

Business & Transformation Scrutiny Panel

Agenda
Item:

A.4

Meeting Date: 6 September 2018
Portfolio: Finance, Governance and Resources
Key Decision: No
Within Policy and Budget Framework: Yes
Public / Private: Public

Title: COMMUNITY ASSET TRANSFER POLICY
Report of: Policy & Communications Manager
Report Number: PC 16/18

Purpose / Summary:

This report presents a Community Asset Transfer Policy. This policy has been developed through a Business and Transformation Scrutiny Panel task group which was endorsed by the Business and Transformation Scrutiny Panel on 5 December 2017.

Recommendations:

1. Comment on the amended draft policy and recommend that Executive adopts the policy and procedure on 17 September 2018.

Tracking

Executive:	20/8/2018
Scrutiny:	6/9/2018
Executive:	17/9/2018

1. BACKGROUND

- 1.1. Community Asset Transfer (CAT) is the transfer of management and/or ownership of public land and buildings from its owner (usually a local authority) to a community organisation (such as a Development Trust, a Community Interest Company or a social enterprise) for less than market value – to achieve a local social, economic or environmental benefit.
- 1.2. This report presents a Community Asset Transfer Policy. This policy has been developed through a Business and Transformation O&S Panel task group which was endorsed by the Business and Transformation O&S Panel on 5 December 2017. The Panel supported the proposals of the task group, which are contained in section 2 of this report. The Panel agreed to forward the report to the Executive and request a formal response to the proposals at their Panel meeting on 15 February 2018.
- 1.3. The Executive considered the report from the Panel on 18 December 2017 and the Deputy Leader then formally moved the recommendations as detailed in Report OS.25/17.
- 1.4. In the Report OS 25/17 the Executive agreed to:
 1. Consider the attached Community Asset Transfer report and appendices.
 2. Provide their response to the proposals within the report to the Business and Transformation O&S Panel on 15 February 2018.
- 1.5. The response from Executive was fed back to the panel on 15 February 2018. The Chairman reported that the Community Asset Transfer Task and Finish Group had met on 13 February 2018. The proposed Policy was being consulted on before being reported back to the Executive for approval.
- 1.6. The draft policy and procedure were circulated to lead officers in Legal, Finance and Strategic Property for comments and amendments by 15 March 2018. The feedback from these officers has been incorporated into the version presented to Executive (20 August).

2. PROPOSALS

- 2.1. It is proposed that the Executive adopts the Community Asset Transfer Policy (Appendix 1) and supporting documents to enable the Council to implement the policy:
 - Community Asset Transfer Process (Appendix 2)
 - Community Asset Transfer Application Form (Appendix 3)
 - Community Asset Transfer Assessment Matrix (Appendix 4)
- 2.2. The documents are based on research and consultation undertaken by the task group and lead officers. The CAT policy and processes provide a clear framework for asset transfers, helping to identify the resources required to implement the process and who will lead on these at each stage.

3. RECOMMENDATIONS

- 3.1. Comment on the amended draft policy and recommend that Executive adopts the policy and procedure on 17 September 2018.

4. RISKS

- 4.1. There is a risk that the adoption of the policy and procedures raises the expectations of community groups anticipating a CAT. While fully supporting the principle of asset transfer, we recognise that assets must remain under Council control to support the delivery of essential services or strategic priorities. Officers involved in a CAT will ensure that expectations are managed with clear communications around the policy, procedure and timeframe.
- 4.2. There is a risk that we will not have sufficient resources to support, administer and execute CATs. The initial number of CAT requests is likely to be small. The demand that CATs place on teams will be monitored through the annual service planning cycle.
- 4.3. There is a risk that organisations applying for CAT are not sufficiently developed to enter into a contract. This would delay and potentially stall the CAT process.

5. CONSULTATION

5.1. Business and Transformation Scrutiny Panel Task Group

5.2. Business and Transformation Scrutiny Panel

5.3. Lead Officers (internal). The feedback from internal officers has led to the following minor amendments to the draft endorsed by Business and Transformation O&S Panel on 5 December 2017. In summary these are:

- Change in wording to Guidelines 4.3 and additional point 'e Any other reason (e.g condition)'.
- Additional line to 4.9 'A business case will build confidence that the organisation is capable of managing the asset.'
- Change in wording to 4.13, 'may be at less than Open Market Value.'
- Change in wording to 4.16, removal of 'This will include insuring the contents, maintenance, repairs, cleaning, all outgoings and relevant health and safety requirements.'
- Additional wording in Appendix 2 Community Asset Transfer Process, 'Asset identified for potential disposal through *Service Planning or Asset Disposal Programme*'.
- Additional points made in the Corporate Implications section of this report.

