

# COMMUNITY ASSET TRANSFER POLICY

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## 1. Introduction

This Community Asset Transfer (CAT) policy provides a clear framework for Waverley Borough Council (the Council) to address the transfer of assets to Voluntary or Community Organisations (VCOs). The Council has an obligation to fully consider the implications of community asset transfers as part of robust corporate asset management processes to ensure it protects the interest of the Council as long-term custodian of its assets.

Under this policy assets include land, buildings and other structures owned by or under the stewardship of the Council. With a diverse range of asset holdings, each transfer request will be judged on a case-by-case basis against this policy framework, including:

- The nature and capacity of the applicant.
- Contribution to corporate objectives.
- Assessment of risks and sustainable business cases.
- Robust option appraisals (including financial implications to the Council).

A single policy will not fit all circumstances in exactly the same way. Nevertheless, a number of common principles will apply. For example: the suitability and resource capacity of the transferee, adoption of robust option appraisals including financial implications for the Council, contribution to corporate objectives, and so on. A thorough assessment of risks and sustainable business cases will be essential steps to undertake before any transfer can be recommended for approval. Accordingly, this policy provides a clear framework against which to evaluate any expression of interest for an asset transfer.

## 2. Purpose of the Policy and Scope

The purpose of this policy is to provide a transparent, fair and consistent framework and provide guidance on the application and governance arrangements for enabling appropriate asset transfers between the Council and organisations and groups that fall within the policy definition of a VCO.

This policy sets out assets that are deemed suitable for community asset transfer and explains that the Council must be the owner of the asset.

This policy does not include the procedure and policy governing nominations for designating Assets of Community Value (ACV) which is governed by a separate procedure.

### 3. What is Community Asset Transfer?

For the purposes of this policy, Community Asset Transfer is defined as, “*the transfer of land, buildings or other structures from the Council’s ownership into the stewardship and/or ownership of a voluntary or community organisation (VCO)*”.

#### National and local policy context

The Local Government Public Involvement Act 2007 and Localism Act 2011 brought about a number of public sector reforms aimed at creating strong, prosperous communities and delivering better public services through a re-balancing of the relationship between Central Government, Local Government and local people by giving residents a greater say over local services.

In 2007 the Government published, ‘*Making Assets Work: The Quirk Review*’. This examined ways to maximise the community benefits of publicly owned assets by considering options for greater transfer of asset ownership and management to community-led groups. The report highlighted that this is not prescribed by legislation but provides guidance to assist local authorities in the use and understanding of existing powers and being clear about the risks associated with the process and learning to manage them effectively. The Review concluded that the driver for any asset transfer is not the disposal of assets per se but, rather, the empowerment of communities. It also makes clear that it expects the transfer of assets, not liabilities.

The lead from Government is that local management and ownership of assets makes for strong communities. Therefore, the Council will support the national policy where there is a clearly defined case for the transfer, the transfer complies with this policy framework, and has regard to the desired outcomes set out in other Council strategies, including but not limited to:

- Corporate Strategy 2020-2025.
- Capital Strategy.
- Local Plan.

This policy supports the Council’s strategic priorities detailed within its Corporate Strategy 2020-2025 by way of empowering communities and improving the health and wellbeing of its residents.

### 4. Principles & Aims of the Policy

The Quirk Review considered that the transfer of assets should aid community empowerment agendas, open up new sources of finance and extend the use of existing facilities to a wider community. The Council, therefore, in adopting this policy, should apply these aims and objectives when considering the transfer of assets:

- Community empowerment
- Borough wide benefits for residents
- A sustainable third sector



- Economic development and social enterprise
- Improvements to local services
- Value for money
- Delivery of Corporate Objectives

The Council's policy on asset transfer is underpinned by the following principles:

- Underlying aim being the transfer of land, buildings or other structures from the Council's stewardship into the stewardship or, where demonstrated necessary, the ownership of a VCO for the long-term.
- Any proposed transfer must support the objectives and priorities of the Council as set out in its Corporate Strategy.
- The transfer of property assets to the community is based on the view that there are realisable benefits to be obtained from giving the community a greater say in their area.
- The Council will adopt a transparent corporate process for asset transfer with clear stages for each party.
- The Council will adopt an agreed method of assessing the benefits of the transfer which includes commissioning a valuation report to enable a comparison with open market transfer.
- All costs, fees and taxes associated with the assessment and transfer process of the asset to be borne in full by the VCO (including but not limited to valuers' fees, stamp duty land tax, Land Registry fees, legal fees and advertising costs).
- The asset is not being used to deliver a service that is best provided directly by the Council rather than through a VCO.
- Recognise the Council's dual but independent roles as a supporter of the third sector but also as a steward and custodian of publicly owned assets.

## 5. Assets Suitable for Transfer

**The Council first and foremost has a duty of stewardship to protect its assets.**

The Council holds the position of trustee in relation to the assets that it owns and safeguards on behalf of its local community. These include assets such as land, buildings and other structures that are fully owned or leased with the purpose of:

- Supporting direct service delivery.
- Delivering the Council's priorities in the Corporate Strategy.
- Supporting delivery by partners including the voluntary sector.
- Stimulating economic activity and regeneration.
- Supporting the Council's Medium Term Financial Plan and Housing Revenue Account Business Plan.

### Assets suitable for transfer

The Council may consider transferring assets in circumstances where the following criteria applies:

- Council is the absolute owner of the asset; in the case of land, it must be the owner of the freehold interest.
- Asset currently supports Council community objectives or was formerly delivering such objectives and where the asset and is now surplus to requirements.
- Asset has been reviewed and the asset management plan recommends transfer to a community-based user.
- An agreed delegated committee whose membership includes Councillors and senior officers must have considered and agreed that the Asset could be suitable for Community Asset Transfer.
- Relevant service area/client manager within the Council supports the transfer.
- Asset contributes towards community engagement and, separately, an options appraisal has been carried out and approved by Asset and Property Services to identify that the asset is suitable for community sharing as the sole or one of the viable options.
- Asset is not currently needed for future service delivery, which could best be provided directly by the authority rather than through the community.
- Asset is fit for purpose and would not impose an unreasonable liability upon any VCO.

