Appendix A

LONDON BOROUGH OF BARNET

ASSET ACQUISITION AND DISINVESTMENT / DISPOSAL STRATEGY

Introduction

This paper sets out the strategy for the acquisition and disposal of real estate assets by the council. The purpose of this document, therefore, is to set out the strategy of the council for how assets will be acquired or disposed of, how risk will be identified and managed, how both current and future income generating assets will be managed and how overarching governance arrangements will be deployed. It covers the following:

- Objectives and strategic priorities
- Risk
- Portfolio mix
- Governance and reporting arrangements
- Management of the portfolio
- Funding and financial performance of the portfolio
- Identifying and managing disinvestments
- Returns & Investment evaluation criteria
- Performance indicators & monitoring of the portfolio
- Acquisition and disposal procedures

Aim

The aim of this strategy is to articulate why acquisitions and disinvestments / disposals are sometimes necessary and to detail how such transactions should be executed, when they are justified.

Rationale

The council, as both the Local Authority and an existing landowner, can use its position in the borough to acquire assets for regeneration, which may create synergies with the council's existing estate and assets. An example of this is the systematic purchasing of land and interests around the Brent Cross Town (BXT) regeneration area, including the purchase of the Brent Cross South retail park for its strategic marriage value to the BXT scheme.

The London Borough of Barnet will, from time to time, have the opportunity to secure strategically important and / or distressed assets, which require public-sector interventions. On occasion, these may be income producing, as a secondary consideration.

Under certain circumstances, the council may also purchase assets outside the borough, as is currently the case via The Barnet Group's housing acquisition programme. There is also a similar case for a solar installation, providing green energy for the borough, whilst offsetting residual carbon emissions.

Good asset management requires that the performance of the built asset portfolio should be continually monitored, both as to the composition of the portfolio and its financial performance. An exercise is being constantly undertaken to review the current and future performance of the commercial assets to inform sell, retain or manage decisions.

Strategic requirements

Town centre interventions.

In line with the objectives contained with the Barnet Plan 2025, and the council's Growth Strategy, the council will support, as a priority, the borough's town centres. Market failure and / or economic and market conditions may render local authority intervention desirable or necessary, in order to sustain and revitalise those locations through additional social, economic or cultural infrastructure.

Housing Development.

The greatest challenge is land availability so a rolling programme to identify realistic development opportunities that could be pursued, is being maintained. The council has a corporate responsibility to ensure that it is making best use of its own assets. Most of the projects the council has developed to date are built on council owned land and it is expected to continue this process, in order to contribute to house building targets. The council will therefore identify a pipeline of sites, which will include undertaking strategic reviews of significant council land holdings, both General Fund and HRA land. The aim will be to:

- Accelerate and maximise the supply of high-quality mixed tenure housing
- Support local people to access high quality private and affordable housing which meets their needs
- Make best use of land
- Engage with residents and create cohesive communities
- Regeneration

Other opportunities are also being explored through the One Public Estate programme and rationalisation of public sector assets.

Sustainability. Given the increasing priority within the council given to sustainability, there may also be a requirement to purchase land and / or buildings that will help the council achieve its sustainability ambitions – for example, land on which to locate solar panels, battery storage installations or additional greenspace/biodiversity.

Operational or community space requirements. The continued provision of good quality, well located assets, from which council services and voluntary groups can both operate, is fundamental for the residents of the borough and therefore a key strategic driver for asset management decisions.

Funding

Where possible, acquisitions are to be funded from appropriate capital budgets, from within which the purchase must be affordable, as supported by financial modelling. From time to time there may also be good reasons to lease assets to achieve strategic objectives – such as, for example, the provision of workspace in town centres - subject to business case approval and it demonstrating value-for-money to the local taxpayer.

Capital receipts from land or asset disposals are paid into the General Fund or Housing Revenue Account, whichever is applicable and should reduce council borrowing requirements overall.

Identifying and managing acquisitions

Sites are identified against key priorities for the council. These include:

1. Regeneration opportunities
2. Key inward investment opportunities
3. Housing development opportunities
4. Addressing market failure within the borough
5. Socio-economic outputs desired in the borough determined through community engagement
6. Financial impact to be limited against the General Fund

An exercise is underway to identify priority sites for regeneration in town centres, coupled with identifying key inward investment opportunities in the borough. Furthermore, work is underway to identify potential land for housing developments, in order to meet resident need. The result of this work may identify potential acquisitions in the borough to support these opportunities.

