

BRIDGEND COUNTY BOROUGH COUNCIL

REPORT TO CABINET

23 JULY 2019

JOINT REPORT OF THE CHIEF EXECUTIVE AND HEAD OF OPERATIONS - COMMUNITIES

COMMUNITY ASSET TRANSFER POLICY

1. Purpose of Report

1.1 The report seeks approval to implement the recommendations of the Community Asset Transfer (CAT) Task and Finish Group designed to ensure that CAT Priority 1 asset transfers can be progressed more efficiently and effectively and to also approve the associated changes to the:

- (a) Community Asset Transfer policy; and
- (b) List of CAT Priority 1 Assets available for long-term lease or short-term management agreement.

2. Connection to Corporate Improvement Objectives / Other Corporate Priorities

2.1 This report assists in the achievement of the following corporate priorities:-

- (a) **Helping people to be more self-reliant** – taking early steps to reduce or prevent people from becoming vulnerable or dependent on the Council and its services.
- (b) **Smarter use of resources** – ensuring that all its resources (financial, physical, human and technological) are used as effectively and efficiently as possible and support the development of resources throughout the community that can help deliver the Council's priorities.

3. Background

Current Financial Climate

3.1 Ongoing policies of fiscal austerity mean that Wales is continuing to face an unprecedented and difficult financial climate for the delivery of local government services. It is imperative therefore that the Council continues to work in collaboration with voluntary sector organisations to safeguard the services of value to communities, helping to build a prosperous Wales for current and future generations. The transfer of an asset or service to a Town and Community Council (T&CC), sports club or a community group offers an opportunity to maintain and preserve valuable community services which may otherwise be under threat; or alternatively improve the provision that is already available.

- 3.2 The Corporate Director (Communities) prepared two reports relating to Playing Fields, Outdoor Sports Facilities and Parks Pavilions which have been discussed by the Overview and Scrutiny Committee 1 on 5 September 2018 and Cabinet on 18 September 2018. The purpose of the Cabinet report was to seek approval to undertake a consultation exercise on proposals to make the Council's provision of playing fields, outdoor sports facilities and sports pavilions more financially sustainable moving forward. It also aligns with the priority of moving to a position where there is less reliance on the Council for the cost and provision of community services by seeking ways in which the local community, relevant sports clubs and potentially T&CCs might play a greater part moving forward in maintaining and operating these facilities.
- 3.3 Public consultation on the proposals to significantly increase charges applied to sports clubs and other organisations using the Council's playing fields, outdoor sports facilities and pavilions to a full cost recovery basis commenced on 17 April 2019 for a 12 week period with a report planned to be presented to Cabinet shortly thereafter. The policy, if approved, is intended to stimulate greater interest in the community asset transfer of facilities with support provided by the Council to allow this to happen in a sustainable manner. This is part of a range of measures in the parks and playing fields service aimed at reducing costs by £69,000 in 2019-20 and a further £369,000 in 2020-21 under the proposed Medium Term Financial Strategy (MTFS).

Current CAT Policy

- 3.4 Community asset transfer has traditionally been undertaken in line with the Council's Asset Management Plan 2021 : Community Asset Transfer Guidance Document first published in 2010 and updated in 2015.
- 3.5 In 2015 the Council determined the categories of assets which it was prepared to transfer to community groups based on emerging corporate priorities and MTFS budget reduction requirements to be as follows:

Priority 1	<ul style="list-style-type: none"> • Public Toilets • Parks Pavilions • Bus Shelters • Community Centres
Priority 2	<ul style="list-style-type: none"> • Playgrounds • Playing fields (excluding school playing fields) and bowling greens
Priority 3	<ul style="list-style-type: none"> • Miscellaneous assets