6. CONCLUSION AND REASONS FOR RECOMMENDATIONS

- 6.1. The Council has demonstrated its commitment to working with partners and the community to maximise the effectiveness of assets through existing leases and transfers. It recognises the benefits of Community Asset Transfer to both the authority and the community; however, this has not been explored and developed to its full potential.
- 6.2. There could be many further opportunities to obtain the best use of resources for social and economic benefit that are not being realised. The Council does not have agreed policies and processes in place to manage Community Asset Transfers, and there is a risk that we could be open to challenge regarding the transparency of our approach thus far.
- 6.3. Recent enquiries regarding Community Asset Transfer have highlighted there is growing interest in Carlisle. This is an excellent opportunity to build a comprehensive response, learning from the experiences of other authorities.

7. CONTRIBUTION TO THE CARLISLE PLAN PRIORITIES

- 7.1. The Community Asset Transfer policy supports the Carlisle Plan by looking at how we can work with our communities to improve the health, wellbeing and economic prosperity of the people of Carlisle through our assets.

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Appendices
attached to report: Community Asset Transfer Policy (Appendix 1)
 Community Asset Transfer Process (Appendix 2)
 Community Asset Transfer Application Form (Appendix 3)
 Community Asset Transfer Assessment Matrix (Appendix 4)

Note: in compliance with section 100d of the Local Government (Access to Information) Act 1985 the report has been prepared in part from the following papers:

- OS 25/17 COMMUNITY ASSET TRANSFER – Executive, 18 December 2017

CORPORATE IMPLICATIONS:

LEGAL - It is important that the Council has a system in place to deal with applications for a community asset transfer, should any be submitted. The proposed policy properly deals with the issue of the legal standing of the organisation/body seeking to take on an asset. In short, it must be of sufficiently robust stature to (a) enter into legal arrangements concerning the asset and (b) satisfy the Council that it is able to properly deliver upon its

aspirations and promises for the asset in question. The usual property/asset disposal decision making framework will apply.

FINANCE – The adoption of this Community Asset Transfer Policy has no direct financial implications; however, the individual requests for a Community Asset Transfer may have resource implications and these will be assessed once applications and business plans have been received and considered by the CAT Panel. Making recommendations to Executive and/or Council, the Panel's remit, amongst others, is to assess the impact on the Council's financial position whilst also considering the Community benefits of individual transfer requests.

EQUALITY – None

INFORMATION GOVERNANCE – The Council will need to prepare and make accessible a privacy notice compliant with the General Data Protection Regulation.

APPENDIX 1:

DRAFT - Carlisle City Council Community Asset Transfer Policy

1. Introduction

- 1.1 This policy outlines the Council's approach to Community Asset Transfer. The aim of this policy is to provide a set of guidelines to be considered in the transfer of assets from the Council to other bodies where the transfer is on a non-commercial basis. There are two options for transfer: as a one off permanent disposal or transfer by way of a long lease. This policy also outlines the process to be used in such transfers.

2. Context

- 2.1 Asset transfer has continued to develop through Government policy to create sustainable communities, empowerment and regeneration (e.g. Community Empowerment White Paper (2008). The Quirk Review (2007) found that many councils were not using the powers to their full benefit and strongly advocated in favour of local ownership and management of public assets. The Localism Act (2011) devolved decision making powers to neighbourhood level and promoted new rights for communities, further encouraging people to play a more active part in society and opening up public services to the voluntary and community sector, social enterprises and the private sector.
- 2.2 The Council is committed to working with our communities to improve the health, wellbeing and economic prosperity of the people of Carlisle¹. We work in partnership to empower communities, diversify how services are provided and enable greater public scrutiny and accountability. The Asset Management Plan (AMP) 2017-2022 supports this in the strategic objective to, *"Encourage community and partnership use of assets by identifying opportunities for shared services, liaising with partners and working with the community."*²

3. Policy Statement on Community Asset Transfer

- 3.1 The Council is committed to using its assets to form long-term partnerships with organisations that meet our criteria and where they will bring benefits to communities.
- 3.2 For voluntary and community sector organisations, asset transfer can strengthen an organisation's confidence and give them the opportunity to develop an asset to meet the community's needs and aspirations, whilst providing opportunities for income generation and funding. It can be a part of

¹ [Vision, Carlisle Plan 2015-18](#)

² [Full Council, 12 September 2017](#)

supporting and sustaining local communities, ensuring that assets can be operated by the people who regularly use them.