Similarly, there is an on-going process of property review taking place, to ensure that council services have fit-for-purpose facilities in the right places across the borough, and that community uses have adequate provision. Should that not be the case, it may be that acquisition of additional property to meet the need, may be justifiable.

Acquisitions of assets that meet the council's strategic objectives around growth, the Barnet Plan, addressing market failure, regeneration and other socio-economic outputs desired in the area by residents, businesses and other stakeholders, will be considered in the round, along with the financial impacts of investments.

For an acquisition to be approved, the following process must be followed:

- There must be a business case, fully justifying the proposed acquisition, in line with the council's extant strategic objectives. This should include:
    - A viable financial model, built to Her Majesty's Treasury Green Book standard, approved by the Section 151 Officer, that demonstrates that the proposed acquisition results in a positive impact on the General Fund, unless other benefits, such as wider social or economic impacts, provide justification.
    - An independent RICS qualified professional valuation, justifying the purchase and demonstrating best value consideration
    - A clearly identified and sufficient funding source
    - A clear 'benefits realisation plan' and timeframe which can be reviewed at key milestones to support the management case and exit strategies
    - A clear management case and exit strategy e.g., should plans for a development or repurposing of a site not progress, then the site could be resold on the open market. Should this be the case, the aim will be to ensure that the proceeds of disinvestment are to be at least equal to those the council expended in acquiring the asset.

- Potential acquisitions are presented to the internal Asset Acquisition Board. This internal board, made up of council officers, may agree the acquisition in principle but progressing any deal is then subject to informal briefings for key Elected Members, supported by the business case.

- Should a recommendation to acquire be agreed by officers, this will then be formally presented to Elected Members for a formal decision, either at Housing and Growth Committee, Policy and Resources Committee or, if timescales demand, an Urgency Committee, set up specifically to make this decision, in accordance with Article 10 of the constitution.

- Once the asset has been acquired, where applicable, it should be presented to the internal Property Review Programme Board, to ensure formal hand over any mandatory responsibilities (building compliance, lease management, insurance etc.) to the relevant departments. These will normally be a combination of the Building Services, Property Services and, if relevant, the department utilising the asset.

Identifying and managing disinvestments / disposals

The council's land and property holdings are under constant review, to identify whether or not 'sell, manage or retain' decisions should be recommended for the properties contained within the portfolio. Decisions will be based on identifying the predicted utility and forecasted performance of the assets over 5 and 10 years, and be based on their exposure to the risks highlighted in this paper.

From time to time, arising from the review process, there may be a requirement to sell properties, in particular to facilitate housing construction. Disposal transactions must adhere to Section 123 of the Local Government Act 1972, requiring that, as far as is reasonably possible, best consideration for the land or property is obtained.

Disposals for a less than best consideration are possible but the socio-economic case must be set out clearly. There is a general consent to disposal at under value, where the amount foregone is less than £2million, and the disposal has social, economic or environmental benefits for the borough. Where that may be the case, Article 10 of the constitution demands that the transaction is reported to Housing and Growth Committee.

Where the undervalue is £2m or greater, Secretary of State approval for the transaction must be be sought pursuant to section 123. Sale at less than best value may constitute State Aid, now known as subsidy control, which is unlawful subject to exceptions

For all disposal transactions, a detailed business case and relevant governance papers will therefore be prepared, in order to demonstrate that statutory obligations are met, and fully informed decisions are made. Business cases must be supported by either valuations (often based on different scenarios) and / or competitive bids. Article 10 of the council's constitution, published January 2022, requires a less than best disposal to be approved by Housing & Growth Committee

Notwithstanding that the sale of some land or property may sometimes be necessary, council policy is to retain the freehold of properties, whenever possible. It will therefore attempt to sell long leases, as opposed to the freehold, if it wishes to disinvest / facilitate development. Disinvestment / disposal will be most likely for the following reasons:

- To facilitate housing developments
- To raise capital for reinvestment either in services or investment in other real estate

- Commercial properties failing to meet targeted hurdle rates (income thresholds) and / or that are exposed to risk over the short to medium term, and where there is no strategic or operational reason to hold them

Leases in excess of 7 years, are classed as disposals therefore need to meet the test of best value consideration.

Appropriation

In some circumstances there will be a requirement to transfer properties from the General Fund to the Housing Revenue Account (HRA) or vice versa. A business case justification will also be required for such transfers and established appropriation procedures will be adhered to.