### Assets not suitable for transfer

The Council will not consider applications for Community Asset Transfers where:

- Asset is key to delivering Council current or potential services.
- A significant amount of revenue income or potential revenue or capital receipt proportionate to the size, nature and use of the asset, would be lost.
- Asset is required for strategic, planning or redevelopment/regeneration purposes.
- Site has the potential to provide Biodiversity Net Gain or carbon off setting provision or any other environmental enhancement scheme.
- Proposed use of the asset does not comply in planning terms.
- Transfer of the asset would be to an individual(s) or business to be used purely as a vehicle for commercial ventures. This does not include, for example, charitable organisations with trading arms, where profits are given back to communities.
- Transfer would contravene Trade and Cooperation Agreement Principles.
- Asset would be used solely for religious purposes/activities.
- Asset would be used for any political purposes/activities.
- Transfer would be detrimental to any individual, geographical community or community of interest, resulting in unlawful discrimination, harassment or a failure to promote good relations.



## 6. Organisations Suitable for Consideration

An organisation wishing to be considered must be based within the Borough of Waverley and have strong links with the community. They must be able to demonstrate provisions within their legal structure that provide assurances that assets will be retained for community use and benefit and would not distribute any surplus they make to their members. The local community must also be able to influence their operational and decision-making processes.

Consideration will be given to the following types of organisations, identified as VCOs within the context of this policy:

- Parish Council
- Town Council
- Company Limited by Guarantee
- Community Interest Company
- Not for Profit
- Unincorporated Association
- Charitable Trust
- Charitable Incorporated Organisation
- Charitable Company
- Voluntary Organisations
- Community Organisations
- Social Enterprises

Should a group of individuals wish to form a VCO to benefit their local community, an application for a Community Asset Transfer cannot be completed until the group is legally formed into one of the entities listed above.

Constitutions of the above must be formed as a legal entity that can hold assets and/or provision of any proposed services.

The Council would normally expect a Voluntary and Community Sector organisation to have the following fundamental characteristics:

- Non-governmental
- It must exist for community/social/environmental reasons and benefit
- Non-profit distributing - it must reinvest any surpluses to further its social aims/community benefits
- Has community benefit objectives

## 7. Criteria for Considering Transfer Requests

The transfer decision will involve the assessment of a number of criteria. These include the VCO proving the rationale and supporting evidence for holding the asset, the capacity and expertise to take on the asset, the benefits to be gained and sustainability to manage the asset for the long term.

The assumption will be a leasehold arrangement, rather than a freehold transfer.

### Clear rationale for the VCO holding the asset

Within its business case, a VCO must be able to demonstrate how holding the asset will:

- Lead to community empowerment.
- Contribute to the Council's corporate priorities under the Corporate Strategy.
- Enable the local community to be able to influence their operational and decision-making processes.
- Support community wellbeing and delivery of better public services.

The VCO will also need to include information on:

- Purpose and proposed use of the asset and what community needs it would address by being in their stewardship.
- The VCO's link to the community, in what form and how.
- Community, social or environmental demand for the proposed transfer.
- Proof that the activities proposed are in demand and are not already being satisfactorily addressed by another organisation or community.
- Other stakeholders.
- Provisions within their legal structure that provide assurances that assets will be retained for community use and benefit and would not distribute any gain they make to their members.
- The type of transfer sought and why.

### Evidence that the VCO has capacity to take on the asset as a leasehold

The VCO business case must demonstrate:

- Good governance arrangements, open and accountable processes, including providing copies of the accounts of the organisation.
- An established and/or proven track record of delivering services, asset or property management, whichever is relevant to the asset being transferred.
- Skills and capacity to manage the asset, including (where appropriate) health and safety policy, compliance with relevant legislation and any statutory requirements arising from ownership or management.
- Sound financial management with at least five years revenue or capital funding plans including maintenance and investment plans as appropriate.
- Sources of finance that the asset transfer will release or attract such as grants.
- Opportunities for income generation to ensure sustainability, for example, through the hiring of space and facilities, opportunity to gain additional income from leases/licences.
- Perceived risks associated with the transfer and risk management plans showing actions the VCO would take to mitigate these.

If the VCO is newly established only a leasehold transfer will be considered.



### Clear benefits that will result from the transfer

The VCO must demonstrate in the business plan how the proposed transfer would:

- Provide a service of community benefit in line with the Council's corporate priorities.
- Embrace diversity and works to improve community cohesion and reduce inequalities.
- Benefit the Council in terms of service delivery, improvements to local services whilst supporting the corporate priorities under the Corporate Strategy.
- Benefit the local community, such as securing stronger, more cohesive and sustainable communities, social enterprise, attracting new investment and reinvigorating the local economy.
- Benefit the VCO itself, such as financial security, increased recognition, power, management capacity and organisational development/opportunities to expand and diversify.