- 3.3 Asset transfers also create the opportunity for investment that may not be possible within Council ownership and can provide a catalyst for inward investment through local purchasing and employment. It can contribute to our objective to rationalise our estate and facilitate more effective and efficient use of our asset base. Transfers can also be a stimulus for partnership working between voluntary and community sector organisations, the Council and other partners, improving provision and accountability of services within communities, which in turn helps us to achieve the priorities set out in the Carlisle Plan.
- 3.4 The Council recognises that asset transfer is not suitable for all properties or all organisations. We will continue to work with local organisations to ensure that a range of tools, programmes and initiatives are in place to support the development of a strong and sustainable voluntary and community sector in the district.

4. Guidelines

- 4.1 The Council will use a transparent process to assess potential asset transfers. Each case will be considered on its own merits and the decision process will follow the normal process for Council decisions in accordance with the Council's constitution. The timescale for each case will vary, depending on the circumstances, and the Council will clearly define the expected timescales throughout the process. The guidelines below provide a framework for the consideration and decision making of asset transfers. Appendix 1 provides an overview of the Community Asset Transfer process.
- 4.2 While fully supporting the principle of asset transfer, we recognise that assets must remain under Council control to support the delivery of essential services or strategic priorities. The strategic importance of assets will vary from case to case but the contribution of the asset to the Council's finances and the impact on the Council's ability to deliver strategic objectives are key considerations.
- 4.3 The Council will decide if an asset is surplus and possibly available for a Community Asset Transfer if the asset is not needed to support its own requirements/objectives such as:
- a. Service delivery
 - b. Income generation or capital receipt
 - c. Future growth
 - d. Redevelopment aspirations
 - e. Any other reason (e.g condition)
- 4.4 There may be cases where Council properties do not provide an income but attract costs in upkeep and maintenance. The Council will also look for opportunities to transfer liabilities to other parties as part of an overall

approach to transfers involving a package of assets and liabilities. In this case the proportion of assets and liabilities and the balance of the financial impact are important considerations.

