

**REPORT TO PRUDHOE COMMUNITY
PARTNERSHIP AND PRUDHOE TOWN
COUNCIL**

The East Centre, Prudhoe

Possible Asset Transfer

Final Report and Outline Business Case

November 2017

Tony Dodds Consulting Ltd

1. Introduction

- 1.1. Tony Dodds Consulting Ltd (TDCL) has been appointed by Prudhoe Town Council (PTC) and Prudhoe Community Partnership (PCP) to consider the possibility of a transfer of the East Centre (EC) buildings / site in Prudhoe from Northumberland County Council (NCC) to a local organisation for community purposes, a community Asset transfer, (CAT).
- 1.2. The study commenced on the 27th September 2017 and initial work centered on fact-finding and surveying stakeholder and interested party opinion and commentary. An interim report was prepared and presented to the Steering Group on the 8th November 2017. The Steering Group instructed an outline business case to be prepared based upon the interim findings.
- 1.3. The key findings of the interim report were as follows. Each of these comments is expanded upon later in this report:-
 - Following any agreement in principle the CAT process is slow.
 - The EC building although in need of investment is 'fit for purpose'.
 - The location of the EC is critical to its success.
 - The EC is under-utilised at present.
 - The relationship of the EC and the Youth Service is fundamental.
 - The future activities, direction and structure of the Youth Service is relevant.
 - There are potential options for intensification of use of the EC site.
 - Long term funding and management is critical to the success of a CAT.

2. Consultations

- 2.1. TDCL has carried out a wide ranging consultation exercise with interested parties. The views expressed regarding the EC were varied and often conflicting.
- 2.2. Consultees included NCC and PTC members, NCC Youth Service staff (County Hall and EC based), PCP, NCC staff (from property, regeneration and asset transfer depts.), EC users, local Prudhoe residents and other interested parties.

3. Community Asset Transfer

- 3.1. The Localism Act of 2011 provided a legal set of rights for communities, handing more power back to local people. As part of this devolution of power, local authorities, including NCC, adopted a policy to enable an CAT. Currently there are over 1000 CAT's being processed nationally.
- 3.2. NCC adopted its CAT policy in 2011 and reviewed it again in 2013. The policy sets out the criteria of what assets can be transferred, how this is done, in what circumstances and to whom. It also details the aims, risks and benefits of CAT.
- 3.3. To enable a CAT to be considered, the following procedure is followed:-
 - **Phase 1** - The property is identified as surplus and thus eligible for CAT.

- **Phase 2** - The applicant completes an *'Initial Expression of Interest Form'* that sets out details of the applicant, the site and the plans for use. The applicant should be a suitable recipient with good governance and legal structure. The use should be for community purposes. A business plan may also be submitted at this stage but this is not essential. This can be provided later.
 - **Phase 3** – If approval is given then NCC Property and Legal teams negotiate the heads of terms and transfer.
- 3.4. The process of actually completing a CAT will usually take in excess of 12 months, although Phase 1 may be reached relatively quickly.
 - 3.5. The asset may be transferred as a freehold or long lease. This is usually dictated by the nature of the recipient i.e. a Town or Parish Council will be eligible for a freehold transfer whereas other community groups will be offered a long lease.
 - 3.6. Restrictions may be applied on the title or lease to ensure the continued use of the asset for community purposes or so that the asset can revert to the Council in cases of default. Usually restrictions will be less onerous for transfers to a Town or Parish Council.
 - 3.7. Following the transfer NCC's Regeneration team will continue to monitor and support the CAT recipient.

4. The East Centre

The Buildings

- 4.1. The EC was originally constructed as a school in 1825. It comprises two main buildings, a lean-to garage, a number of dilapidated outhouses and two yards. The buildings are not listed, nor are they in a Conservation Area. There is some historic local value in the structure however.
- 4.2. For the last 50 years the larger building, (the 'YS building'), has been used mainly by the NCC Youth Service whilst the smaller building, (the 'AS building') has been used for several purposes, most recently by NCC Adult Services.
- 4.3. The YS building is divided into variously sized rooms (originally classrooms, kitchen, admin and ancillary), which are currently utilised in the activities of the Youth Service and on a Friday by a local voluntary children's group called Prudhoe Poppets.
- 4.4. The AS building comprises a number of mixed size office type rooms and the garage area. The rooms are currently unused whereas the garage is active with the Motor Project and contains a variety of vehicles, tools and equipment.
- 4.5. An informal visual inspection of the EC buildings has been undertaken. This has been considered in conjunction with other survey work as follows.