Risk management

Political risk

A change in political leadership at national level may require the organisation to change its approach so risk assessments for any acquisitions or disposals will always take this into account. Similarly, the political disposition in any given locality can vary significantly so the views of Ward Members will always be taken into account.

Macro-economic risks

The council is exposed to inflation risk when acquiring assets, with associated costs or liabilities. Rising inflation, and therefore costs, is a risk for both the council and its tenants, which may result in tenant failures or inability to pay rents.

Inflation risk can be mitigated somewhat through appropriate leasing contracts. Rents have historically increased with inflation but if there is reduced tenant demand, rents may fall in some sectors of the market. In addition, the council can mitigate risk by use of fixed rate loan facilities from multiple financing sources whilst also charging appropriate commercial tenants rental amounts that are then indexed through the Consumer Price Index (CPI) or Retail Price Index (RPI) as is standard practice in the sector.

Other inflation will be the responsibility of tenants to manage but, within limits, the council can potentially provide limited rent relief, should the individual circumstances justify such action.

Notwithstanding these mitigations, the council will always need to have exit strategies in place, which can be enacted when it can no longer mitigate inflationary pressures. Potential exits will be modelled in the business case, prior to any disposal.

Social Risks

Local residents may have pre-defined views on how they'd like sites to be managed / developed so post-acquisition (and before, where time permits) consultation with the public will be key.

Outcomes related to the acquisitions may not align to social outcomes desired in the future. Where a proposed regeneration is envisaged or acquisition made, an Equalities Assessment will therefore be undertaken, which should ensure alignment with the council's policies in this regard.

Technological Risks

Additions to the portfolio are at risk of possible poor financial performance due to technological changes e.g. online shopping vs high street shopping. It should, however, be noted that the recent acquisition of Brent Cross Retail Park is performing well in both revenue and capital terms. Adequate sensitivity modelling will therefore be undertaken in order to model the potential downside of any purchases, for inclusion in the business case.

Legal Risks

Further legislation / guidance may be introduced that constrains local authority acquisitions, under certain circumstances. Legislation / case law may also affect the implementation of governance structures under which assets are managed i.e. the formation of LLPs etc.

Tightening of Energy Performance Certificates (EPC) ratings for lettings will also impact / blight properties that can't be adequately upgraded. EPC ratings for the Council's estate are now being collated and improved on a rolling basis as part of the drive to net-zero. Rising EPC standards could possibly lead to an increased stock of privately owned 'distressed' assets in the borough, which may necessitate further council intervention in due course but could also provide opportunities for land assembly and regeneration.

Environmental Risks

A climate emergency has been declared in Barnet and the decarbonisation and sustainability agendas are an increasingly important priority across both private and public sectors. Rising energy costs are also contributing to the cost of living crisis so it is considered essential to provide public sector leadership with regard to this agenda.

The implications of this mean that initiatives will need to be put in place in the existing estate to meet this agenda. In addition, ways of investing in and obtaining renewable energy will also need to be pursued.

Assets may also be distressed as a direct result of environmental contamination etc. so the council must quantify all such risks carefully, as part of pre-acquisition due diligence.

<u>Property Related Risks</u>

Location

It is anticipated that all property-related acquisitions will take place in-borough, as that is where the maximum regeneration and operational benefits can be achieved for Barnet residents. It is recognised that too much weighting in one geographical area can add risk but it is considered that the potential operational, regeneration, economic and social benefits that will drive the decision to acquire in-borough acquisitions will almost always justify investment in the Borough. However, as property prices in London are higher than some other areas it is also recognised that affordability may be challenging.

It may be necessary to invest in renewable technology out of borough as the need to invest in assets such as large solar or wind farms, becomes more of an imperative. Other councils have done this with some success already and soft market testing / case study analysis is underway. Although there may be some income generated from this, this is permitted within PWLB guidance as long as the primary motivation for the transaction is for service provision and not commercial gain.

Condition

Properties in a poor condition, structurally and cosmetically, will restrict the prospect of future rental growth, without significant investment. However, where regeneration is the desired outcome, these issues may become of a lower priority, as redevelopment or refurbishment will be a key element of the business plan. Full condition surveys will be prepared prior to purchase to mitigate this risk, and to ensure that the price paid properly reflects the condition of the property and the capital investment required to achieve the business plan aim.