- 3.6 The Corporate Director (Communities) wrote to Clerks of T&CCs and relevant Community Groups and Sports Clubs on 16 October 2015 outlining the Council's CAT policy, assets available for transfer, timescales and inviting expressions of interest in transferring Council assets under CAT Priority 1.
- 3.7 The Council issued updated guidance on Community Asset Transfer in October 2015 based on the Best Practice Guide issued by Welsh Government which incorporated the revisions to systems and processes and the establishment of clear roles and responsibilities for a four stage process (see **Appendix A**):

Stage 1	Expression of Interest
Stage 2	Development of a Business Plan
Stage 3	Formal assessment of Business Plan
Stage 4	Completion of the transaction

3.8 The Community Asset Transfer Steering Group which is chaired by the Head of Operations - Community Services meets on a monthly basis and is represented by officers from Communities Operations (Parks, Corporate Landlord and CAT Officer), Education and Family Support Directorate, Finance, and Legal Services. The Steering Group has responsibility for approving expressions of interests, business cases, support and funding by ensuring that any proposed community asset transfer meets the Council's strategic priorities, operational requirements and future direction of travel. Approval to dispose of council assets including community asset transfers has been delegated to the Strategic Asset Management and Investment Manager. However, more complex and contentious disposals are authorised either by the Corporate Director (Communities) or reported to Cabinet for approval.

CAT Resources & Support

3.9 The Council created a 3-year fixed-term CAT Officer post funded from the Change Management Fund in November 2015 to deal with enquiries, provide advice and guidance, oversee due diligence and to liaise with internal and external stakeholders. The Corporate Management Board (CMB) agreed to extend the CAT Officer post for a further 3 years from 31 October 2018, following a further bid to the Change Management Fund.

3.10 The Council has set aside capital funding to assist T&CCs and community groups to progress and complete community asset transfers which includes:

- £1 million Sports Pavilion Fund used to improve the condition of self-managed sports pavilions in partnership with users. The users under the terms of their respective completed leases would be responsible for the maintenance and repair of buildings and the payment of running costs. It was anticipated that users would then be able to take control of any repairs and maintenance, in line with their needs and expectations. This was approved by Council on 19 February 2014 when the 'Refurbishment and Management of Sports Pavilions' Report confirmed at that time the total legacy of repair for sports pavilions was estimated to be £3.85 million.
- Approved an additional £50K capital funding per annum from 2016/17 to 2018/19 to the T&CC Capital Grant scheme to support T&CCs to undertake capital projects related to community asset transfer. Funding for 2019/20 reverting back to £50K;

3.11 The Sports Pavilion Fund has subsequently been re-designated as the CAT Fund and the scope for funding widened under the MTFs 2019-20 to 2022-23 to also include building works undertaken on other Council facilities such as community centres and public toilets, to support the CAT process. This is to ensure that as many buildings as possible can be kept open and provide long-term community benefits. To date only three projects have been allocated funding from this source:

Community Group	Asset	Purpose	Amount
Bryncethin RFC	Bryncethin Playing Fields	Develop a community centre	£110k
Careau FC	Hermon Road/Metcalf Street Playing Fields	Refurbish the existing pavilion	£50k
Pencoed Town Council	Pencoed Recreation Ground Pavilion	Repairs to enable pavilion to be re-opened	*£75k

* Maximum contribution agreed by Cabinet on 21 May 2019

- 3.12 Under the revised protocol approved by Cabinet on 25 July 2017, funding applications up to £50K from the £1 million CAT Fund can be approved by the CAT Steering Group with all sums in excess of this threshold being referred to Cabinet for approval.
- 3.13 Funding under the Town and Community Council grant for 2017-18 to 2019-20 has prioritised community asset transfer projects. The CAT Officer has liaised with T&CCs to assist them in submitting funding applications and Cabinet has approved match funding of £229,211 in respect of 10 CAT related projects during this period.
- 3.14 The Council entered into a joint contract with the Wales Co-operative Centre, Bridgend Association of Voluntary Organisations (BAVO), and the Coalfields Regeneration Trust following a full tendering exercise in December 2016 to provide business planning and specialist advice to community groups to facilitate the community asset transfer process. A total of 16 individual community organisations have been referred to carry out 45 assignments under the original joint contract to provide guidance in respect of business planning, legal structures, accounting for VAT, and technical surveys at a cost to date of £99,602. The CAT Business Support contract has been part funded by the LEADER Local Development Fund (Project TRC-28) for groups requiring support located in a Rural Development area. The joint contract expired on 31 March 2019 and re-tender exercise has been undertaken and the new joint contract awarded to the Wales Co-operative Centre and Coalfields Regeneration Trust for a 2 year period with an option for an additional year's extension to the contract period.

