such as annual reports, minutes of meetings.		

Declaration

I confirm that I have the authority to submit this application on behalf of the relevant body and that to the best of my knowledge the information contained in the application is complete and accurate.

Signed:

Position in organisation:

Date:

General Data Protection Regulation 2018 Privacy Statement

Northumberland County Council is the sole owner of the information collected by us. The information collected will enable us to correctly process your request regarding a Community Asset Transfer. We will not provide your personal information to any other external organisation or individual unless it is lawful to do so, e.g. the prevention and/or detection of crime; where sharing is covered by a data sharing agreement or Service Level Agreement (SLA); or where you have provided explicit consent to do so. However, we will need to share your information with certain departments of this Council where necessary for the Council's law enforcement functions, e.g. licensing, planning enforcement, trading standards and food safety, etc. If this is the case we are not required to, and will not, seek your consent to do so. The Council's Privacy Notice can be found on the Council's website and at Customer Information Centres.

Appendix 4

External Use

Business plan guidance

Your business plan should include:

Link to Corporate Objectives

How will your organisation and its services contribute to the Council's corporate objectives of:

- Achieving Value for Money
- Tackling Inequalities
- Driving Economic Growth

Purpose of asset transfer and organisational objectives

- Objectives or aims for the Asset (why you would like the site, how you intend to operate the site, i.e. directly, with a partner, through a commissioned service, etc)
- Details of operational partnerships if appropriate
- Activities/outputs and outcomes - what activities will you provide, and what outputs and outcomes you expect them to help deliver.
- Who are your users?
- Needs analysis - what is the target market?
 - Supply -who else is in the target market -why can't they supply what is proposed?
 - Demand -what it is and how does the project meet it. How do you know? What measures have been taken to speak with the community?
 - Pricing -how have charges been arrived at?
- How does your organisation and activity fit with the wider community? How will you contribute to the community's economic and social development?
- Examples of where the organisation have managed buildings and delivered activities previously with measurably indicators of success.
- Plans for future management of the building i.e. compliance and health and safety
- Measurement of impact – how will you know you have succeeded?
- Marketing and promotion – what are your plans for marketing your services?
- Risk assessment, mitigation, and dependencies

Finance

- organisational Finance – organisational accounts, plus details of any funding received or applied for
- Financial Information regarding the Asset – What is the anticipated investment or capital expenditure required for the asset (what work needs doing and how much will it cost)
- 3–5-year financial projections
- What are the anticipated the running costs for the asset (what are the costs in operating the site and how will you fund these?)

Environmental

- What environmental impact do you see your management of the asset and proposed activities having?
- What can you do to mitigate any negative impacts? (e.g. does the proposal reduce or increase energy use, or result reduced or increased emissions; does it contribute to

biodiversity such as through landscaping and planting; does it encourage access by walking and cycling)

Equality and inclusion

- How will you make your services/ activities accessible for the most members of the community?
- What adaptations can you make to your services/ activities?

Governance

- What is your current staffing structure?
- Do you have a sustainable number of staff/ volunteers to manage the asset and deliver the service?
- What are your staff succession plans?
- Do you have the necessary expertise to manage the assets and delivery impactful activities/ services?
- Do you currently have any skills gaps, and if so how do you intend to address them?
- Details of how you will work with operational partnerships (if appropriate)

Asset

- Detail how the organisation will manage and maintain the building and adhere to health and safety responsibilities.
- Are there any specific risk assessments you will need to develop?

Appendix 5

Internal Use

Assessment Criteria Full Application Business Plan

Asset name:

Officer name:

Date:

Corporate objectives

Criteria	Evidence and Comments
How has the organisation demonstrated it meets one or more of the corporate objectives? <ul style="list-style-type: none">• Achieving Value for Money• Tackling Inequalities• Driving Economic Growth	

Governance

Criteria	Evidence and Comments
The applicant must be a clearly defined organisation with appropriate governance arrangements in place	
Equal opportunities plan is in place and approved through the AGM/ governance structure	
Necessary policies are in place including Safeguarding, Equal Opportunities, Health and Safety, and Equality and Diversity Policies.	

Finance

Criteria	Evidence and Comments
Viable accounts have been provided for the previous 2 full years	
An evidenced minimum 3-year financial plan has been supplied which shows their financial situation as sustainable and viable	
Has the organisation Identified sources of funding (Grants, fundraising etc)	

Management and activities

Criteria	Evidence and Comments
There is evidence of previous successful and sustainable delivery	
There is evidence of management capacity with clear succession plans	
There is a staffing structure which can deliver the organisational objectives	

It is clear the organisation has the necessary expertise to take on the asset (now, and in future)	
There are clear aims and objectives for the asset which are costed where necessary	
Details of the organisation's activities have been provided. There is a demonstrated and evidenced need for these activities.	
There is evidence that the community support both the organisation and the activities they are proposing to deliver	
They have described how their services will be promoted/ advertised to generate interest	
They have described how their activity will contribute to the social and economic growth of the community	

Asset

Criteria	Evidence and Comments
There is evidence of how the organisation will manage the asset in the future	
The organisation have considered the risk associated with the asset and their activities and have risk assessments to mitigate the risk	
The organisation are aware of the health and safety requirements of the asset and the activities	
The organisation is aware of other regulatory regimes and requirements and their potential bearing on the proposals	
The organisation has demonstrated the environmental impacts of the asset and their proposed activities; and have sought to maximise positive impacts and mitigate any negative impacts	

Decision of the Panel member

Do you support this application? Please give the reasons for your decision	Yes/ No	Need more information	
Comments			