

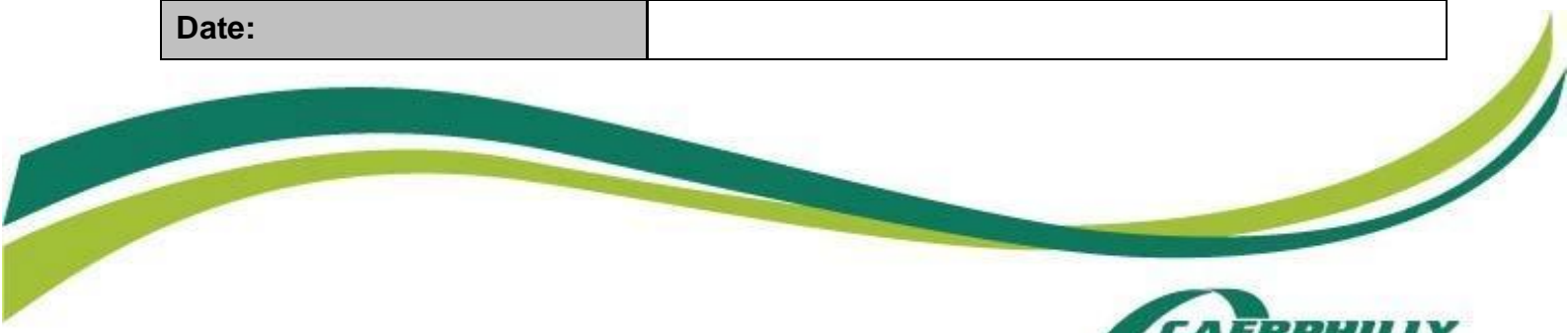
APPENDIX 7

Stage 2 Community Asset Transfer Full Business Case Application

Stage 2 of the CAT application process guidance
Should the expression of interest at stage 1 be successful, an invitation from Caerphilly CBC will be issued to the applicant to submit a full business case to allow the Council to assess in detail the financial and operational viability of the proposal. We will not be able to start the process of considering your application unless we have received all the information relevant to your proposal for asset transfer, so please complete the business case carefully and contact the Council should you require any clarification or further advice.
Please complete the business case, attach any additional information and send in the first instance to: Property Services Ty Penallta Tredomen Park Ystrad Mynach Hengoed CF82 7PG Email: property@caerphilly.gov.uk

Project / Proposal Details	
Name of Organisation and Title of Project:	
Contact Name:	
Position Held in Organisation:	
Contact Details (including address, telephone number and email address):	
Location of Project:	
Company / Charity Number:	
If Leasehold Bid, Term (length) Preferred:	

Signature:	
Name:	
Designation:	
Date:	



Mae'r cyhoeddiad hwn ar gael yn Gymraeg. Mae ar gael mewn ieithoedd a fformatau eraill ar gais.

This publication is available in Welsh. It is available in other languages and formats on request.

DATA PROTECTION STATEMENT

We require the information requested in this form to allow us to process your application. All information provided in support of an application, including personal details, will be held in a database. Caerphilly County Borough Council complies with strict security procedures in the storage and disclosure of your information. These procedures are in accordance with the principles of the Data Protection Act 1998.

If you are not completing this document electronically, please continue each section on additional paper if necessary and reference accordingly.

Please ensure any additional information is included with your submission and are recorded as appendices.

Executive Summary	Score
<p>Insert a brief (up to half A4_page) summary of your proposal:</p> <ul style="list-style-type: none"> • including background about your organisation, • Explain why the proposal is required.an overview of the proposal • the aims and objectives you are seeking to deliver, • how the project will be funded initially and systems in place to ensure future sustainability. • Summarise any events, work or other projects that are either dependent on the outcome of this or that the proposal is dependent on. 	
1. Our Project	
<p>In this section, please include details about:</p> <ul style="list-style-type: none"> • Your organisation status. • The values and mission of your organisation. • The SMART aims and objectives of your community project. • The project schedule, (milestones and key dates) • Project team roles and responsibilities • The benefits you would seek to deliver and how you would measure if these have been achieved. Details of current facilities and if/how these would form a part of this proposal. 	
2.The Market	
<p>In this section, please tell us about:</p> <ul style="list-style-type: none"> • The community (whether a geographical one or community of interest) your project is seeking to serve. • Who are the existing and target markets of your proposal. • Describe your products and services. • Results from required community consultation exercises you have undertaken (including the methodology used, the results and the conclusions you have drawn from this) and any plans for further consultation. • Knowledge of other relevant existing community services and facilities. • Opportunities to work collaboratively and build partnerships. 	