4. Current Situation / Proposal

CAT Task & Finish Group

- 4.1 The CAT Task & Finish Group has been established by the CAT Steering Group as a direct response to the recommendations made by Members of the Overview and Scrutiny Committee 3 (OVSC3) on 17 January 2018 relating to the Community Asset Transfer report presented by the Corporate Director (Communities) with the primary objective of providing strategic direction in respect of the Council's CAT Programme and associated policies, systems and processes.
- 4.2 The inaugural meeting of the Task & Finish Group was held on 15 August 2018 with a further 5 meetings being held:

Date of Meeting	Main Items Discussed
15 August 2018	<ul style="list-style-type: none"> • Terms of Reference • Current CAT Policy • Current CAT Priority Asset Groups • Current Assets Available for Transfer • Future Developments likely to impact upon CAT
19 September 2018	<ul style="list-style-type: none"> • Sports Facilities : Single & Multi Users • Comparisons With Other Local Authorities • Forward Work Programme
18 October 2018	<ul style="list-style-type: none"> • Risk Management , Risk Appetite & Risk Register
12 November 2018	<ul style="list-style-type: none"> • Process Mapping – Current Policy & Procedures ('Brown Paper Technique') • Conclusions & Recommendations For Improvements
20 December 2018	<ul style="list-style-type: none"> • Current CAT Process Outline • Proposed CAT Process Outline • Key Legal Points • Multi User Sites • Future CAT Assets & Priorities
6 February 2019	<ul style="list-style-type: none"> • Updated CAT Policy • Updated CAT Asset List • Staff Resources • CAT Incentives & Support • Feedback & Recommendations from OVSC3 held on 24/01/19

4.3 The approaches adopted by other local authorities to community asset transfer and in particular Carmarthenshire and Neath Port Talbot have been considered by the Task & Finish Group so that best practice of these two local authorities and their lessons learnt can be assessed and taken into consideration.

4.4 The Head of Operations - Community Services facilitated a Process Flow Mapping exercise with the aim of providing a structured way of mapping and critiquing the existing community asset transfer process, in order to examine its effectiveness and determine obstacles, identify areas requiring improvement and to recommend process changes. This exercise highlighted a clear consensus amongst members of the Task & Finish Group (and synergy with the main Recommendations made on 17 January 2018 by the OVSC3) that front loading at Pre Expression of Interest stage is the key to ensuring that the Council can reduce delays and limit the disappointment of community groups from the outset. The maintenance of an up-to-date CAT List is integral to ensuring that the Council is in a position to know:

- What assets are available or not available (with clear reason why, e.g. development potential);
- Land Title, Restrictions / Covenants;
- Basis of Transfer (Freehold / Leasehold or Management Agreement);