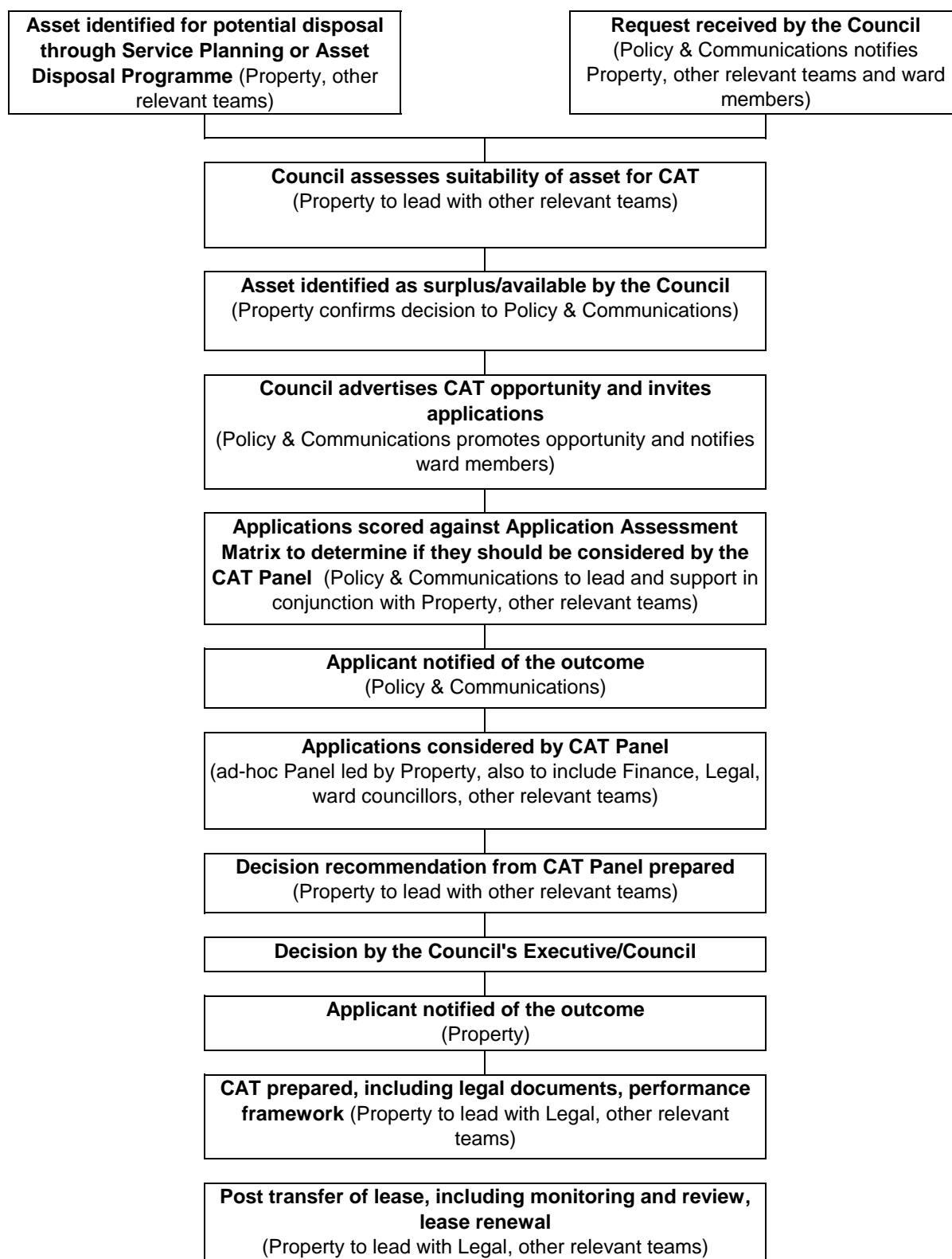
- 4.5 In implementing this policy the Council will have regard to its powers to transfer assets at below market value as given under [Circular 06/03: Local Government Act 1972 general disposal consent \(England\) 2003 disposal of land for less than the best consideration that can reasonably be obtained](#).³
- 4.6 Organisations can approach the Council at anytime and request a CAT. We will openly advertise opportunities for Community Asset Transfer and invite applications from the community once an asset is identified as suitable for asset transfer.
- 4.7 The Council will consider transfer of an asset to any organisation that makes a credible application, supported by an appropriate business plan, and demonstrates it has the skills and capacity to manage the asset and the associated legal responsibilities. The application should include details of:
- How the use of the asset will support the Council's priorities and benefit the community.
 - Cash flow and budgeting details.
 - Capacity of the organisation to manage the asset.
 - Experience and skills of the board/managing group.
 - Confirmation of the legal structure of the group and how the group will hold the asset.
 - Succession planning to ensure the organisation maintains the right skills and knowledge to manage the asset.
- 4.8 It is prudent to consider the impact of a transfer on the Council. The preparation of a business case in the same way as for commercial transfers is a useful way of assessing the impact and benefits of a transfer to the Council. Benefits could be in the form of enhanced partnership working, improved community relations, reputation enhancement or as a means to unlock asset potential for the benefit of the community. The potential negative impacts could include financial implications, in particular hidden costs or opportunity costs arising as a result of the transfer. A business case will build confidence that the organisation is capable of managing the asset.
- 4.9 The level of support the community or body taking on an asset will need is an important consideration. This may be short term during the transfer or longer term and is part of the potential hidden costs mentioned in 4.8 above. The Council should be mindful of identifying a clear exit strategy at an early stage in the process so that all parties are aware of the end result and appreciate fully the implications. Consideration should also be given to how a worst case scenario is to be handled. For example the Council may wish to take back the

³ DCLG, [Circular 06/03: Local Government Act 1972 general disposal consent \(England\) 2003 disposal of land for less than the best consideration that can reasonably be obtained](#), 2006

asset if the project fails. The long term liabilities in this situation need to be considered with the lease structure, with obligations on both parties.