Tenant & Leasing Risk

The quality of current and future tenants is crucial to the longevity of property investments. There may be opportunities to improve this by capital investment in the property, asset management and regeneration schemes. This will determine the quantum of rent able to be charged, the likelihood that the tenant will pay the rent for the length of the lease, and financial stability of the asset.

Tenant covenants have generally been depleted as a result of the pandemic, and covenant strength will be assessed carefully for new lettings and monitored for those tenants in the existing estate, in order to keep arrears to a minimum. Strict credit checks on any incoming tenants as well as close monitoring of rent payments will be key to mitigating residual risk.

Lease Risk

The terms of the lease on an asset are important as they govern, amongst other things, lease length, rental growth prospects, repair liabilities, the ability to terminate and the ability to obtain vacant possession for development. Specialist advice will be obtained from leasing agents when negotiating new leases and all properties being acquired will be reviewed by lawyers and reported on in a Report of Title to be reviewed pre-completion.

Sectoral Risk

A diversified portfolio, by sector, will be maintained, as far as is practicable so that there is less financial exposure to each sector. It is considered that regeneration benefits could often outweigh this strategy but each case will be taken on its merits.

Liquidity Risk

Property as a sector cannot be liquidated quickly, however, once assets are improved by financial investment and / or strategic asset management, they should take on greater liquidity.

Property Risk Summary

It is considered that many of these risks can be mitigated via due diligence. Due diligence commences with the council's evaluation criteria for property purchases; due diligence on the specific property, tenant, lease etc; the acquisition approval process, and accountability for implementation. Processes to govern these aspects will be established to mitigate any potential risks arising.

Financial Risk

Current Treasury Management Strategy (TMSS) constraints are such that commercial income must not exceed 1.5% of the total income to the council in fees, charges and local tax. There may be a risk that an acquisition with significant incidental commercial income may breach the available headroom. In this case, the position for the financial year within which an acquisition takes place must therefore be checked and confirmed to be adequate in the business case, for assurance purposes. It must also be confirmed that any new acquisition which includes 'commercial income' is compliant with the latest government PWLB guidance on investment for yield criteria. This will be verified on a case-by-case basis.

The 2020 Prudential Code differentiates between commercial income and service income. It is anticipated that any income generated through acquisitions will actually be service income, as the primary objective for the acquisitions will be for reasons other than commercial income - for example, for regeneration purposes. . Service Income presents a risk to the council to the extent it is not guaranteed income but is needed in order for the council to be able to deliver its services.

The main financial risks relate to borrowing, interest rate movements, the ability to service debt, the property market, and its commensurate impact on rent levels, as well as the level of investment in assets that may be required. Mitigation of these risks will include maintaining a commercial and risk-averse loan-to-value ratio (i.e. the council borrows as little as possible to fund non-housing acquisitions), the adoption of financing criteria, and a business case approach that ensures net revenue & capital receipts can reasonably be expected to fund the acquisitions.

The following criteria will be used to evaluate acquisitions, unless in special cases other factors reduce the need for the required return. This could be to facilitate acquisitions in order to be achieve other aims and objectives for the council, such as to achieve its ambitions for regenerated and vibrant town centres, where there is a business case for public sector intervention due to market failure; or to achieve its sustainability targets

- In all cases a business case will be prepared, justifying the primary aim of the acquisition, being regeneration in the case of property acquisitions and net carbon reduction in the case of the acquisition of renewables. All acquisitions will be subject to the requirements for business case building and governance in line with the published Capital Strategy. A business case justification will be used, in compliance with the Treasury Green Book, which will include (in all cases) a financial appraisal, prepared by the council's finance function to Green Book standard, and signed off by the Section 151 officer or their delegated officer. It will also include a management case, including risk management and the modelling of the potential exits.

- The financial appraisal includes revenue income, capital and revenue costs, and the cost of finance, including Minimum Revenue Provision (MRP), modelled over a 50-year borrowing period. Sensitivities on key metrics are also modelled.

- A net yield de-minimus will be required on non-housing assets (where housing assets are classed as those usually managed by a Registered Social Landlord, such as Barnet Homes). The de-minimus net yield is flexible as the aim is for all acquisitions to be General Fund accretive or at a minimum neutral. There may be occasions where this may not be achievable, but there may be other social, economic or regeneration reasons for the acquisition. These exceptions will follow the appropriate governance process as set out in the council's Capital Strategy, and in Article 10 of the constitution, where resources are required to invest.