- Duration of Lease, Management Agreement or Licence.
- 4.5 There is also other basic asset data that must also be made available at the Pre Expression of Interest stage and this should include:
- Compliance Data;
 - Condition Survey;
 - Operating Costs.
- 4.6 The use of model Heads of Terms and template Leases for particular asset groups is also strongly advocated by the Task & Finish Group and there may be scope for these to be subject to independent review by bodies such as the Welsh Rugby Union or FAW Trust so that a “take it or leave it” approach can be adopted by the Council to avoid protracted negotiations. However, community asset transfers have varying degrees of complexity and as a result, model Heads of Terms and template Leases may not cover all requirements in each case.
- 4.7 The submission of a detailed business plan is time consuming and costly to prepare and its assessment and approval by officers can cause transfers to be delayed. The Task and Finish Group gave this consideration and concluded that the submission of a detailed business plan is not necessary or appropriate in all cases. Although the Task & Finish Group believes that the submission of income and expenditure projections for a minimum of a 5-year period is still an essential requirement to enable a community group to display an understanding of the associated costs of managing and demonstrating the sustainability of the asset. Detailed business plans should still be requested for complex projects particularly if the Council asset subject to transfer requires significant investment involving major refurbishment or new build. This is a move away from Welsh Government suggested best practice but a significant step forwards in streamlining the CAT process.
- 4.8 The Business Diagnostic Assessment (see Outline at **Appendix B**) is considered to be an essential part of the due diligence process that should provide the Council with assurance as regards the capabilities and capacity of a particular community group and that the directors / trustees of such groups who will be involved in the future management of an asset / service are fully aware of the duties and responsibilities that must be discharged. The Business Diagnostic Assessment should contain mandatory and discretionary recommendations (including compulsory training elements) to assist in the development of community groups and them becoming competent asset holders. The implementation of recommendations should dictate how quickly the transfer can be progressed. It was also recommended that a RAG traffic light rating system based upon an assessment of risk should be introduced to make this aspect more transparent as illustrated in the table shown at **Appendix C**.
- 4.9 There is also scope for T&CCs and established community groups to have their applications “fast tracked” particularly where the asset subject to transfer is in a compliant condition (see Fast Track process at **Appendix D**). The current 4 stage model CAT approach should, however, be retained for:
- All complex transfers;
 - Assets assessed by the Council as uneconomical to repair; and
 - Disposals of surplus assets (either on or off market) with potential community interest.

- 4.10 There are obvious advantages and disadvantages associated with the adoption of a “Fast Track” Approach and these include the following:

Advantages	Disadvantages
<ul style="list-style-type: none"> • Simpler more streamlined process enabling Priority 1 CAT’s to be met within limited timescale • Earlier decision making by the Council and community groups • Creates momentum for process through success stories • Enables MTFs savings to be achieved in a more timely manner 	<ul style="list-style-type: none"> • Not in accordance with Welsh Government best practice • Requires up front resourcing to collate relevant information • Reduced requirement for detailed business plan • Risk assets could be returned in worse condition and then closed

- 4.11 The Task & Finish Group is recommending to the Cabinet that the priority of assets for community asset transfer should be refined so that savings under the MTFs can be prioritised accordingly:

Priority 1	<ul style="list-style-type: none"> • Sports Pavilions • Playing Fields (excluding school playing fields) and Bowling Greens • Community Centres
Priority 2	<ul style="list-style-type: none"> • Playgrounds / Play Areas • Free Car Parks • Allotments
Priority 3	<ul style="list-style-type: none"> • Miscellaneous Assets

- 4.12 The Council’s Community Asset Transfer Policy document which was last updated in October 2015 has been amended (see Revised Policy at **Appendix E**) to take account of the following changes recommended by the Task & Finish Group:

- Revised CAT Asset Priorities;
- Adoption of a risk based approach to the assessment of community groups and assets;
- Introduction of “fast tracking” of CAT applications;
- More emphasis on a Business Diagnostic Assessment being undertaken on each community group;
- Reduced requirement for detailed business plans being a mandatory requirement for community groups and assets deemed suitable for “fast tracking”.

- 4.13 A List of Assets available for community asset transfer either under long-term leases or short-term management agreements has been prepared to take account of future development potential of sites (updated Local Development Plan and the Schools Development Plan), and the generation of capital receipts (see CAT Priority 1 Asset List at **Appendix F**). This List of Assets once approved by Cabinet will be distributed to Members, T&CCs and other stakeholders as a matter of priority and will be subject to regular review and updating by the Corporate Landlord in consultation with the CAT Steering Group and the Cabinet.