3. Business Growth and Development	
<p>In this section, please provide the following:</p> <ul style="list-style-type: none"> • A review of your organisation (using a Strengths, Weaknesses, Opportunities and Threats analysis a template for which is provided in Annex 1). • Your Business Development Strategy (sustainability plan) This would include the key activities you would undertake in phases. For example, phase 1 may include your project's design leading up to transfer, phase 2 would come following the transfer and would describe up to the first two/three years of operation and phase 3 would be the on-going strategy for maintaining the asset/service. 	
4. Management and Operations	
<p>In this section, please describe the following:</p> <ul style="list-style-type: none"> • Your management committee and governance arrangements. • Staffing for the asset/service and the role of community volunteers. • How you would develop any community activities. • How you would operate the asset and service. • Details of relevant policies and procedures you would put in place and what these would seek to achieve. • How you would manage day-to-day operations. • Do you have a timetable in place to illustrate current / proposed utilisation? 	
5. Marketing Plan	
<p>In this section, please provide details on:</p> <ul style="list-style-type: none"> • How you would seek to build and maintain the profile of your project/organisation and the asset/service(s) operated. • How you would promote the availability of the service/asset. 	

6. Financial Plan				
<p>In this section, please provide details of the following:</p> <ul style="list-style-type: none"> • Five-year income and expenditure (a cashflow projection template can be found in annex 2). Please include descriptions of any assumptions you are making to support the income and expenditure forecasts. • How you would generate income (providing sales forecasts where appropriate for the first five years) 				
7. Funding				
<ul style="list-style-type: none"> • Details of any start-up funding you would require and the potential sources of this funding – Details of your fundraising strategy. • Details of any grants that are relevant to this business case and an overview of any conditions associated with them. • Details of any discussions that have taken place if funding is required. • Confirm those responsible for providing resources have indicated that they approve of the undertaking. • Highlight timescales for application and award of funding. • Details of any start-up funding you would require and the potential sources of this funding – Details of your fundraising strategy. 				
8. Risk Analysis				
<p>In this section, please summarise the key risks you have identified for the project along with details of how you would seek to minimise or manage these risks. You may find it useful to adopt the following format for this section.</p> <p>Risk criteria – select one of the following within the relevant column: <i>How likely is risk likely to occur – Almost certain / probable / possible / very unlikely.</i> <i>What impact would it have if it did happen – Catastrophic / High / Medium / Low</i></p>				
Description of Risk	How likely is it to occur?	What impact would it have if it did happen	Actions required to minimise of	

			manage these risks?	
8. Project Delivery				
In this section, please provide us with an outline project plan for delivering your project. You may find it useful to adopt the following format for this section.				
Action / Task	Who is responsible	Start date	End date	
10. Community Engagement, Equalities, Welsh Language and Accessibility to Services				
This section should; <ul style="list-style-type: none"> • Provide evidence of how this proposal would result in wider community engagement. • Detail how it aims to improve access, facilities or opportunities for marginalized groups. • Explain how all individuals will have an equal opportunity to access the proposed business/service, irrespective of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, Welsh language. 				
11. Physical Outputs of the Proposal / Project				
This section should; <ul style="list-style-type: none"> ▪ Detail the outputs of the proposal e.g. number of jobs created, develop local enterprise, create opportunities for local organisations to work together, improve the building or area of land. ▪ Explain if the proposal will create a new service or activity in the local community, whether there will be any wider community benefits and whether the proposal will bring additional financial investment into the area (e.g. through grants unavailable to the council). 				