### Ability of the VCO to sustain long-term stewardship

The Council has a duty to ensure that due diligence is carried out on any VCO to mitigate the risk of any transfer failing as this would have a negative impact on local communities. In order to do this the VCO must provide proof that it has:

- A secure financial base to ensure they can fund the transfer and maintain long-term self-sustainability, including providing copies of audited financial accounts where necessary and evidence of sufficient funding to cover all legal, valuation, Land Registry, advertising and other fees generated by the transfer, as well as any stamp duty land tax or other taxes.
- The staffing capacity to manage the asset and have management or committee members who possess the necessary experience and skills to manage the asset.
- Good governance arrangements, robust financial systems and all the necessary policies expected of a VCO in place.
- Procedures and processes in place that enable the VCO to comply with all statutory/regulatory obligations connected with the use and/or occupation of an asset including but not limited to asbestos management, legionella and fire risk assessments for property assets.
- A viable financing plan that is robust and provides a sustainable foundation for long-term ownership. This will be subject to a formal valuation of the asset undertaken by the Council.

If the VCO ceases to exist the asset may transfer automatically back to the Council (or its successors in title) from the VCO at nil value or via an option for the Council to re-acquire the asset (or its successors in title).



## 8. Application Process

The following stages and processes for Community Asset Transfer will apply to every proposal:

### (i) Expression of interest

All potential transfers will be subject to an open and public invitation to submit a written expression of interest that sets out:

- How the organisation qualifies as a VCO (or what types of VCO would be considered where the expressions of interest is from within the Council).
- The specific land, building or structure that is the subject of the Community Asset Transfer.
- An outline proposal including the reasoning behind it.
- An outline of the aims and objectives of the transfer.

Applicants will submit a written expression of interest using the template at Annexe 1.

### (ii) Review and assess expression(s) of interest

The Council will review expressions of interest and check that all of the following criteria are met:

- Applicant organisation qualifies as a VCO.
- Asset is deemed suitable and appropriate for consideration for Community Asset Transfer.
- Outline proposal meets the requirements of the policy e.g., a transfer for the long-term, for the benefit of the community, financial standing.

This will lead to a recommendation by the Assistant Director of Assets and Property in consultation with the lead officer for the service area in which the asset sits and the Portfolio Holder for Finance, Assets and Property, to invite the applicant VCO to submit a business case.

Should the applicant or asset be unsuitable, the applicant will be notified.

### (iii) Advertising the opportunity

Opportunities for community asset transfers will be advertised appropriately and openly through independent local agents, the Council's website lettings page and/or by other methods appropriate and proportionate to the proposed transfer, inviting expressions of interest from VCOs.

Expressions of interest received speculatively where an asset has not been advertised will be considered in line with this policy and the opportunity advertised.

In cases where two or more community organisations are interested in an asset, a selection procedure will be adopted.

(iv) Business case

The VCO will be required to submit a detailed, evidence-based business case and financing plan for the transfer and long-term custodianship, which will be assessed and evaluated by the Council against the criteria laid out in this policy.

The VCO must present a well-prepared business case for their proposed use of the asset. This will need to demonstrate that there is a clear intention for the long-term use of the asset and an understanding of the activities the VCO wishes to deliver.

The business case must set out the following information upon which the Council can assess and evaluate the application (see Section 7 for criteria to be met):

- Rationale for the VCO managing the asset.
- Evidence of VCO capacity to take on the asset.
- Benefits that will result from the transfer.
- Financing plan for the transfer.

(v) Assess and evaluate business case

The Council will assess and evaluate the VCO business cases. VCO's will be required to provide evidence to support their application ready for evaluation by the Council. Each asset transfer proposal will have its own bespoke evaluation criteria similar to the example questions and weightings provided at Annexe 2. Detailed consideration will be given to the community impact and benefit of the transfer in terms of economic, social or environmental wellbeing of the community.

From the Council's perspective it will consider and assess how the transfer proposal:

- Supports its strategic corporate priorities, service delivery, community objectives and does not negatively impact on the Council's own needs and requirements for service delivery now and in the future.
- Supports its desired outcomes in other Council strategies e.g., local plan.
- Makes for stronger communities by handing over to local management.
- Would not be contrary to any obligation placed on the Council.
- Does not incur a significant loss of any existing or potential income, for example, potential loss of opportunity income arising from access rights.
- Provides value for money and best consideration in the case of land and building transfers.
- Provides for a monitoring process and details of 'fall back' arrangements should the transfer prove to be unsustainable.

During this stage points of clarification may be sought by either party including any heads of terms for proposed leases of land and building assets. The Council will undertake an independent asset valuation for land and property transfers to ensure best consideration is achieved and/or cost benefit analysis in other circumstances in order to ensure value for money.

This will lead to a recommendation by the Executive Head of Assets and Property in consultation with the lead officer for the service area in which the asset sits and the



Portfolio Holder for Finance, Assets and Property to be submitted for consideration by the Executive/full Council, as appropriate.

(vi) [Assess and evaluate legal requirements](#)

Any decisions to transfer will be subject to the approval of the Executive or full Council as appropriate and made by way of a lease arrangement.

Freehold land transfers will only be considered in exceptional circumstances where there are demonstrable objective reasons why a lease is not the most appropriate transfer mechanism.

The Council must show that the process and decision were undertaken with good governance and each application for the transfer will be evaluated for Legal implications, which will include but not limited to the following:

- The Council must, under s123 of the Local Government Act 1972, obtain the best consideration that can be reasonably obtained for the disposal of land, unless it has the express consent of the Secretary of State or if the Council considers this will help to secure the promotion or improvement of the economic, social or environmental well-being of its area.
- Disposals of land include: a sale of the freehold interest; granting a lease; assigning any unexpired term of a lease; and granting an easement. If publicly owned land is disposed of at less than best consideration, the local authority is likely to be providing a subsidy to the purchaser and must consider the rules on subsidy control too (i.e., is there a risk of distorting competition/being anti-competitive).
- If the land is being disposed at an undervalue exceeding £2 million, this will require the specific consent of the Secretary of State.
- Prior to considering disposal at less than best consideration it is essential to identify the purpose for which the land is held, as specific additional legal requirements may apply. This policy will not fit all circumstances, so Legal input to the evaluation will be sought in each case early in the process.
- Common land or former common land cannot be disposed of under section 233(2) of the Town and Country Planning Act 1990 without the Secretary of State's consent.
- Appropriate restrictive covenants will be inserted, as appropriate, into any transfer deed or lease to include, but not limited to, restrictions on use for community benefit and preventing change of use, development, re-development, seeking planning permission without the Council's express written consent, onward sale, lettings, assignments or sharing of use with other organisations, as well as restrictions on causing nuisance.
- The VCO will be obliged to return the relevant asset in a good state of repair and maintenance via a positive covenant in the relevant legal document; this will help to protect the Council from a dispute or costs in the future.