- 4.10 The benefit to the community should be assessed and quantified if possible. The transfer may be part of a package of measures to assist in community development. The guiding principle should be that the community can identify and buy into the benefit, for example if the possession of an asset allows them to attract funding. In some instances there may not be a benefit as in when the transfer is of a liability.
- 4.11 This policy covers a broad range of potential transfers of both assets and liabilities. There are therefore likely to be many technical issues involved ranging from physical maintenance, to planning implications as well as legal, HR and equality issues. All of these should be considered in the same way as for any Council decision. A full risk analysis should be carried out and controls identified for the significant risks where possible.
- 4.12 During the consideration period the Council and its partners may enter into a dialogue with the organisations who have submitted the application forms to seek clarification and additional information/evidence in support of the organisation's aspiration to acquire the asset. In certain circumstances the Council and its partners may ask a number of organisations to explore a collaborative bid for the asset.
- 4.13 CAT may be at less than Open Market Value. In practice a range of discounted values may be applied ranging from a nominal amount to a significant percentage of Open Market Value. As a minimum the Council should seek to recover its transaction costs, for example legal and surveyor fees.
- 4.14 A key aspect of the transfer is whether it is to be a one off permanent disposal or transfer by way of a long lease. The former offers a clean break with complete transfer of responsibility but it also means the Council loses all practical control of the eventual use of the asset. A long lease arrangement provides all of the benefits of a complete disposal in practical terms but it allows for the Council to retain some control of the asset in the longer term by way of restrictive covenants. In practice there may be situations where either approach may be the most appropriate. The Council should decide on its preferred model as a starting point while allowing for consideration of alternative approaches in particular circumstances.
- 4.15 The successful organisation will be required to sign legally binding documents in relation to them acquiring the asset. In the granting of a lease the Council will attach legally binding restrictions (covenants) to ensure the asset remains in community use and/or cannot be disposed of for financial gain.
- 4.16 Once the Community Asset Transfer is completed, the organisation acquiring the asset becomes responsible for:
- Operation of the asset in accordance with the terms of the lease and with all other legal obligations.

- Compliance with any transfer agreement and any other agreements.
 - Delivery of agreed outcomes.
- 4.17 The successful organisation will have to comply with the lease agreement, reporting to the Council's agreed representative. They will also have to comply with a periodic assessment conducted by the Council of them complying with their statutory obligations and any other conditions of acquiring the asset. Failure to comply with any of part of the agreement could result in the Council ending the lease and the organisation having to hand the asset back to the Council. Details of the other possible sanctions available will be contained in the signed legal documents, along with the details of the Council's agreed representative.
- 4.18 At the end of the lease the Council reserves the right to:
- Review the asset and decide it is no longer available for Community Asset Transfer and dispose of the asset at full market value or use it to meet another strategic objective of the Council.
 - Negotiate a new lease with the existing occupier.
 - Advertise the asset and invite fresh expressions of interest.



Community Asset Transfer Application Form



PART A: ABOUT THE ASSET

Please provide details of the asset in which you have an interest:

Building or site name	
Address	
Postcode	

PART B: CONTACT DETAILS FOR YOUR ORGANISATION

Organisation name	
Is your organisation a branch or part of a larger organisation? Yes <input type="checkbox"/> No <input type="checkbox"/> If yes, please provide details:	
Organisation address	
Organisation postcode	
Who is the main contact for this application?	
Title and name	
Address	
Postcode	
Telephone number(s)	
Email address	
Position in the organisation	

PART C: ABOUT YOUR ORGANISATION

<p>Does your organisation have a governing document (Constitution, Articles and Memorandum of Understanding, etc.)?</p> <p>Yes <input type="checkbox"/> (please attach a copy with your application) No <input type="checkbox"/></p>
<p>Does your organisation hold an Annual General Meeting (AGM) or similar governance meeting?</p> <p>Yes <input type="checkbox"/> No <input type="checkbox"/></p> <p>If yes, please provide the date of the last meeting:</p>
<p>Does your organisation produce annual reports or returns for Companies House, The Charity Commission or other governing body?</p> <p>Yes <input type="checkbox"/> (please attach a copy with your application) No <input type="checkbox"/></p>
<p>Please give details of your organisations management structure and how it is managed – please provide names, roles and responsibilities (if you have an organisation structure diagram please attach a copy with your application)</p>
<p>Does your organisation employ staff or is it run by volunteers?</p> <p>Employs staff <input type="checkbox"/> (please attach your staffing structure to the application)</p> <p>Run by volunteers <input type="checkbox"/></p>
<p>Please confirm the overall numbers of people involved with running your organisation/delivering activities</p>
<p>Please confirm how many people currently use your organisation's services/activities (this should be clients/users, not number of visits).</p>
<p>Does your organisation have an audited or independently checked set of accounts for the last financial year?</p> <p>Yes <input type="checkbox"/> (please provide a copy of the latest one) No <input type="checkbox"/></p>
<p>Does your organisation have a bank account in its own name for which it receives bank statements?</p> <p>Yes <input type="checkbox"/> (please provide a copy of the latest statement) No <input type="checkbox"/></p>
<p>Does your organisation currently own or have a lease on an asset; or has it previously owned or had a lease on an asset?</p> <p>Yes <input type="checkbox"/> (please give details) No <input type="checkbox"/></p>