12. Sustainable Development	
<p>This section should;</p> <ul style="list-style-type: none"> Describe what features will be utilised to ensure the proposal works in a sustainable manner e.g. building related changes such as energy saving measures, waste recycling, renewable materials and sustainable travel measures such as reduction in the need to travel by improving or adding local facilities, ensuring easy access by public transport, and by walking or cycling. 	
13. Building and Site Considerations	
<p>This section should;</p> <ul style="list-style-type: none"> Detail any works you intend to undertake. Include detailed plans if applicable. As a minimum, please include a sketch drawing of your proposals or indicate on a floor plan any changes to the layout or illustrate how the building is to be used. 	
14. Well-being	
<p>This section should describe:</p> <ul style="list-style-type: none"> How the project will align with broader community and legislative goals e.g. the Council's strategic objectives and well-being goals outlined in the Well-being and Future Generations Act. How the project contributes to the long-term well-being and sustainability of the community. 	
15. Planning Considerations	
<p>This section should;</p> <ul style="list-style-type: none"> Identify whether any planning consents are necessary e.g. you should consider if any building works require consents and if there is a need for a change of use application. Detail what the implications would be. Please give details of any discussions you have with Planning Services. 	

Additional Information	
This section should; ▪ Include other details you may wish to provide in support of your proposal.	
Appendices	
Reference any additional documents and information within this section.	
Additional Information	
Annex 1 – Strengths, Weaknesses and Threats Assessment	
Overview	
A SWOT analysis is a useful tool for understanding and making decisions in all sorts of situations. SWOT is an acronym for Strengths, Weaknesses, Opportunities and Threats. Essentially you are answering the following four questions: • ‘The strengths of my proposal are...’ • ‘The weaknesses of my proposal are...’ • ‘The opportunities for my proposal are...’ • ‘The threats to my proposal are...’	
Getting Started	
The SWOT analysis template is normally presented as a grid, comprising four sections, one for each of the SWOT headings: Strengths, Weaknesses, Opportunities and Threats. Prepare a blank template complete with headings and fill in using information regarding the current process using the prompts for help. See example template below.	
Why use?	
Following completion of the template you will have a greater understanding of the proposal and will be ready to make informed decisions.	
Swot Analysis	

Strengths	Weaknesses	
Opportunities	Threats	
Annex 2 – Cash Flow Forecast		
Please provide a minimum of five years' cash flow forecast. The template below has been provided to indicate the types of cash flows you may wish to consider. The 'note' reference allows you to reference any assumptions you are making when estimating these cash flows. This is available as an excel worksheet and can be used in this format if preferred. This is an example and income / expenditure items can be added / revised to suit the requirements of the project. Previous account history should be provided upon request for groups that are already established.		

		Phase 1	Phase 2		Phase 3		
Note:	Income	Current	Year 1	Year 2	Year 3	Year 4	Year 5
1	Start-up funding						
2	Grants						
3	Rental / room hire						
4	Other income: (For example)						
	Vending						
	Café						
	Shop						
	Other						
5	Volunteer time in kind						
6	Fundraising						
	Total						
		Phase 1	Phase 2		Phase 3		
	Expenditure	Current	Year 1	Year 2	Year 3	Year 4	Year 5
7	Salaries including on-Costs of National Insurance and Pensions						
	Management						
	Staff						
	Volunteer time in kind						
8	Training and Development						
9	Caretaking / cleaning costs						
	Cleaning materials						
	Refuse collection						
	Security						

10	Utilities						
	Water						
	electricity						
	Gas						
11	Business Rates						
12	Repairs and maintenance						
13	Transport and travel						
14	Centre supplies - furniture, IT, clothing, equipment, PPE						
15	Telephones and internet						
16	Promotion and publicity						
17	Insurances and professional fees						
	Property insurance						
	Public liability insurance						
	Performing rights society fees						
	Accountancy fees						
	Legal Fees						
	Architects fees						
	Consultancy fees						
18	Other – sundries and miscellaneous.						
	Total expenditure						
	Surplus or (Deficit)						
	Accumulative Reserves						