- If the community purpose of a VCO ceases then protection to the Council may be provided by contractual positive covenants or rights of first refusal for the asset to be transferred back to the Council (or its successors in title) by the VCO at nil value or an option for the Council to re-acquire the asset.
- In the event that a freehold transfer is deemed the most appropriate means of transferring, overage provisions may be appropriate so that in the event of a further disposal of the land by the VCO, such that the Council would benefit from any future redevelopment of the land.

#### (vii) Executive/Council Decision

The Executive/ Council report will consider:

- Contribution to corporate objectives.
- Compliance to criteria.
- Sustainability of the VCO.
- Legal requirements.
- VCOs access to funding and its ability to raise finance.
- Financial implications on the Council.
- Identification of risks.

The report will detail recommendations to the Executive/full Council who will make a formal published decision.

#### (viii) Completion of asset transfer

Once formal approval is given, detailed heads of terms will be agreed between the Council and the VCO detailing all the main aspects of the transaction and lease terms as appropriate. The Council, at the VCO's expense, will arrange the formal drafting of legal documentation which will include where relevant, service level agreements, monitoring arrangements, support and investment plans. This final stage will require the VCO and their solicitors to work collaboratively with the Council in order to avoid delays to the completion of the transfer.

Timescales for the completion of a Community Asset Transfer will be dependent on the nature and type of the transaction involved.

## 9. Transfer Method and Valuation

The method of Community Asset Transfer will be by way of a lease that ensures transfer to a VCO for the long term and will only be granted to organisations with the experience and resources in place to manage it over the longer term. Freehold land transfers will only be considered in exceptional circumstances where there are demonstrable objective reasons why a lease is not the most appropriate transfer mechanism. All transfers will be subject to an assessment that shows the transfer to be value for money, or in the case of land and building transactions, at best (or less than best in certain circumstances according to Council policy) consideration reasonably obtainable – see Section 8(vi) above.



## Form and length of tenure

The underlying aim of this policy is the transfer of land, buildings or other structures from the Council's stewardship for community use for the long term.

There is no definition of what is meant by long-term, but the principle is that the Council divests itself of short to medium-term management of an asset, and VCOs correspondingly take on and are able to independently sustain long-term responsibility and maintenance.

The terms of any transfer will be determined on a case-by-case basis and the Council will consider the specific circumstances of the applicant, sustainability of any business case, the proposed asset, any legal requirements and intended use alongside length of lease.

## Land and building transfers specifically

As set out in Section 8(vi) above, the Council has a statutory duty under Section 123 of the Local Government Act 1972 (as amended) (LGA 1972) that, except with the consent of the Secretary of State, it shall not dispose of land (under this section) otherwise than by way of a short tenancy, for a consideration less than the best that can reasonably be obtained. "Land" is defined in section 270 as including "any interest in land and any easement or right in, to or over land.."

Best consideration is not limited to the purchase price but may include a term or condition which identifies a specific, quantifiable commercial benefit or monetary worth to the vendor (the Council). These conditions are referred to as voluntary conditions.

The Council has the ability under the LGA 1972 General Disposals Consent 2003 to sell or lease Council assets at less than best consideration in cases where it can demonstrate and attribute value to wellbeing benefits that would arise<sup>1</sup>. Any transfer for less than best consideration, either freehold or leasehold, would need to be

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<sup>1</sup> *Legislation recognises that there may be circumstances where a Council considers it appropriate to dispose of land at an undervalue (i.e., at values less than could be obtained on the open market). Councils should not divest themselves of valuable public assets unless they are satisfied that the circumstances warrant such action. A statutory general disposal consent has therefore been issued to give local authorities autonomy to carry out their statutory duties and functions, and to fulfil such other objectives as they consider to be necessary or desirable. However, when disposing of land at an undervalue, Councils must remain aware of the need to fulfil their fiduciary duty in a way which is accountable to local people. Circular 06/03 issued in 2003 gives authorities consent to a disposal of land at an undervalue provided that:*

- a) *a local authority considers that the disposal is likely to contribute to the achievement of:
  - (i) the promotion or improvement of economic well-being
  - (ii) the promotion or improvement of social well-being
  - (iii) the promotion or improvement of environmental well-being, and*
- b) *the best price reasonably obtainable for the property does not exceed £2,000,000 (two million pounds). If it does exceed £2m, Secretary of State consent is required.*

transparent and justifiable and have the appropriate approval by the Executive/full Council.

Voluntary conditions or benefits arising that do not have a direct commercial or monetary value to the Council such as job creation, social value or using the land for a particular desirable purpose can be considered if a disposal is at less than best consideration as they are non-commercial social, economic or environmental benefits that are deemed to arise from the disposal.

#### Valuation

To demonstrate that best consideration will be achieved, all proposed Community Asset Transfers will be subject to a formal valuation in accordance with the Royal Institution of Chartered Surveyors Valuation Standards unless a cost-benefit analysis is the more appropriate mechanism.