- 4.14 It is envisaged that the updated CAT programme and related policy should be subject to a re-launch to encourage wider participation by and engagement with stakeholders to coincide with CAT being promoted on the Council's web pages.
- 4.15 Resourcing shortages were noted by the Task & Finish Group as being a contributory factor in the delay in processing CAT transfers and the staff resources required to progress multiple community asset transfers within agreed timescales for the influx of CAT's required under the MTFs is being assessed by the Head of Operations Community Services with any proposed changes in personnel needing to be subject to the development of a business case that will need to be approved by CMB and/or Cabinet. However, securing funding for any additional staff growth in the current financial climate is likely to prove difficult. The "Team" approach adopted by both Carmarthenshire and Neath Port Talbot to manage multiple projects whereby multi-disciplinary staff (e.g. Property, Legal, Parks and CAT Officer) work together is also favoured by the Task & Finish Group going forward.
- 4.16 The recommendations arising from the CAT Task & Finish Group can be summarised as follows:
- A List of Assets available for community asset transfer should be maintained and periodically reviewed and updated;
 - Asset data (compliance, condition survey and operating costs) should be issued to community groups at the earliest opportunity;
 - Model Heads of Terms and template Leases for particular asset groups should be utilised wherever possible with a "take it or leave it" approach being adopted;
 - The submission of income and expenditure projections for a minimum of a 5-year period should suffice for the majority of community asset transfers but detailed business plans should still be requested for complex projects;
 - A risk based approach should be adopted for the Business Diagnostic Assessment undertaken upon community groups and the assets being subject to transfer;
 - T&CCs and established community groups should have their applications fast tracked particularly where the asset subject to transfer is in a compliant condition. The risk based approach will enable a risk matrix to be produced identifying suitability for fast tracking;
 - The risk based approach will also ensure that the majority of community groups will no longer be expected to produce a full detailed business case;
 - Staff resources required to progress community asset transfers needs to be evaluated so that agreed timescales can be met and a "team" approach adopted.

5. Effect upon Policy Framework & Procedure Rules

- 5.1 The Council's Community Asset Transfer policy document has been updated to reflect the changes to process recommended by the CAT Task & Finish Group (see Revised Policy at **Appendix E**).

6. Equality Impact Assessment

- 6.1 There is no impact on specific equality groups as a consequence of this report.

7. Well-being of Future Generations (Wales) Act 2015 Assessment

- 7.1 The Council is committed to promoting sustainable development and to discharge our duties under the Well-being of Future Generations (Wales) Act 2015. The proposals being made by the CAT Task & Finish Group are aimed at streamlining processes to enable community asset transfers to be fast tracked, wherever possible, and to reduce the burden placed upon T&CCs and community groups. The proposals seek to take into consideration the long-term sustainability of sports facilities in the County Borough of Bridgend and recognises the importance of such facilities in delivering a healthier Wales and the role these facilities have in a Wales of cohesive communities. In light of increasing pressures on the Council's budgets, taking an integrated approach to the way the Council operates these kinds of facilities will be vital. The report outlines how sports clubs and community groups will be involved in the development of collaborative working opportunities to ensure the long-term sustainability of the facilities and the Council's ability to fund other services.
- 7.2 The required Assessment Template has been completed and a summary of the implications from the assessment relating to the five ways of working is outlined below in respect of the proposed changes to the Community Asset Transfer policy and processes:

Long-term	Supports the corporate priorities of the Council outlined at paragraph 2.1.
Prevention	Ensures the assets and services threatened by financial austerity can continue to be used by the community and promote healthier lifestyles and general well-being.
Integration	Enables the Council to work in partnership with T&CCs, community groups, sports clubs, other users and the wider community to meet local needs in a more holistic way.
Collaboration	The proposals have been developed and will be delivered through a strong partnership between BCBC and relevant stakeholders.
Involvement	The proposals will be delivered in close partnership with a range of local stakeholders including T&CCs, community groups and current users.