One of the responsibilities attached to managing an asset is ensuring you have the right insurance cover in place. Does your organisation currently have any insurance policies in place?

Yes ☐ No ☐

Has your organisation ever been refused insurance cover?

Yes ☐ (please provide details of when and why) No ☐

Does your organisation have written procedures in place to cover the following areas?			
Area	Yes	No	Comment
Recruitment & Induction			
Training & Development			
Health & Safety			
Equality & Diversity			
Safeguarding			
Disclosure Barring Service Checks			
Grievances/complaints			

PART D: BUSINESS PLAN

As part of Carlisle City Council's Community Asset Transfer application process your organisation needs to submit a Business Plan along with its application. This needs to be a concise but robust document and as a minimum requirement it needs to cover/contain the following key areas:

- A statement of the aims and objectives of your organisation.
- A description of who the organisations clients/users are, its target group.
- An executive summary of why your organisation requires the proposed asset; what difference it will make to your organisation.
- Details of what activities, services, events and uses the asset will be required for, and how your organisation intends to deliver these. Please identify any new/additional activities/services that will be delivered as a result of managing the asset.
- Which Council priorities your organisation will deliver against and what outcomes will be delivered as a result of your organisation managing the asset.
- A community need statement outlining the community need and any community benefits from your organisation managing the asset - the how, who, how many and

how you will measure this. Include details of stakeholders and evidence of community involvement and consultation.

- What improvements, both physical and cosmetic your organisation intends to make to the asset – including indicative costs and how your organisation intends to pay for these.
- A cash flow forecast and budget detailing the financial viability and sustainability of your organisation. This should demonstrate your organisation's ability to manage the asset and any resulting costs.
- The capacity for your organisation to manage the asset, including the expertise and skills of the board/managing group of the organisation in managing assets and delivering activities, services, managing health and safety requirements and projects.
- Arrangements for on-going business planning.
- Arrangements to be put in place to ensure effective management of the asset and compliance with relevant statutory regulation.
- Succession planning – how your organisation will replace people on its board/managing group and ensure the right skills and knowledge are maintained.

PART E: DECLARATION

The transfer of an asset into community management and/or ownership can be a complex process. The processes of the Council are the responsibilities of your organisation are outlined in Carlisle City Council's Community Asset Transfer Policy. If you require further advice please visit www.carlisle.gov.uk.

I confirm that I and the organisation's managing group have read the Community Asset Transfer Policy and understand the responsibilities and duties for our organisation as outlined within it.

I certify that the information supplied in this application form is accurate to the best of my knowledge and that I am authorised by the managing group of the organisation to submit this application form on its behalf (Please supply a copy of the minute from the managing group meeting where this authority was granted or a letter confirming this).

I understand it is a criminal offence to knowingly make a false statement, to give or offer any gift or consideration whatsoever as an inducement or reward

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to any Council officer, partner or representative and that any such action will empower the Council to cancel this application for the transfer of the asset.

By signing this form, you are confirming that you have read and agree with the above declaration.

Signed:

Print name:

Position within organisation:

Date:

Please send this form and supporting information to policy@carlisle.gov.uk or

Policy and Communications Team
Carlisle City Council
Civic Centre
Rickergate
CARLISLE
CA3 8QG

Application attachment check list:			
Item	Yes	No	Comments
Copy of governing document(s)			
Copy of annual report and/or returns			
Organisational structure diagram			
Staffing diagram			
Copy of audited/independently examined accounts for the last financial year			
Copy of the latest bank statement			
Business Plan			
Copy of minutes or letter confirming authority to submit application form on behalf of the organisation			

**Community Asset Transfer
Application Assessment Matrix –
For internal use only**



Date application received	
Name of applicant	
Name of organisation	
Asset details	

A - Eligibility Check

Answering 'No' to the following questions may result in the application being declared ineligible and the application rejected.

