

Shaping the Future of Estate Management: Local Authority Perspectives on Reducing Private Estate Management Arrangements

Tuesday 17 February, 10.00-11.00,

Starts: 10.00



**Work in local
government?
Need to resolve
an issue?**





Agenda for today 10.00 – 11.00

- **APSE Update** - **Matt Ellis**, APSE
Principal Advisor;
- **Keith Burnett**, *Senior Policy Advisor,*
MHCLG.





APSE Update

Network Queries Service

APSE members can circulate a query across APSE's extensive UK-wide database of local authority contacts. Recent examples include:

- Allotment Society Expenses
- Roadside Nature Reserves
- Chemicals used for jet washing
- Lithium-ion batteries collection





Local Authority State of the Market 2026

Parks and Greenspace

Deadline: TODAY! Please contribute what you can!

HortWeek

80% of respondents agree the squeeze on resources disproportionately affects parks and green spaces

APSE has released its State of the Market in Parks and Greenspaces for 2025 which looks at the state of the market in local authority parks, horticultural services and grounds maintenance.



Parks and Greenspace - State of the Market Survey 2026

Your opinion matters

APSE is undertaking a survey on the State of the Market in local authority parks, horticultural services and grounds maintenance. This survey includes a range of questions that will enable a valuable snapshot to be gained of the sector.

Deadline to submit: Monday 16 February 2026

1. If you would like a copy of the survey results and analysis, please enter your email address:

2. Please give your opinion on the following statements

Disagree strongly Disagree Agree strongly No opinion

The squeeze on public sector resources is affecting parks and green spaces disproportionately to other service areas

○ ○ ○ ○ ○



APSE Update

Speakers include:



Parks Seminar 2026



Let It Bee: Nature Recovery in Practice

*12 March 2026.
Old Trafford Football Stadium, Manchester*

From national policy and investment priorities to local delivery, the seminar will examine practical approaches to urban nature infrastructure, rewilding and grassland management, tree health and ash dieback, and securing long-term funding for parks.

The logo for 'apse' is located in the top left corner. It consists of the word 'apse' in a white, lowercase, sans-serif font, enclosed within a dark purple, rounded, oval shape.

National Highways, Street Lighting & Winter Maintenance Seminar

Thursday 19 March

St James Park, Newcastle

[Book your place now!](#)

- **Speakers include experienced highways and street lighting local authority leaders, DfT (invited)**
- **Forums and discussion sessions**
- **Including an optional complementary tour of Newcastle United FC's stadium!**

Sponsored by:





APSE Update

Free for members to join!



APSE's Climate Change Network presents...

Urban Trees and Climate Resilience

Friday 20 February, 10.00-12.00, MS Teams

FREE for members!

Join us for a discussion on how urban trees can help towns and cities respond to climate change, with a focus on practical approaches, benefits for communities, and building long-term climate resilience.



Urban Tree Design for a Sustainable Climate

An introduction to urban tree pits and stormwater management; The benefits of urban planting; Understanding the requirements for healthy tree establishment; How to achieve the best results Urban SuDS applications.

Alasdair Innes, Specification Advisor, Green-Tech



Implementing a Tree Strategy

A closer look at the Council's Tree Strategy 2024-2039; Consultation and implementation.

Cllr Mark Wilson, Cabinet Member for Neighbourhood and Building Services, Vale of Glamorgan Council



Coed Caerdydd: A 10 year programme to increase the number of trees in Cardiff

A closer look at the APSE Service Award-winning scheme

Christopher Engel, Tree and Vegetation Management Officer, Cardiff Council



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Competition and Market Authority Recommendations

The 2024 CMA Housebuilding Market Study

In February 2024, the Competition and Markets Authority (CMA) published the final report from its Housebuilding Market Study.

“The root cause of detriment for such households is the reduction in levels of adoption, meaning that households end up paying for amenities which are used by the public. This has resulted in a proliferation of private management arrangements in which estate management companies may possess significant market power and face limited competitive constraints to deliver services at a reasonable price or to an acceptable level of quality.”