- Acquisitions with development potential will be required to deliver a blended profit on cost of over 15% if the intention is to sell the asset(s) post development, e.g. houses for private sale. However, regeneration requirements and social need may contribute to a business case that will justify a lower de-minimus yield and will again follow the appropriate governance process as set out in the council's Capital Strategy.

Background

The council has had to deliver substantial levels of savings in response to diminished resources available following the economic downturn and subsequent rebalancing of public finances from 2010/11. It has approved savings proposals of circa £200.083m to 2022/23 whilst the population in the borough has increased in the same period.

The council's ability to acquire assets depends on the appetite to risk at a point in time; the prevailing interest rates for borrowing (PWLB interest rates, in particular); and the Treasury Management Strategy (TMS). In recent times, PWLB interest rates have fluctuated from lows around 1.4% to highs of 3.1% and are reflective of market interest in Gilts and prevailing policy decisions. Historically, PWLB rates have been as high as 4% and more so, when interest rates do increase significantly, the target measures in this policy will need to be reviewed. However, it is intended that there are no fixed targets, but instead there is the ability to flex targets around a formula which is net of the certainty rate available to local authorities.

The COVID-19 pandemic response has changed habits for individuals and business alike. As the long-term impact of recovery and renewal arising from the pandemic becomes clearer, this will influence the type of asset the council chooses to invest in.

The council has significant aspirations in the Barnet Plan 2025 around growth and regeneration. To facilitate this, there needs to be a sound decision making framework and clarity of governance. This will ensure that when making acquisition and / or disposals the council is not over-exposed to particular asset classes and risks – either financial, commercial or reputational.

The Sustainability Strategy Framework was approved by Policy and Resources Committee on 9 December 2021 and lays the groundwork for the forthcoming Sustainability Strategy. It is anticipated that contained within that strategy there may be strategic priorities that support sustainability and require acquisitions. It is therefore considered that it is appropriate for this strategy to now cover this as well, with a review of this paper to take place once the final Sustainability Strategy has been published

The Council already holds a significant portfolio of assets in its own right. As part of any asset acquisition, the Council will consider the impact on its own portfolio of the acquisition or, where relevant, a disposal.

The Council's Asset Acquisition and Disinvestment / Disposal Strategy supports regeneration commitments. It also contributes to the Medium Term Financial Strategy (MTFS), where there is new or increased income generated from an acquisition that is in excess of the costs of borrowing and running costs.

Links to the Barnet Plan and Other Strategies

This Strategy supports the vision and objectives as set out in Barnet 2025:

- A well maintained and pleasant borough that we protect and invest in
- Safe and strong communities where people get along well
- Our residents live happy, healthy, independent lives with the most vulnerable protected

This Strategy links to the key themes of:

- Thriving
- Clean, Safe and Well Run

Any proposals that further emerge from the Barnet 2025 plan will be reviewed and reflected in the asset acquisition strategy as it is revised going forwards.

The strategy also has links to other council documents:

- Capital Strategy
- Medium Term Financial Strategy
- Treasury Management Strategy
- Growth Strategy
- Asset Management Plan
- Infrastructure Development Plan
- Economic Development plans and Town Centre Strategies

Summary

The Asset Acquisition strategy was presented to Housing and Growth Committee in 2021. Since that date, the effects of the pandemic have further crystallised, particularly the effect of the pandemic on town centres. In addition, since that date the sustainability agenda of the council has increased in national and local political importance. These, and other factors, have meant that this strategy required amendments, as has been detailed above.

This paper has covered the following:

- Objectives and strategic priorities
- Risk
- Portfolio mix
- Governance and reporting arrangements
- Management of the portfolio
- Funding and financial performance of the portfolio
- Identifying and managing disinvestments
- Returns & Investment evaluation criteria
- Performance indicators & monitoring of the portfolio
- Acquisition and disposal procedures