A	Have the following documents been attached to the application?	Yes/No	Comments
1	Copy of governing document(s)		
2	Copy of annual report and/or returns		
3	Organisational structure diagram		
4	Staffing diagram		
5	Copy of audited/independently examined accounts for the last financial year		
6	Copy of the latest bank statement		
7	Business Plan		
8	Copy of minutes or letter confirming authority to submit application form on behalf of the organisation		

A score of 1 to 10 will be awarded by the assessors on responses/information provided by the applicant to each criterion, where the criteria number is marked with an *, e.g. 1* the scoring will be out of a total of 20 as this is a weighted criterion:

Inadequate	Acceptable	Strong
1	5	10
*1	*10	*20

B - Applicant organisation

B	Criterion	Score	Comments
1	Has the legal standing of the organisation been clearly defined and established?		
2	Does the organisation hold an AGM or similar governance meeting?		
3	Has the organisational management and staffing structure been clearly defined?		
4	Has the organisation demonstrated it is financially sustainable/viable?		
5	Does the organisation have written procedures covering: <ul style="list-style-type: none"> • Recruitment & Induction • Training & Development • Health & Safety • Equality & Diversity • Safeguarding • Disclosure Barring Service Checks • Grievances/complaints? 		
6	Has the organisation any current insurance policies in place or been refused insurance cover?		

The Business Plan for asset transfer:**C - The proposal**

C	Criterion	Score	Comments
1	Are the aims and objectives of the organisation clearly defined and in accordance with the applicant's proposal?		
2	Are the organisation's clients/users a priority group for the Council?		
3	Does the executive summary clearly define why the organisation requires the asset and what difference it will make to them?		
4*	Does the proposal assist with the delivery of the Carlisle Plan?		
5*	Does the proposal assist the Council with other objectives?		
6	Does the proposal meet the specific criteria relating to this particular asset – as detailed in the advert for the asset? (This may not always be applicable)		

D - Community and partnership impact (involvement/consultation/working)

D	Criterion	Score	Comments
1	Has the organisation fully demonstrated a demand for their proposal?		
2*	Has the organisation demonstrated how their proposal will provide added community benefit by them acquiring the asset and how they will measure and evidence this?		

3	Has the organisation undertaken consultation with the community and partners about their proposal?		
4	Is there evidence that the organisation works in partnership with other organisations and community groups in the area?		
5*	Is there evidence that the organisation has an inclusive approach to the needs of different groups of people within the wider community?		

E - The asset

E	Criterion	Score	Comments
1	Is the asset suitable to use for the organisation's proposal?		
2	Has the organisation given comprehensive details of all proposed works they intend to carry out to the asset, including indicative costs and means of funding these and are these realistic?		
3	Has the organisation demonstrated a full understanding of the issues affecting the asset: <ul style="list-style-type: none"> • Condition • Suitability • Accessibility • Health & Safety • Planning restrictions • Environmental • Specific criteria relating to this particular asset – as detailed in the advert for the asset? (This may not always be applicable) 		

F - Financial

F	Criterion	Score	Comments
1*	Has the organisation submitted a detailed cash flow forecast and budget which demonstrates their project is financially viable and sustainable – are the projected revenue and income sources reasonable?		
2	Have the capital costs of any improvement works been accounted for and sources of funding identified – are these reasonable?		

G - Capacity to manage the asset

G	Criterion	Score	Comments
1*	Has the organisation demonstrated it has the skills and capacity to manage the asset and deliver the proposal?		
2	Does the organisation demonstrate a clear understanding of the responsibilities and issues involved with managing the asset and delivering their proposal in areas such as: <ul style="list-style-type: none"> • Health & Safety • Day to day maintenance • Risks and management/control • Business continuity • Training and development • Specific criteria relating to this particular asset – as detailed in the advert for the asset? (This may not always be applicable) 		

Summary

Area	Score	Comments
B - Applicant organisation		
C - The proposal		
D - Community and partnership impact		
E - The asset		
F - Financial		
G - Capacity to manage the asset		
TOTAL SCORE		
Assessment groups recommendation:		
Members of assessment group:		
Date of assessment:		