For land transfers at less than best consideration the valuation report of the interest to be transferred will clearly state the difference between the unrestricted value of the interest and the consideration to be accepted (the undervalue) in accordance with RICS Valuation Global Standards 2023: UK National Supplement VPGA 17 "Local authority disposal of land for less than best consideration in England and Wales".

### 10. Legal Issues and Governance

In all cases appropriate legal mechanisms will be put in place to protect the Council's financial position. Please see Section 8(vi) above.

The transfer of assets will need to be considered on a case-by-case basis and advice obtained from the Council's Legal Services wherever appropriate.

#### Disposal decision

This will be the subject of a specific report to the Council's Executive. In certain circumstances, disposal decisions will require a decision by full Council.

### 11. Resource Implications

Transferring an asset to a community-based organisation is a resource intensive process due to the steps involved. Existing staff and Council resources will be used where available to deliver the required outcomes.

### 12. Policy Review

This policy will be reviewed to incorporate legislative, regulatory amendments, best practice developments, or to address any operational issues with the policy. At each review the relevant officer will review any assets transferred during the policy term to



ensure that the asset is still open, being used for the specified purpose and being well maintained.

The policy will be monitored by the Council.

### 13. The Community Asset Transfer Process

The following process will be applied by the Council in respect of any expression of interest for Community Asset Transfer. Section 8 provides background explanation.

<b>Stage</b>	<b>Responsibility</b>
1. Expression of interest	<p>An asset identified for transfer will be initiated either by a Council-led invitation or an expression of interest from outside the organisation.</p> <p>Applicants will submit a written expression of interest using the template at Annexe 1 detailing how they qualify as a VCO; the specific asset that is the subject of the expression of interest; an explanation of the reasoning behind it; and the aims and objectives of the transfer.</p>
2. Review and assess expression of interest	<p>The Council will assess the expression of interest and whether it would/could meet the requirements set out in this policy.</p> <p>This will include whether or not the applicant is deemed to qualify as a VCO, that the asset is appropriate for consideration, and undertake a Land Registry and title deed report to check any restrictions or other aspects that could potentially affect a transfer.</p> <p>If the expression of interest is deemed suitable for further consideration a recommendation by the Assistant Director of Assets and Property in consultation with the lead officer for the service area and the Portfolio Holder for Finance, Assets and Property will lead to an invitation to the VCO to submit a business case.</p> <p>Should the expression of interest be deemed unsuitable the applicant will be notified. Any decision is final.</p>
3. Advertising the opportunity	<p>The Council will advertise opportunities for community asset transfers appropriately and openly inviting expressions of interest from VCOs.</p>

Stage	Responsibility
4. Business case	<p>Submission of Expressions of Interest will only be accepted by email to the address specified on the Template.</p> <p>The applicant will be invited to submit a detailed, evidenced based business case and financing plan for the transfer and long-term management.</p> <p>The business case must include the information requirements set out in this policy, with particular attention to the information requested in Section 7 on the criteria to be met.</p>
5. Assess and evaluate business case	<p>The Council's Asset Management team will lead the business case assessment and evaluation with other officers using the criteria set out in the policy and any bespoke weighted questions as per the example provided in Annexe 2.</p> <p>Detailed consideration will be given to the community impact and benefit of the transfer in terms of economic, social or environmental wellbeing of the community.</p> <p>An independent valuation will be undertaken for land and property transfers.</p> <p>The Council will assess the business case according to its policies and community asset transfer matrix.</p>
6. Assess and evaluate legal requirements	<p>The Council will review, assess and evaluate the legal requirements set out in section 8(vi) above.</p>
7. Executive/full Council Decision	<p>The Council's governance process will require a report with a recommendation to transfer to be submitted to Executive/full Council for approval. The Executive will consider community asset transfer proposals twice a year on or around 30 September and on or around 31 March each year.</p> <p>The Executive/full Council's decision on whether to proceed with the transfer will be final.</p>
8. Completion of the asset transfer	<p>Once formal approval is given, detailed heads of terms will be agreed between the Council and the VCO detailing all the main aspects of the transaction and lease terms as appropriate.</p>



**Stage****Responsibility**

The Council will arrange the formal drafting of legal documentation. This final stage will require the VCO and their solicitors to work collaboratively with the Council in order to avoid delays to the completion of the transfer.

The Council may incur fees to prepare the transfer, including valuers', advertising, surveyors' and legal fees. The Council will pass these on to the VCO unless the VCO can objectively show it cannot meet such costs.

Applicable stamp duty land tax or other taxes and Land Registry fees are to be met by the applicant VCO.

## ANNEXE 1- Expression of Interest Form

### Community Asset Transfer (CAT)

#### Expression of Interest Form

VCO's name, address and contact details	
Please set out how your organisation qualifies as a VCO under the Council's CAT policy?	
Address and area in sqm of asset to be transferred (please attach a plan)	
Type of transfer requested  If applying for freehold transfer, please provide reasons why a leasehold transfer does not meet your needs	
Outline your plans for this asset and how these fits within your organisation's and the Council's corporate goals and objectives	
Evidence that your organisation is able to manage the asset effectively including financial details, staffing, expertise etc. (refer to CAT Policy)	
List of any other stakeholder groups with an interest in this asset	

Once completed please email this form to [property.estates@waverley.gov.uk](mailto:property.estates@waverley.gov.uk).



## ANNEXE 2- Example Evaluation Criteria

### Community Asset Transfer (CAT)

#### EXAMPLE QUESTIONS AND WEIGHTINGS

**[Each Asset Transfer Proposal will have bespoke criteria]**

Waverley Borough Council invites to you apply for the Community Asset Transfer of <ASSET NAME> (the "Asset"). As part of the Council's application process each applicant must submit a business case which addresses the following questions. Answers will be evaluated based on a scoring matrix developed for this purpose.