8. Financial Implications

- 8.1 The introduction of the revised CAT policy has no direct financial implications for the Council.

9. Recommendation

Cabinet is recommended to approve:

- 9.1 The recommendations of the CAT Task & Finish Group (see Summary at paragraph 4.16);
- 9.2 The amended Community Asset Transfer Policy document (see Revised Policy at **Appendix E**);

9.3 The List of CAT Priority 1 Assets available for transfer under long-term lease, short-term management agreement or licence (see List at **Appendix F**).

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CHIEF EXECUTIVE
July 2019

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**Background Documents – Current Community Asset Transfer policy document
(2015 version)**

CAT PROCESS – CURRENT
(Updated to reflect Changes approved by Cabinet on 25/07/17)

APPLICATION STAGE	REQUIREMENTS	DECISION MAKER	TARGET TIMESCALES
STAGE 0 Informal pre-application discussion	Before submitting an Expression of Interest, applicants should discuss their proposals with the CAT Officer.	N/A	N/A
STAGE 1 Submit formal Expression of Interest (EOI) (Appendix 1) to CAT Officer	Outline business case in the form of the EOI to provide: <ul style="list-style-type: none"> • Details of the organisation • Governance arrangements • Proposed use of asset and benefits • Benefits to community, TSO and Council • Support from community/partners <p>If the application is supported, the TSO will be invited to proceed to Stage 2. If the application is not supported a full explanation will be provided.</p>	CAT Steering Group	12 weeks from receipt of Expression of Interest
STAGE 2 Business Plan The Council will provide any relevant asset information available Support may be available under the Council’s CAT Business Support contract (from our partners Wales Co-operative Centre, Coalfields Regeneration Trust and BAVO)	Detailed Finance and Business Plans prepared by TSO – (see illustration at Appendices 4 and 5) <ul style="list-style-type: none"> • Needs analysis and projected utilisation • Type of transfer sought and why • Planned outcomes and benefits and how they will be measured/monitored • Details of any proposed partnership/collaborative working • Track record for delivering service/managing property • Capacity to manage the asset • 3 year plans for revenue and capital funding – projected income and expenditure including costs of managing and operating the asset • Financial sustainability and forward planning 	Business plans to be assessed by Finance Department	Full business plan to be submitted within a 12 weeks of Stage 1 approval if possible
STAGE 3: Full assessment of Business Plan	Report by CAT Officer to CAT Steering Group or CAT Panel (complex/larger cases) with a detailed assessment of: <ul style="list-style-type: none"> • Benefits for community, the TSO and how they relate to delivering Council priorities • Risks in relation to financial and organisational ability to manage the asset • Potential loss of capital receipt and existing income or other opportunity cost to the Council • Potential for on-going revenue savings for the Council • Proposed terms of transfer and any legal or other issues • Monitoring arrangements as required 	CAT Steering Group CAT Panel	12 weeks from receipt of full Business Plan

APPLICATION STAGE	REQUIREMENTS	DECISION MAKER	TARGET TIMESCALES
STAGE 4: Property transaction approval and completion of agreement	Approval via Council Delegated Powers or by Cabinet. Instruct Solicitors Legal completion	Corporate Director (Communities) in consultation with s. 151 Officer Cabinet Head of Legal and Regulatory Services	As required

BUSINESS DIAGNOSTIC ASSESSMENT OUTLINE

Due diligence of the group and its business case commences where the CAT Officer / Business Adviser will work with the community group undertake a Business Diagnostic Assessment of the following:

- a) **Capacity of the organisation** – will review their governance, legal structure, powers within their constitution as an organisation identifying if the proposed project are in line with the directors / trustees responsibility and capability. The group will also be asked to provide key policies and procedures such as Equality policy, Safeguarding policy, Environmental policy, financial management procedures, insurance etc. Where areas for development are identified groups will be signposted to organisations such as Wales Co-op, Coalfields Regeneration Trust and BAVO for additional support and training, which can include support with Business plans, funding, and governance. A level of common sense and relativity is being adopted when appraising applications to ensure that the process does not become a barrier or restriction to enable groups to progress forward and support will be provided where possible.
- b) **Skills and capacity of the group** – groups will be asked for pen profiles of its directors / trustees and a brief outline of what skills and experience they will bring to the organisation. Groups will be encouraged to develop role descriptions and a structure to understand how the facility will be managed, procedures surrounding this and outline how conflict will be managed. Additionally some groups (especially where there is 1 leader or an ageing committee) will be asked to develop a succession plan. Community groups / sports clubs will be asked to undertake a skills audit of their committees and implement training or mentoring in areas where there are skills deficits/gaps.
- c) **Business and financial case** – The group is presently expected to submit a 5 year business and financial plan for review. This will identify how viable the scheme is and gives the case officer the opportunity to challenge and question some of the assumptions made to inform cash flow projections. The CAT Officer will present the case to CAT Steering Group.

Going forward it is suggested that the CAT Officer / Business Adviser will complete an application assessment matrix which scores an organisation on the following criteria:

- i. Applicant organisations capacity – skills of committee, how it's governed and what processes and procedures are in place to ensure good practice is adopted
- ii. The business case and proposal for the asset
- iii. Community and partnership impact – looking at needs analysis
- iv. Suitability of the asset
- v. Financial case and assumptions
- vi. Capacity to manage the asset (operational)

The Business Diagnostic will also result in (where required) mandatory and discretionary recommendations (including compulsory training elements) to assist the development of community groups and them becoming competent asset holders.

RISK BASED MODEL						
ORGANISATION						
		1	2	3	4	5
A S S E T	A	Green	Green	Green	Yellow	Amber
	B	Green	Yellow	Yellow	Yellow	Amber
	C	Green	Yellow	Yellow	Amber	Amber
	D	Yellow	Yellow	Amber	Amber	Red
	E	Red	Red	Red	Red	Red
Organisation						
Rating	Description					
1	Established group with acceptable historic accounts and evidence of the required funding for the venture Correctly constituted legal entity with relevant knowledge and skills Experience of managing a facility and understands the requirements and legal undertaking Has a good and active relationship with the relevant sports organisation etc Experience of delivering in the community Proposed project is feasible and good fit with community need.					
2	Established group with evidence of the required funding for the venture Correctly constituted legal entity with relevant knowledge and skills Some experience of managing a facility and understanding of the requirements and legal undertaking Working relationship with the relevant sports organisation etc Some experience of delivering in the community Proposed project is feasible and good fit with community need.					
3	Recently formed group with evidence of the required funding for the venture Correctly constituted legal entity with some knowledge and skills Limited experience of managing a facility but some understanding of the requirements and legal undertaking Working relationship with the relevant sports organisation etc Limited experience of delivering in the community Proposed project is feasible and good fit with community need.					
4	Newly formed group with some funding for the venture Correctly constituted legal entity with some knowledge and skills Limited experience of managing a facility and understand the requirements and legal undertaking Working relationship with the relevant sports organisation etc Limited or no experience of delivering in the community Some concerns of project feasibility and/or fit with community need.					
5	Newly formed group No historic accounts or funding Not correctly constituted legal entity Limited knowledge and skills Poor relationship with relevant sports organisation etc No experience of delivering in the community Questions over project feasibility / poor fit with community need					
Asset - assumes building on site						
Rating	Description	Likely Condition Grade				
A	Building in good condition - newly built or recent full refurbishment. Fully compliant. No management issues. No major expenditure anticipated during lease term other than usual planned maintenance. Condition Grade likely to be a Grade A with limited Priority 2 and 3 costs	Grade A				
B	Building in reasonable condition Fully compliant. No management issues. No major expenditure required other than usual planned maintenance. Condition Grade likely to be a Grade B with some Priority 1, 2 & 3 costs	Grade B				
C	Building in fair condition. No major issues affecting day to day running but may need significant expenditure during lease term. Condition Grade likely to be a Grade B or possible Grade C with significant Priority 1, 2 & 3 costs	Grade B/C				
D	Building in poor condition but complaint. Safe but life may be limited or significant expenditure required during standard lease term. HOT's to take into account expected remaining life if applicable. Condition Grade likely to be a Grade C with high Priority 1, 2 & 3 costs	Grade C				
E	Building in very poor condition. Not complaint and potentially unsafe. Closure (and demolition) to be considered or Major Refurbishment / New Build Required	Grade D				