Appendix 1

Example Acquisition Process

1.	Property Identified as a potential acquisition by Property team / Introduction from Investment Agent	INITIAL OPPORTUNITY STAGE
2.	Property assessed against investment & regeneration criteria or sustainability criteria & inspected	
3.	If fits criteria, Asset Acquisition Lead / Assistant Director - Estates notify Director of Growth & Regeneration and Director of Resources & internal governance boards of a potentially suitable property.	
4.	Introduction from Agent recognised & procurement rule compliance confirmed (if appropriate).	
	Socialise with Leader, Chair of H&G Committee, Chair of FPC Committee and other key members	
5.	Obtain cashflow from agents, run own financial model (ideally ARGUS) and confirm compliance with CIPFA Prudential Code	BUSINESS CASE 1-3 WEEKS
6.	Undertake initial appraisal of tenants to ensure it complies with LBB Corporate Objectives and tenants are of suitable financial standing.	
7.	Undertake appraisal and recommend funding source	
8.	Development appraisal run; Obtain valuation and run sensitivities through the Barnet Viability Model	
9.	Brief report prepared & presented to internal governance boards to consider business case	
10.	Agreement of Boards to recommend to either key decision makers under Article 10 of the constitution (Officers or Committee). If the decision is not within the financial and regulatory delegation given to the Chief Officer – any recommendation will have to be approved by Committee (usually Housing and Growth Committee)	
11.	Make offer with conditions (offer to be signed off by internal governance boards)	UNDER OFFER STAGE 3-4 WEEKS
12.	Conditions to the offer could include (but not exclusively): searches, receipt and analysis of leases, title and other legal DD, structural, electrical and mechanical surveys, inspection, EPC, DDA compliance, environmental desktop survey (or more intrusive surveys should this be highlighted), any TUPE implications, VAT and tax issues, insurance requirements	
13.	Instruct lawyers; determine arrangements for future asset management & appoint agents to help with DD.	
14.	Undertake surveys in order of importance	

15.	Prepare business justification case report (full DPR or committee papers in line with the constitution) on property for final sign off in compliance with the approved Capital Strategy at that time.	EXCHANGE STAGE 1-2 WEEKS
16.	Ensure surveys etc are satisfactory and put in place DD on issues above in no 11.	
17.	Determine date for exchange of contracts, including arrangements for transfer of funds	
18.	Complete Purchase. Management handover to Agents. Ensure insurance activated.	COMPLETION 1 DAY

12.0 Through-life investment process

1.	Property Identified as needing capital investment	INITIAL SCOPING STAGE
2.	Level of investment assessed and priced up	
3.	Internal governance board notified of a potential capital project requirement.	
4.	Impact on cashflow to be assessed by reviewing the financial model	BUSINESS CASE 1-3 WEEKS
5.	If financial model indicates that investing in and retaining the asset is viable, a business justification case is to be drafted.	
6.	Brief report prepared & presented to internal governance Boards, to consider business case	
7.	Agreement of Boards to allocate capital funding for the works	
8.	Project(s) to be implemented in accordance with LBB project management toolkit	IMPLEMENTATION

13.0 Disposal process

1.	Property identified as a potential disposal by Property Services team / Asset Portfolio Manager as a result of deterioration in the original business case, to the point the retaining the asset is no longer viable.	REVIEW STAGE
2.	Financial model reviewed to confirm initial assessment	
3.	Asset Acquisition Lead / Assistant Director - Estates notifies Director of Growth & Regeneration and Director of Finance & internal governance boards of a potential disposal.	
4.	Socialise with Leader, Chair of H&G Committee, Chair of FPC Committee and other key members	
5.	Develop Business Justification Case for the disposal	BUSINESS CASE 1-3 WEEKS
6.	Brief report prepared & presented to internal governance boards, to consider business case	
7.	Agreement of Boards to recommend to either key decision makers under Article 10 of the constitution (Officers or Committee)	

8.	Market the property and invite expressions of interest; Process to comply with S123 of the LGA (best consideration) and obtain or comply with any other statutory consents or requirements	INITIATE DISPOSAL
9.	Assess bids and select purchaser	
10.	Brief disposal report prepared & presented to internal acquisition boards, for approval	
11.	Accept offer, with conditions, if necessary	UNDER OFFER STAGE 3-4 WEEKS
12.	Facilitate purchaser's searches, receipt and analysis of leases, title and other legal DD, structural, electrical and mechanical surveys, inspection, EPC, DDA compliance, environmental desktop survey (or more intrusive surveys should this be highlighted), any TUPE implications, VAT and tax issues, insurance requirements	
13.	Instruct lawyers & appoint agents to conduct DD.	
14.	Undertake surveys in order of importance	
15.	Prepare report (full DPR or committee papers) on property disposal, for final sign off	EXCHANGE STAGE 1-2 WEEKS
16.	Determine date for exchange of contracts, including arrangements for transfer of funds	
17.	Complete sale. Management handover to Agents.	COMPLETION 1 DAY