#### **Question 1 - 25%**

##### **Proposed use statement**

Please provide a method statement indicating how you will approach this brief including:

- Statement outlining approach and strategy, explaining how the operation of the <ASSET NAME> would be undertaken
- Demonstrate how this supports the objectives and priorities of the Council
- Identification of the benefits to the wider community
- How you intend to use the <ASSET NAME>
- Hours of use
- Target demographic
- Innovation or innovative thinking that you can bring to this brief and what benefits it could achieve
- Any other information that could be useful

#### **Question 2 – 25%**

##### **Asset management approach**

Please provide the initial plans you have for the management of the site <ASSET NAME>:

- How the different parts of <ASSET NAME> would be managed and maintained
- Who would undertake the management of the different parts
- What changes do you envisage making to the <ASSET NAME>
- How responsibility for management and maintenance would be allocated in the VCO
- How the required skill set in managing the assets would be obtained

#### **Question 3 – 15%**

##### **Community engagement, communication and buy-in**

Please describe.

- Any plans for ensuring there is engagement and buy-in from the local community
- Planned advertising initiatives e.g., social media, website
- Potential charity partnerships
- How the operation of the <ASSET NAME> would promote inclusivity

**Question 4 – 25%**

**Experience**

Please provide details of your experience in the following:

- Operation of a similar asset
- Landlord and Tenant relationships

**Question 5 – 10%**

**Financing**

Please provide and comment on the following:

- Business accounts (if available)
- How the operation would be financed in the initial months
- How long-term financial sustainability would be achieved
- Future funding and investment plans



## Business Plan: Cranleigh Pump Track Proposal



**1. Executive Summary** This business plan proposes the installation of a pump track in The Bruce McKenzie Field memorial fields, Cranleigh ("The Paddock" field is another consideration if discussions could be set up with the relevant landowners). A pump track is a versatile, low-maintenance circuit designed for cyclists, skateboarders, and scooter riders of all ages and skill levels. The track will provide a valuable recreational facility, encouraging outdoor activity, skill development, and social engagement within the local community.

In the last few years, there has been a huge rise in mountain biking and despite being at the foot of the Surrey Hills, a destination for mountain bikers across London and the South East, Cranleigh lacks the facilities for budding young people to gain the necessary skills to make use of the beautiful trails without having to travel or build their own in the woods, (The Dippers). Not only do they provide a resource for those wanting to access trails, they also provide an incredible facility for younger people, from 2+ to learn how to ride their first bikes in a growing world where cars take priority and access to quiet roads to learn how to ride are becoming increasingly scarce. Cranleigh has a fantastic history of very active sports teams, football, cricket and rugby filling the weekends with multiple clubs on offer. Cranleigh Junior parkrun is also growing in numbers, almost rivalling the 5k in attendance! There's also a huge cycling community for the adults to access with Cranleigh Cycling Club, and an avid community of mountain bikers too. But the void that needs to be filled is for the young people who want to be active, but aren't into their team sports, but self development, and a pump track fills that gap with the added bonus of being accessible for all. Pump Tracks are playgrounds and training

facilities for anyone with wheels, including cyclists, skateboarders, roller blades, wheelchair users or scooter riders of all skill levels. Professionally designed and built, these asphalt tracks are hotspots for all kinds of riders who seek a fun and action-filled sports experience.

We have put together a team of local residents who would like to assist in getting this project from an idea all the way through to tyres on the track.

## **2. Project Objectives**

Our intention is to create a community project to help deliver a truly outstanding facility in the village of Cranleigh. Working with leading track designers and engaging with the community to finance, design and build a track to cater for all ages and ability levels. This pump track will provide a new facility for the young people in Cranleigh which is an inclusive, free to access recreational facility. It'll promote health, fitness and cycling skills among all the residents of Cranleigh, enhancing community engagement and attracting visitors to Cranleigh.

## **3. What are pump tracks and their benefits?**

A pump track is a purpose-built track for cycling. It has a circuit of rollers, banked turns and features designed to be ridden completely by riders "pumping"—generating momentum by up and down body movements, instead of pedaling or pushing. It was originally designed for the mountain bike and BMX scene, and now, due to concrete and/or asphalt constructions, is also used for skateboarding, and accessible to wheelchairs. Pump tracks are relatively simple to use and cheap to construct, and cater to a wide variety of rider skill levels.

Riders enjoy practicing the basic skills of carrying momentum, improving balance and building speed by using their arms and legs to 'pump' their bike/board/scooter around the track. As riders improve their skills, the tracks are designed to provide the option for more challenges with increased skill, without needing to change the construction. We believe this offers many positive benefits for the community, including:

- Help reduce the building of potentially dangerous and environmentally disruptive tracks and supporting the local wildlife trusts and authorities
- Creating a safer and more controlled environment.
- Promoting physical health and mental wellbeing.
- Catering to all ages, building confidence and developing skills.
- Designed to make it accessible for wheelchair users.
- Minimal maintenance once built.
- Increase footfall to our local businesses.
- Encouraging cycling over motorised transport

It gives amazing and exciting opportunities for those with disabilities to feel comfortable in a controlled and friendly environment. This initiative could have positive impacts on non-cyclists, walkers and horse riders in helping to reduce the potential for interaction within the local woodlands.



#### 4. Concerns to consider

We aim to discuss with the community to look at some very valid concerns and will try hard to ensure we can adjust our model to work as effectively as possible.

Areas to consider:

**Environmental** - this is so important to understand the effect on the local environment. During the process we would undertake an arboreal report to identify the recommended root protection areas, assessment of impact and ensure there are no TPOs (tree preservation orders). Only once this is done would we move to the design phase. Under the track we would ensure there is adequate mesh to protect the roots as well and ensure the track has longevity. Where there are no trees, we would ensure to minimise any wildlife/fauna damage and work towards replacing and relocating.