Key

Red	A problem needs serious attention and action	Amber	Not complete, in progress, additional action required	Green	On track, in progress and complete to plan, no issues
		Yellow			

CAT Fast Track Process

APPLICATION STAGE	REQUIREMENTS	DECISION MAKER	TARGET TIMESCALES
STAGE 0 Informal pre-application discussion	Before submitting an Expression of Interest, applicants are encouraged to discuss their proposals with the CAT Officer.	N/A	N/A
STAGE 1 Submit formal Expression of Interest (EOI) (Appendix 3) to CAT Officer The Council will provide any relevant asset information available	EOI to be completed and provide details of: <ul style="list-style-type: none"> • The organisation • Governance arrangements • Proposed use of asset and benefits • Benefits to community, Community Group and Council • Support from community/partners If the asset is available for transfer and the application is supported, the Community Group will be invited to proceed to Stage 2 and Stage 3. If the application is not supported a full explanation will be provided.	CAT Steering Group	4 weeks from receipt of EOI
STAGE 2 Business Diagnostic & Financial Projections Support may be available under the Council's CAT Business Support contract (from our partners Wales Co-operative Centre and Coalfields Regeneration Trust)	Initial assessment of community group by Business Adviser in consultation with CAT Officer to determine capacity / capabilities and inform future needs under Business Support Contract. Report outlining areas requiring action ranked mandatory and discretionary. All mandatory requirements, e.g. attendance at specific training events (governance, duties and responsibilities of directors, etc.) must be completed prior to any transfer being agreed. Financial projections for a minimum of 5 years (see illustration at Appendix 6) to be prepared by Community Group with assistance by Business Adviser (if required).	Business Diagnostic Assessment to be assessed by CAT Officer / CAT Steering Group Financial projections to be assessed by Finance Department and CAT Steering Group	Within 4 weeks from Stage 1 Approval Financial projections to be submitted within 6 weeks of Stage 1 approval if possible

APPLICATION STAGE	REQUIREMENTS	DECISION MAKER	TARGET TIMESCALES
<p>STAGE 3: Assessment of CAT Proposal including any financial assistance, e.g. grants to support CAT</p>	<p>Report by CAT Officer to CAT Steering Group with an assessment of:</p> <ul style="list-style-type: none"> • Benefits for community, the Community Group and how they relate to delivering Council priorities • Risks in relation to financial and organisational ability to manage the asset • Potential loss of capital receipt and existing income or other opportunity cost to the Council • Potential for on-going revenue savings for the Council • Proposed terms of transfer and any legal or other issues • Monitoring arrangements as required 	<p>CAT Steering Group</p>	<p>4 weeks from receipt of Financial Projections</p>
<p>STAGE 4: Property transaction approval and completion of agreement</p>	<p>Approval via Council Delegated Powers or by Cabinet.</p> <p>Instruct Solicitors</p> <p>Legal completion</p>	<p>Corporate Director Communities in consultation with s. 151 Officer</p> <p>Cabinet</p> <p>Head of Legal and Regulatory Services</p>	<p>8 weeks of Stage 3 approval</p>

REVISED COMMUNITY ASSET TRANSFER POLICY DOCUMENT

SEPARATE ATTACHMENT

CAT PRIORITY 1 ASSET LIST

SEPARATE ATTACHMENT