The CMA’s recommendations

1.1: Common Adoptable Standards	Implement common adoptable standards for public amenities on new housing estates
1.2: Mandatory adoption of certain public amenities	Implement mandatory adoption of public amenities on new housing estates (outside of minor, well-defined exceptions).
1.3: Enhanced consumer protection measures	Introduce enhanced consumer protection measures, underpinned by a robust enforcement regime for households living under private management arrangements.
1.4: Prohibition of new embedded management companies	Prohibit the establishment of new embedded management arrangements.
1.5: Guidance for residents’ management companies	Provide guidance to members and directors or residents’ management companies to support and enable them in effectively managing the amenities on their housing estates.

CMA Option/Suggestion to Government

Option 1.1: Private management of public amenities	Consider options to support the adoption of public amenities on estates currently under private management arrangements.
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Consultation 1: ‘*Enhanced protection for homeowners on freehold estates*’

What the government is doing	Further information
<p>I. Intention to repeal sections 121 and 122 of the Law of Property Act 1925; and require notice before <u>any</u> enforcement commences.</p>	<p>Removes outdated remedies that allow severe enforcement actions for small arrears, such as placing a lease on the home and appointing receivers. There is no current requirement to provide notice of the arrears.</p>
<p>II. Implement transparency, reasonableness of costs and substitute manager measures from Part 5 of the Leasehold and Freehold Reform Act 2024.</p>	<p>Introduces transparency and cost reasonableness measures, giving homeowners rights to challenge charges and replace estate managers via tribunal.</p>
<p>III. Regulation of Managing Agents.</p>	<p>Proposes minimum qualifications for managing agents to ensure professional standards and accountability- consultation last year and we are analysing responses.</p>
<p>IV. Advice for homeowners on unadopted estates.</p>	<p>Enables government funding for advice services to support homeowners facing estate management charges – intention to legislate for express permission.</p>
<p>V. The Law Commission’s Housing Estates Project.</p>	<p>Explores empowering residents with greater control over estate management through adapted right to manage regime or alternative solutions. Project launched September 2025 with consultation on proposals later this year.</p>
<p>VI. Improving the Home Buying and Selling Process.</p>	<p>Seeks to improve the home buying process through consultation last year on reforms and better property listing information.</p>
<p>VII. Home Seller’s information packs and fees.</p>	<p>Measures to speed up information provision for sellers and protect them from unreasonable fees when selling homes on managed estates.</p>



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Consultation 2: *‘Reducing the prevalence of private estate management arrangements’*

Consultation sections	Content
1 - Remove non- financial barriers to adoption and improve processes	Exploring whether consistent, mandatory amenity standards should be set, who should develop and enforce them, where flexibility is appropriate, and how they impact quality, cost, design, adoption timescales, and the natural environment.
2 – Mandatory adoption for certain public amenities	Exploring why amenity adoption has declined, which amenities should be mandatorily adopted (including SUDs), who should adopt them, and how impacts, exemptions, costs, design implications, and alternative approaches should be managed.
3 – Remove perverse incentives driving non-adoption	Exploring how to simplify and standardise adoption processes, reduce financial uncertainty, address incentives favouring non-adoption, and develop fair, sustainable funding models for long-term maintenance.
4 – Improving data and transparency	Seeking views on whether publishing adoption policies and data would improve transparency, tackle current challenges, and enhance fairness for homeowners.
5 – Assessment of financial sustainability and impact on consumers	Seeking views on whether a sustainability and affordability test would strengthen consumer protection and market confidence, and how it could be designed to balance benefits with practical implementation challenges.
6 – Prohibiting ‘embedded’ management company arrangements and mandating resident-controlled management	Exploring whether embedded management arrangements remain necessary and assessing resident-led governance model, such as commonhold or trust-based structures for their suitability, benefits, challenges, and potential to support transparent, accountable long-term stewardship.
7 - Dispute resolution for poor quality amenities and adoption issues	Exploring whether new mechanisms are needed for homeowner complaints about shared amenities and for resolving adoption-related disputes between developers, authorities, and management companies.