**Noise** - the asphalt track is not a noisy substrate and from the above professional design team's experience the tracks are generally quiet with the rubber tyres of smooth surface quieter than concrete or rough soil surface. There will always be noise of people enjoying themselves and laughing - that is unavoidable with an outdoor play area.

**Parking** - As this is a pump track, most people will come by bike. We need to ensure there is emergency access and also parking for disability vehicles to enable access for everyone. The proposed site is adjacent to Knowle Park with a car park, but there are also plenty car parks in Cranleigh within a very short cycling distance.

**Anti-social Behaviour and Mess** - we live in a world where this unfortunately is common. Getting all the community, including school children and youths engaged right from the beginning, it is found they gain an element of responsibility and with that respect for the space. We would encourage people of all ages to come to the track building days to give them ownership and have fun with other residents. Many tracks around the UK run clean up days and appoint youth ambassadors at schools and youth clubs to help reinforce the Pump Track is theirs and it is important to keep it clean and respect the environment and the community surrounding the track.

The demographic is different to a skate park - it is somewhat broader with a wider age range of people using it. It is more inclusive than a skate park as little ones can start with a low skill level, (compared to a skate park which needs an element of understanding before they go there, slightly older and they tend to be unsupervised). A pump track will have a much larger age range of visitors, due to there being younger visitors and as such there is an element of passive supervision by parents and adults, which generally improves the behaviour of the older children/teenagers. As a parent, we realise that teenagers will always find somewhere to hang out, surely it is more reassuring that they have a better, safer place to go?

## 5. Site Suitability: The Bruce McKenzie Field

We propose that a portion of the vacant Bruce McKenzie Field be used as a site for the pump track. This is located within walking/cycling distance for many residents of Cranleigh, with access from multiple locations. A small portion of it would provide a more than adequate space to construct a really well designed track, the likes of which residents currently have to travel over an hour to experience.

Being a very green environment, we would ensure that the design and landscaping of the pump track complements the area's natural aesthetics, with suitable planting between and around the tracks.



## 6. Construction and Design Considerations

We would be looking at an asphalt track design to ensure longevity and minimal maintenance. Asphalt tracks are also more inclusive for users of bikes, scooters, skateboards, balance bikes and wheelchair users. It's crucial we work closely with the right designers and the community, to ensure the design fits in with the local landscape but also to maximise community engagement. We have started approaching designers and would make sure we choose the correct designers who align with the community's vision of what we want to achieve.

## 7. Funding Strategies

From initial enquires, we would look to raise between £150,000 to £200,000 to create a pump track which will become an asset for the whole community. Providing a space that caters for all abilities and designed to ensure riders progression as their confidence picks up.

We would seek funding from:

- Local Authorities and Parish Council

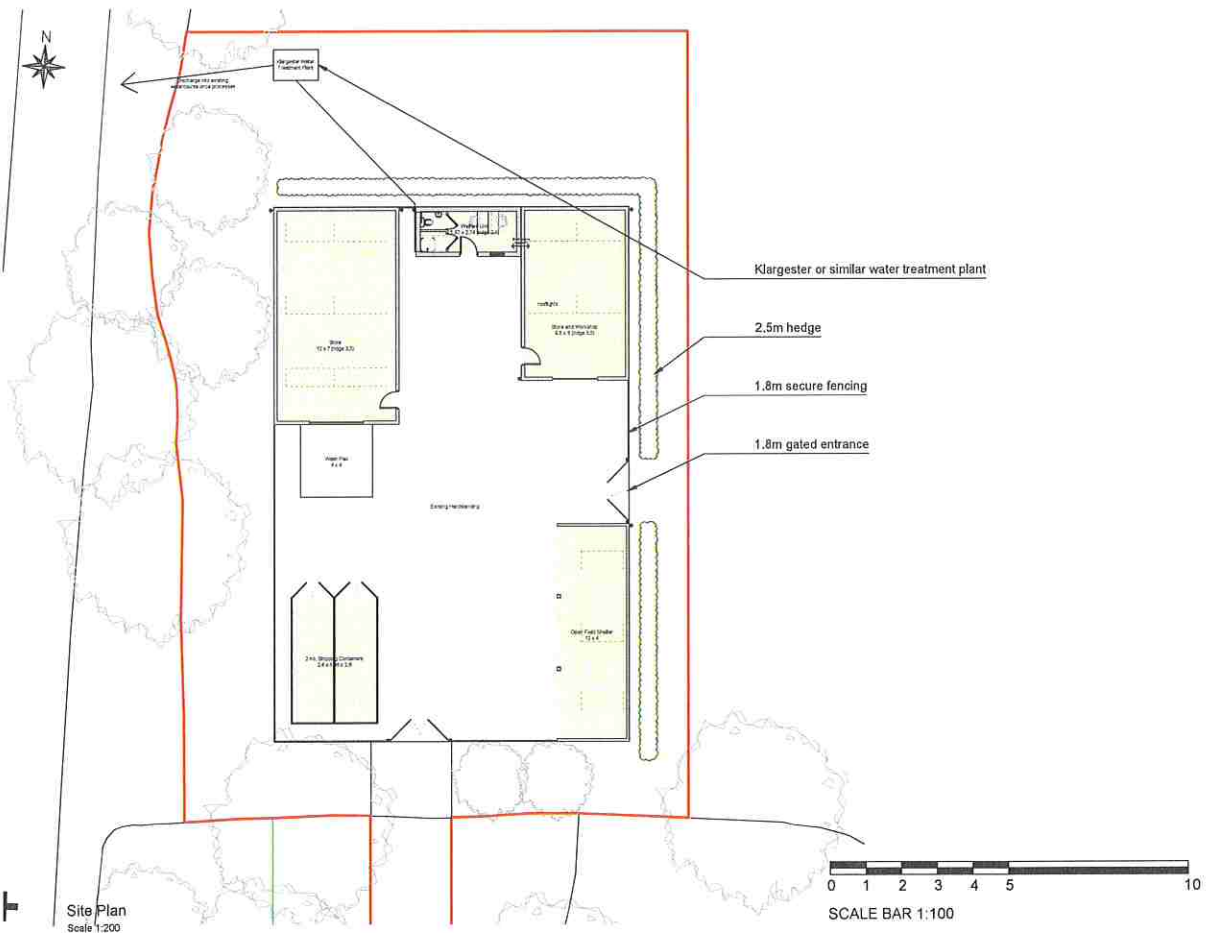
- Sports England and Cycling UK Grants
- Local Business Sponsorship
- Section 106 or CIL Funding
- Community Fundraising
- Gatwick Community Fund