- 4.6. An NCC survey, dated May 2015 is available. It states that for the period 2015-31, £1.17m of capital expenditure and £0.278m (c.17K pa) of revenue will be required to maintain and run the building.
- 4.7. The capital element of these figures is a theoretical estimate generated by the NCC for internal budgetary purposes. It is not based on a detailed costed survey nor does it reflect work that actually needs to be carried out. It is not considered particularly relevant.
- 4.8. On the other hand, the revenue element of the NCC figures is an accurate reflection of the day-to-day running costs of the EC and is based on an annual expenditure of around £17,000 that is currently incurred. Such items covered by this sum include heating, lighting and cleaning.
- 4.9. A local engineer, (Alastair Bond), carried out an informal maintenance inspection of the YS building in September 2017. This survey produced an un-costed list of immediate repair requirements.
- 4.10. Whilst the list is informal, it is knowledgeable and comprehensive and has been produced with the assistance of the EC Youth Service staff. The estimated cost of dealing with these items may be up to £15,000, (verification required).
- 4.11. The EC buildings have suffered generally from a lack of investment by NCC. Indeed recent capital works, such as damp-proofing (@ £22k), have been funded by donations achieved largely through the efforts of the Youth Service staff.
- 4.12. The condition of the buildings is markedly different. The AS building is in excellent condition internally and externally and could be let or utilised with little or no extra cost. It has heating, lighting, modern communications and would make an obvious location for mixed offices or group activities.
- 4.13. The garage area is robust and functional, if not a somewhat untidy in places but little work would be required to maintain its current activities.
- 4.14. The main YS building is in generally poorer condition with a need for some investment in windows for example. As noted some damp works have been carried out but there is a need for further expenditure.
- 4.15. The small outhouses to the rear are in a very poor condition and currently unusable. Their small size however would not warrant great expenditure to bring them into use. This would need to be assessed on a cost-benefit basis.

The Users

- 4.16. The EC is currently under-utilised both in terms of the nature, extent and timing of activities. There is scope for longer periods of use from a variety of different sources in both main buildings, but especially the AS building. There is also scope for intensification of use from the Youth Service itself.

- 4.17. It is important at this stage to consider the current format of the Youth Service as well as its possible future structure and operations. It is the main user of the site currently and its future is fundamentally linked to the future of the EC. Indeed the physical relationship between the building and service has been difficult to separate in the thoughts and attitudes of the local community, as was witnessed when NCC put up the site for sale at the end of 2016. This action was thought by many to mean the cessation of the Youth Service activities in Prudhoe, which was clearly not the case.
- 4.18. There is a wide-ranging and strong support from all sections of the local community for the continued presence of a Youth Service in Prudhoe. What varies markedly is how this is best operated and improved going forward. Although this report is not intended to be a review of the Youth Service, the options available as expressed during the research are relevant.
- 4.19. Even the current service providers, NCC, see that there are a variety of options for the Youth Service. Whilst there is a commitment from NCC to continue to support the provision of such services within the County, there are alternative set-ups that operate successfully very close to Prudhoe. For example some Youth Services have split completely from NCC and operate as community run charities with the continued support of NCC and third parties.
- 4.20. The current funding of the Youth Service is primarily via NCC, but there is also support from PTC, a charity shop and other ad-hoc donations and grants. The Council based structure does limit the opportunity for operational flexibility and also the access to additional funding sources available to independent charities for example.
- 4.21. Whilst there are no plans currently to change this structure the options are being openly discussed and whilst these may not change in the short term the way in which the services are provided and how they can be improved is being reviewed.
- 4.22. As a Council service the current activities are provided in a restricted environment that limits the flexibility and effectiveness of the operation. Such matters as the use of social media are heavily curtailed when these modern methods of communication are very relevant to the people the Youth Service is trying to engage with and support.
- 4.23. The value for money question is also being tested with calls for an improved range, quality and nature of the services provided. These improvements are being identified from all parties even within the current Youth Service management itself.
- 4.24. Improved funding flexibility would undoubtedly assist in this regard and relieve some pressure on the NCC budget. Accordingly it may be that the future Youth Service operating in Prudhoe could be very different from that currently provided. Indeed even if the structure does not change it is likely the nature of services will develop.
- 4.25. It is also worthwhile noting that the Youth Service is not restricted to remaining at the EC. Indeed NCC may still decide to move the activities elsewhere despite the CAT or even terminate the service altogether in Prudhoe. Neither of these possibilities has been inferred to at all during the consultations but they are nonetheless considered.