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Structured Engagement through the Future Homes Hub

To complement the consultation, we are working with the Future Homes Hub who are undertaking structured engagement with stakeholders- including housing developers, public authorities and others.

The project will focus on two key areas, undertaking sensible analysis and pragmatic ways forward to improve the existing adoption framework across two key themes

- Adoption processes – helping to reduce complexity and uncertainty
- Quality of amenities – helping to ensure consistent standards across all developments

The Future Homes Hub will report to the government with its findings and suggested ways to progress.



Summary and Questions

- The costs of maintaining estates must be met but currently many costs are borne by homeowners and residents.
- We want to explore credible options for reform. The options we are exploring are far-reaching and may have potential trade-offs against local government finance and supply, so it is vital that future policy decisions are informed by robust evidence and insight.
- We invite homeowners, public authorities, developers, estate management companies and everyone with a stake in creating fair and sustainable communities to share their views.
- Part 2 of the consultation on reducing the prevalence of private estate management arrangements seeks evidence to help inform policy making.
- Housing policy is devolved. Following consultation, the UK government intends to work with partners in the devolved governments across the United Kingdom.

QUESTIONS

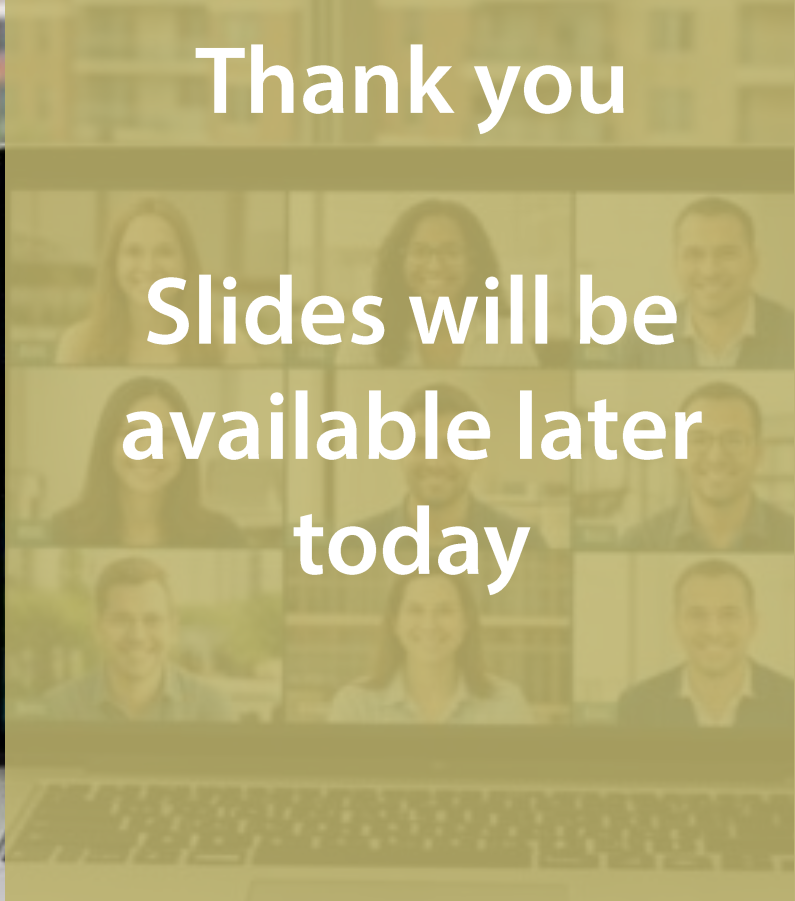
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Thank you

Slides will be
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