## **7. Implementation Plan**

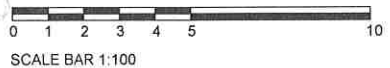
- **Phase 1: Feasibility & Planning (0-3 months):** Secure approvals, conduct environmental assessments, and appoint designers and finalise designs.
- **Phase 2: Funding & Partnerships (3-6 months):** Apply for grants and engage sponsors.
- **Phase 3: Construction (6-12 months):** Appoint contractors and begin construction.
- **Phase 4: Launch & Promotion (12+ months):** Organize a launch event and ongoing community engagement activities.

**8. Conclusion** A pump track in Cranleigh will provide a sustainable, accessible, and engaging recreational facility for the community. With strong local support and strategic funding, this project can become a lasting asset, promoting health, community spirit, and outdoor activity for years to come.





Site Plan  
Scale 1:200



Do not scale from this drawing. Figured dimensions only to be taken. Check all dimensions prior to setting out. Report all discrepancies to the Architect.

Revisions

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Client:  
Crantleigh Parish Council

Project:  
Snoxhall Machine Sheds, Land at  
Snoxhall Fields, Knowle Lane, GU6  
8JN

Drawing Title:  
Proposed Plan

Scale: 1:200 @ A3	Date: Jan 25	Drawn by: CLB
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Drawing No: 24866/211	Revision: -
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# Beryl Harvey Conservation Area

## Information to enable an updated management plan for the area

Creating an updated rewilding/conservation management plan involves several key steps to ensure the restoration of relevant ecosystems and the reintroduction or protection of native species.

If the council wishes to engage with community volunteers, their roles and responsibilities need to be clearly defined, and boundaries set in place. Finances, resources and inputs need to be carefully balanced against the benefits of any such plan.

Ultimately the area is both part of Parish Council land assets, and a community space. The definition of this needs to be clear, as the area has not been particularly inclusive for some time.

Any updated plan requires several considerations.

### 1. Define Objectives

**Biodiversity Goals:** Identify the species and habitats you aim to restore or protect.

**Ecosystem Services:** Determine the ecosystem services you want to enhance or protect, such as pollination, recreation, habitat, biodiversity or education.

### 2. Site Assessment

**Current Land Use:** Evaluate the current state of the land, including soil quality, water resources, and existing vegetation, via an ecological survey of the site. This process has been done in the past and a historical report is available and the information forms part of the current plan but requires updating.

**Historical Data:** Research on the historical land use and native species that inhabits the area or has formed part of the existing plan is required to form an updated plan.

### 3. Engage Stakeholders

**Local Communities:** Involve local community volunteers/experts and the landowners (CPC) to gain the required support and ensure the project benefits them both equally.

**Experts and NGOs (Non-Government Organisations):** Collaborate with ecologists, conservationists, and relevant NGOs for expertise and resources.

### 4. Develop a Plan

**Core Areas and Corridors:** Identify core rewilding/conservation areas and ecological corridors to connect them.

**Species Reintroduction:** Plan for the reintroduction or protection of native species, considering their habitat needs and potential impacts on the ecosystems  
<https://www.rewildingbritain.org.uk/how-to-rewild/rewilding-advice/12-steps-to-rewilding>

Monitoring and Adaptation: Establish a monitoring plan to track progress and adapt management strategies as needed.

## **5. Implementation**

Initial Actions: Start with actions like removing invasive species if not already done, plant native vegetation or monitor existing vegetation, and restore natural water flows, or bodies of water.

Phased Approach: Implement any plan in phases to allow for adjustments based on monitoring results.

## **6. Long-term Management**

Sustainable Practices: Ensure ongoing management practices are sustainable, financially viable and support the long-term health of the ecosystem goals.

Community Involvement: Continue to engage and educate the community to foster a sense of stewardship of the area.

## **7. Evaluation and Reporting**

Regular Assessments: Conduct regular assessments to evaluate the success of the rewilding/conservation efforts.

Transparent Reporting: Share progress and outcomes with all stakeholders and the public to maintain transparency and support.

## **In conclusion**

Ultimately the area is not in need of rewilding as such as that process is firmly underway, but conservation of that process is required.

A fresh set of eyes on that process and a higher degree of oversight from the landowner is also beneficial in my view.

New goals need to be set, protection of existing goals is also necessary, to eventually formulate a well-rounded updated management plan.

At least 12 months is required, just to establish these parameters.

My preferred engagement would be with the Country Park, to establish a satellite area of conservation that mirrors the ethos of the country park area, establishing a recreational, educational, conservational environment for the whole community to enjoy

I am fully aware of the sensitive nature of some of the protected species within the area. And the degree of accessibility to some areas needs careful understanding and management.

Nick Barnett CPC Grounds Manager

14/02/2025