4.26. In either scenario the buildings would still be available for other community activities although more flexibility of use would be possible.

Location of the EC

4.27. The location of the EC as a home for the current activities and possible future community uses has been considered. Much local opinion has been expressed on whether here or alternative locations would be more suitable. This opinion does focus on the Youth Service remaining an integral part of the EC offer.

4.28. A number of other venues have been suggested including the Fuse, Spetchells, Waterworld, local churches / church halls. Some of these could feasibly be utilised, however for the following unique combination of reasons it is considered a facility in the current location is the best and most realistic option.

4.29. The EC is:-

- Accessible and reasonably central meaning it has local pedestrian access and it is easy to 'drop-in'
- On a High Street location close to shops and other facilities.
- Close to public transport and linkages further afield.
- Provided with private on-site parking in an area of limited public parking.
- Provided with enclosed and private outside space.
- In a well known location.

Re-use of the EC buildings versus re-development

4.30. Whilst the location of the current EC function seems to be critical again much variety of comment was made regarding the condition of the current buildings and whether they were appropriate for current and future uses, i.e. would it be more appropriate following CAT to redevelop the site as opposed to retain the current building structures and layout. Again the comments below assume the buildings would continue to be used by the Youth Service amongst others.

4.31. A new facility on this site would have the following benefits:-

- New and modern.
- Effective and efficient to use and run.
- Efficient in terms of layout.
- May provide surplus land for other revenue generators.

4.32. On the downside a new building could be:-

- Costly to develop.
- Take time to provide.
- Unfamiliar and sterile.
- Would render the site un-useable whilst construction took place.
- Unpopular

4.33. The re-use of the existing buildings may have the following benefits:-

- Continuity of use.
- Comfortable and 'lived-in' environment.
- Flexibility of rooms and space.
- Character and heritage value
- Well known and cherished by the community
- AS building already in very good condition.

4.34. Again on the downside the current buildings are:-

- Dilapidated in part and in need of investment
- Inefficient to run and service
- Not built for purpose

4.35. The pros and cons for each option generate a finely balanced argument. Both require a level of expenditure and there have been strong opinions made on both sides during the consultation. However, there seem to be more reasons to endeavor to maintain the current built form and facilities than there are arguments to replace them. Retention therefore is favoured in this report.

4.36. Again it must be stressed that this balance may shift if the Youth Service were to cease use of the EC for whatever reason. For the purposes of this report however it is assumed they will be remaining.

5. Outline Business Case

5.1. Having ascertained that the CAT should seek to continue the community role of the EC in the current buildings, it is now appropriate to consider the outline business case for delivering this. These are the aspects that will dictate the success or failure of the application to NCC.

5.2. The main functions of the business case are to identify:-

- The need for the CAT and its benefits
- Alternatives for the recipient and its capacity to acquire and manage the EC
- Proposed use of the EC
- Financial matters and cashflow
- Risks of the proposal

Need and Benefits of the EC CAT

5.3. The research done as part of this report has concluded that the EC is considered to be an integral and important part of the town and community. It is however under-utilised and neglected. It has the potential to provide a much wider range of benefits to the local community as well as continuing to support the Youth Service. This facility could be acquired and managed by the community via an appropriately structured and funded local organisation.

5.4. NCC has already suggested that the building is surplus through its abortive sale process carried out in late 2016. It is therefore appropriate that a suitable community group should be able to formulate proposals such as these to take the site forward on a more pro-active basis.

The Recipient

5.5. A fundamental consideration of the CAT proposal is the nature of the applicant / recipient. No single body has been proposed to date and so this report considers the available alternatives. These are:-

- Prudhoe Town Council
- Prudhoe Community Partnership
- The Youth Service
- 'AN Other' Community Group
- A collaboration of any of the above

PTC

5.6. PTC is a strategic partner of NCC and it is the preferred recipient for CAT's where a freehold transfer is requested. It's governance is robust and it has elected representatives. Its funding is also self-generated and guaranteed through the precept.

5.7. However, PTC is less suitable as an asset manager and its processes and procedures can often be time consuming and laborious. It is also restricted in the way it operates and does not have the ability to raise additional funds in the same way as a community organisation or charity would.

5.8. During consultation some PTC members raised the possibility of using all or part of the AS building at the EC as a new office or 'town hall'. PTC currently uses space in the Spetchells building. As CAT recipient or simply as a new 'user' of the EC, this would have the benefit of their being an additional presence on the site able to contribute towards its management and upkeep. This option in principle seems attractive although this is obviously subject to a formal PTC proposal.

PCP

5.9. The PCP is already established as a local community based body. It is an asset manager, running the Spetchells, and raises funds from a number of sources including NCC, PTC and by letting out several local shops. Its activities are community serving e.g. the library, and commercially managed. Its governance process is also in place with a board of local representatives.

5.10. Under the CAT directives it would only be eligible for a lease of the EC and its funding is reliant on a number of third parties. There would also likely be a number of restrictions placed on any lease by NCC as set out in their CAT policy.

The Youth Service

- 5.11. The Youth Service is currently a public function of NCC. Accordingly there is not the ability for this group to become the sole recipient of the CAT. However, as discussed earlier, there is an ongoing discussion as to the future structure and activities of the Youth Service.
- 5.12. If the Youth Service were to become independent it would be eligible for the transfer and it would be able to access funding from a variety of sources including any third party users of the EC. Obviously in its own right the governance, structure and funding of the new Youth Service itself would need to be set out but this could include the management of the EC.

AN Other Community Group

- 5.13. The suitability of a different organisation to deliver an EC CAT needs to be considered also. Although no single group has currently been identified that is willing and able to do this, it may be possible to set up an appropriate body. Although feasible this is a relatively weak option where other better alternatives currently exist.

Collaboration

- 5.14. The possible combination of any of the above four alternative recipients is also a feasible option. The advantages of each member could benefit a joint delivery body and produce a more robust proposal than currently exists with any single applicant. Representatives of each party could be appointed onto a management board for example with clear articles of association and a detailed operational business plan to guide their activities.
- 5.15. However the collaborative approach can only work by two or more willing organisations having shared goals and aspirations for the EC. Where differences occur this would not be feasible.
- 5.16. With the Youth Service being a function of the Council for the time being and there not being a third party group identified, the only possible collaboration is between PTC and PCP. Both have an interest in pursuing the EC CAT and they have demonstrated an ability to work together by jointly engaging in this feasibility study. Whether this relationship could develop into a joint proposal for the EC needs to be explored further by the respective parties.

Conclusion

- 5.17. As outlined above either PTC or PCP can be the applicant and so recipient of the CAT. PTC brings strength of funding and freehold acquisition as benefits whilst PCP brings asset management experience and community partnership projects expertise.
- 5.18. The suggested route forward is for the applicant to be PTC supported by PCP. The CAT should request a freehold transfer of the EC. PTC should explore further the option of becoming an occupier of the AS building.

5.19. An asset management agreement or long lease should be granted to PCP to manage the buildings, support the activities of the Youth Service and develop a new range of activities at the EC. PCP can also explore and attract additional funding.

5.20. This combination maximizes the ability of the EC to operate in the longer term through ownership of a secured and leveragable asset, the presence of a stable anchor user (PTC), and the support of established community group expert at funding, projects and management.

Activities at the East Centre

5.21. A fundamental consideration of the business plan is what future activities will take place at the EC going forward and how these will be organised, interact with one another and contribute to the funding of the site.

5.22. We have already established that the buildings are vacant in part and generally under-utilised. The Youth Service can continue to be located here and there is potential for other users.

5.23. Some of the options available are listed as follows. Those in *italics* have already been mooted and discussed with relevant interested parties as part of this report. Others are ideas and suggestions. This is not an exhaustive list.

- *Prudhoe Town Council office in the AS building*
- Wider use by Prudhoe Poppets and/or other children's groups
- *Community Church*
- *Theatre / performance groups*
- Café
- Community centre or home for other new start community groups
- Car Boot / General Market / Farmers Market in the yard(s)
- Small office space
- Business units / workshops in the outbuildings
- Retail units
- *Specialist services e.g. sensory rooms, dementia center, befriending*

5.24. A combination of any of these could be accommodated within the EC operating at different times of the day and within various parts of the buildings. This would require sharing of the buildings and so a timetable of activities developed. This is particularly relevant to the existing Youth Service, which utilises the YS building almost unchallenged. This would need to change and the Youth Service management and activities would need to respect the needs and requirements of other users.

Financial Matters and Cashflow

5.25. The basic financial requirement of the EC CAT is that it generates sufficient income to support the running of the site to begin with. However, it should also look to generate an operating surplus and be capable of dealing with capital expenditure projects, for example to facilitate new activities or to carry out upgrading and structural repairs.

5.26. The specific elements of this cashflow are acquisition costs, running costs, initial capital works, future capital works and revenue. These are discussed below.

Acquisition Costs

5.27. The CAT process will require the recipient to provide funding for the legal transfer of the property or negotiation of a lease. It is not considered that the property will need to be purchased and in fact it should be applied for at nil cost. A legal fee only budget of say £10,000 should be sufficient to cover this.

Running Costs

5.28. The cost schedule provided by NCC suggests that £17,000 per annum is required for general upkeep, bills and servicing of the EC. This would need to be reviewed in the light of an intensification of use, (especially in the AS building), and so a budget of say £25,000 per annum could be assumed.

5.29. It may also be necessary to factor in a sum for asset and building management. At present staff of the Youth Service manage the buildings. However as this relationship may change following transfer this may not be appropriate. PCP can obviously do this as part of their involvement in the EC and it may be possible for some costs to be recovered from the fees charged for the use of the EC by various third parties.

Initial and Future Capital Works

5.30. Probably the most difficult to ascertain at the present time with any accuracy on quantum or timing, these works may be required for either improvement, additional facilities or for major repair projects.

5.31. Initially the maintenance list prepared by Alastair Bond for the YS building should be addressed at an estimated cost of £15,000. Other future capital works would need to be addressed on either a need (repairs) or cost benefit basis (improvements).

5.32. Funding for capital works can be sourced through a number of routes:-

- Community unsecured loans
- Property based loans i.e. a mortgage
- Grants or donations e.g. Lottery or local businesses
- Accumulated cashflow surplus

Income / Revenue

5.33. There are a number of potential sources of income from four main routes. These are discussed in more detail below:-

- Support income from existing stakeholders
- Revenue generated from users of the EC
- Third party grants or donations
- Redevelopment

Existing Stakeholders

- 5.34. **PTC** – There is existing expenditure by PTC to fund their offices at the Spetchells. If PTC were to relocate to the EC either as CAT recipient or as a new user then this expenditure would be income for the EC.
- 5.35. **NCC** – The County Council would be in line to make revenue savings by not having to fund the upkeep of the EC following transfer. It may be possible negotiate a continued level of support on a reduced basis for the EC, even on a temporary or transitional basis.
- 5.36. **PCP** – Assuming the partnership was involved with the EC either as the CAT recipient or in a lessee / management role, it could be possible to provide a degree of support either through cost efficiencies in the use of joint services with Spetchells or through fee free management for example.
- 5.37. **Youth Service** – The YS service current utilises the EC effectively on a free-of-charge basis as owner-occupier. Whether it remained an NCC service or became independent it would be appropriate for it to contribute to the building it used by means of a rent or fee. This could be combined into the NCC subsidy mentioned above or become a separate payment.

Revenue

- 5.38. **Children's play groups** – Currently Prudhoe Poppets utilise the EC for free and only charge attendees a small fee for drinks etc. It would be appropriate given the nature and needs of the EC to charge a small sum for the use of the EC to this and any other similar groups.
- 5.39. **Other community groups or users** – as above any user of the EC would be expected to pay a fee that would reflect the nature of the activity in question. e.g. use of the yard for a car boot sale or hire of a room for classes or group meetings.
- 5.40. **Offices / Workshops** – Letting of space in the AS building primarily, which would generate an income. The outhouses would require a capital investment for refurbishment but this may be justified if an end user were forthcoming.
- 5.41. **Advertising** – This may be possible on the building or in some sort of community publication run from the EC.
- 5.42. **Technology** – For example, solar panels or telecoms location.

Grants and Donations

- 5.43. Developers planning obligation payments to NCC, (Sec 106), in the Prudhoe area could be allocated to the EC by NCC.
- 5.44. Other NCC regeneration / community funding may become available.

- 5.45. Duke of Northumberland Estate/ Local business / Individuals, through support or sponsorship should be achievable in the same way it has been to date.
- 5.46. Ad-hoc street / shop fundraising could take place or new activities such as 'Friends of the East Centre' could be developed.
- 5.47. Lottery funding applications are commonplace for other CAT proposals.
- 5.48. Central / Regional Govt. community funding initiatives from time to time.
- 5.49. Charities and trusts (there are many of these each with a slightly different focus) e.g. Princes Trust, Greggs Foundation, Virgin Money, Joseph Rowntree Foundation etc.
- 5.50. Other local community groups and organisations may continue to offer support.

Redevelopment

- 5.51. Part of the site could be redeveloped to intensify, improve or change the use, with the aim of producing greater income. This would incur an initial capital investment as well as lead in time for such matters as feasibility, planning, tendering and construction. It could however have longer-term revenue benefits.
- 5.52. It has been suggested that community housing on part of the site may be an option. Whilst a known funding pot is available from NCC for community housing projects at the moment this may not be available by the time a CAT has taken place. Housing on the site may not be considered compatible with the proposed other uses nor may there be any surplus land available.

Summary

- 5.53. It is considered that an initial funding package should be developed and agreed through a combination of commitments from PTC / PCP and NCC. This can underpin the CAT operational cashflow at least from a break-even stand-point. Obviously this is based on the recommended route of a collaborative CAT application and may include any combination of the options given above. Further consideration should also be given to a capital works budget possibly funded in the first instance via a property based loan.

SWOT Analysis

- 5.54. A basic SWOT analysis is outlined below for the CAT proposals as suggested.

Strengths

- Site location and use of existing buildings
- Local support for Youth Service
- AS building in good condition
- CAT recipient structure is strong and flexible
- Initial stakeholder funding available

Weaknesses

- Long term maintenance costs of EC
- Older buildings may have unforeseen issues
- Under-utilised at present with no certainty for increased income
- Active asset and property management is required

Opportunities

- Potential for new users and increased community use
- Youth Service structure / services review may be beneficial
- Variety of possible income sources have been identified
- Possibility to generate a positive cash flow

Threats

- Inability to agree structure or goals of CAT recipient
- Unforeseen or increased running costs
- Delays with CAT processing
- Youth Service future / cessation of activities at the EC
- No additional users sourced

5.55. Once agreement has been reached on structure and funding commitments a more detailed proposal can outline how the above weaknesses and threats can be minimised. For example a fully costed building survey and the inclusion of a financial contingency policy will reduce exposure to unforeseen matters.

6. Recommendations and Next Steps

6.1. To enable the CAT proposals to be taken forward the Steering Group should consider the following recommended next steps.

- 1) Agree CAT applicant / recipient and the structure of any collaboration including governance arrangements, personnel involved, responsibilities, funding package and goals. In the event that no agreement can be reached then any party may take the proposal further using the principles outlined in this document.
- 2) Applicant to make Phase 1 enquiry to NCC.
- 3) If the property is accepted for CAT then make a Phase 2 'Initial Expression of Interest' submission to NCC.
- 4) Confirm funding sources and basic financial plan. This will need commitments from the applicant and other stakeholders to support an initial funding package and will form the base line cashflow proposal covering acquisition costs, any initial capital expenditure, Year 1 running costs and a contingency. These can be submitted in support of the Phase 2 process in the form of a business plan.
- 5) It may also be appropriate at this stage to carry out the following:-

- Obtain costs from reputable contractors for building repairs.
 - Make funding bids to charities / trusts / lottery / local businesses.
 - Obtain informal advice on building mortgagability.
- 6) If Phase 2 is successful then the applicant can appoint solicitors to deal with the transfer and put in place governance documents and structure necessary to manage the asset.
- 7) As completion approaches establish ancillary procedures for day to day operation e.g. bank accounts, service agreements, staffing, protocols and lower level responsibilities.

7. Conclusion

- 7.1. The EC site and buildings can continue to be a base for the Youth Service and for wider community projects under the management of a suitable community led body.
- 7.2. The proposed CAT of the EC is both feasible and deliverable subject to an appropriate funding package being developed and agreed.
- 7.3. Both PTC and PCP meet the criteria set out in the NCC policy for a CAT, however it is suggested that their collaboration results in a more robust and sustainable solution for the EC.