

# BUSINESS CASE

## for a Community Asset Transfer (CAT) from Powys County Council to a Third-Sector Organisation

Reference Number		Date Received	
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### Guidance Notes

This “Business Case” form is an important document. The information within it will be used to identify good community based proposals for sustainable uses of public buildings owned by Powys County Council.

The aims of a Community Asset Transfer from Powys County Council are:-

- To encourage people in take part in economic and community life
- To develop capacity in and connections between public, private, voluntary and community sectors in order to support economic and social development
- To safeguard buildings for community use

When initially assessing your completed “Business Case”, the Council will consider:-

- Does the project meet at least one of the Council's Community Asset Transfer aims?
- Have you given the figures for funding / costs?
- Do the figures add up – that is, does income match expenditure?
- Does the proposal benefit the people of Powys?
- Does the project contribute to the Council's corporate priorities and plan?

**NOTE – You must be realistic about the amount of time it will take to do your proposal and what you can achieve.**

If your Business Case meets the Council's criteria, it will be considered for submission as a Community Asset Transfer application.

A Community Asset Transfer will not be finally approved until it is clear that your project can be realised – that is, the funding is in place, the plan is viable, and your management structures are sufficiently robust to implement and operate the project.

However, If your application is approved in principle, your proposal may be endorsed by the Council if you are seeking external funding.

This “Business Case” form requests information on outputs and results. Outputs indicate what your proposed project will actually do, whereas results show what the effects of the project will be.

For advice on both developing your project and completing this “Business Case” form, email the Regeneration Team at [regeneration@powys.gov.uk](mailto:regeneration@powys.gov.uk).

**PART A – ORGANISATION DETAILS**

<b>1. Project name</b>			
<b>2. When will your project start?</b>		<b>Project end date</b> (if applicable)	
Name of Identified PCC Property			
Address			
<b>3. Organisation Name</b>			
<b>4 Contact person</b>			
<b>5. Position held</b>			
<b>6. Contact Address</b>			
<b>7. Telephone number</b>			
<b>8. Email address</b>			
<b>9. Website address</b>			
<b>10. When did your organisation start?</b>			
<b>11. Constitution enclosed</b> If NO, why not?	<b>YES</b>	<b>NO</b>	
<b>12. What are the main aims and objectives of your organisation?</b>			
<b>13. List any organisations that you are affiliated with.</b>			
<b>14. Are other organisations responsible for delivering any parts of this project?</b> If yes, please tell us who and how they are involved.			

## PART B – PROJECT DETAILS

### 15. Describe the proposed project - Tell us what you want to do.

Include:

What do you want to use the land/property for?

Who are the stakeholders?

What are the core activities your project will deliver?

Any relevant timescales

Any innovative features about the proposal

**16. Why is this project needed?**

a) What is the local need? (you should define what 'local' means to your proposal)

b) How was this need identified? (Provide copies of surveys, consultations, etc.)

c) How will the property/land help to meet this local need? (What will you use it for?)

**17. Based on your proposal outlined in Qu. 16, describe any other similar projects or work already being undertaken in the locality.**

a) What similar work is being done and where?

b) Who is doing this other work? (List out organisations and provide some summary details)

c) Explain how your project will add to / compliment any projects in the local area.

d) If yours is a stand alone project, explain why.

e) Do you think your project is innovative? If so, tell us why.

**18. Show whether your project will contribute to any of the statements below.**

An explanation must be provided for each one.

Statements	Explain How
Support local business.	
Contribute to a vibrant and enterprising local economy.	
Increase employment and/or volunteering opportunities for local people.	
Local identity (physical or cultural).	
Improve and encourage opportunities for access to information.	
Prevent crime and disorder in the area.	
Involve communities in developing proposals.	
Help communities and individuals to help themselves.	
Support and promote diversity across and within communities?	
Improve the knowledge and skills of local people?	
Increase lifelong learning opportunities.	

<b>18 (continued).</b>	
<b>Statements</b>	<b>Explain How</b>
Increase the range of facilities for arts, cultural & leisure pursuits.	
Encourage existing groups to work together.	
Involve specific groups (e.g. youth, the elderly, mothers, the unemployed).	
Meet basic needs.	
Reduce poverty.	
Encourage healthier lifestyles and a sense of well being?	
Support use of and access to local services and facilities?	
<b>19. Is any legislative or other authority required for the proposed project?</b>	
<p>a) List any formal approvals you need to obtain  <i>(e.g. planning approval, Building Regulations, Highways Development, Environmental Health approval, special certificates, etc.).</i></p>	

b) What have you done so far towards these approvals?  
You **MUST** attach evidence to demonstrate this, if you have it.

**20. What will be the environmental impact, both positive and negative, of what you intend to do?**

Hints & Tips- Things that may be included could be: Increased / decreased travel, Building Regulation requirements, Building Improvements, Travel Plan, Renewables, Green Energy, environmental contamination, nature conservation. This list is not intended to be exclusive and is given for guidance only.

**21. Explain how you will contribute to the issues stated below.**

An explanation must be provided for each statement.

Statement	Explain How
How will you use resources efficiently and effectively	
Will you use renewable sources of energy	
Will you prevent or reduce air, land and water pollution.	
How will you protect and/or enhance landscape quality.	
Will you protect and/or enhance historic heritage.	
Will you protect and/or enhance a vulnerable or historic building.	
Will you reduce dependence on cars.	
Solve problems associated with rurality by local delivery	
Using networks to encourage collaborative innovative activity	
Support local and sustainable procurement	

**PART C – BENEFITS and BENEFICIARIES**

**22. What groups of people will benefit from the project**

**How?**

**How many?**

**How often?**

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## PART D – MANAGING THE PROJECT AND THE ASSET

**23. Who will manage the project** (e.g. a management committee, steering group, project manager)?

- a) Tell us about your organisations track record if it has one.  
*Include any current projects or schemes you operate, who runs them and how they are financed. You can include information leaflets, annual accounts and reports.*

**Attach a structure chart for your current / proposed organisation (this should show your governance structure, staff and volunteers). Attach job descriptions if you have them.**

- b) Explain this structure and tell us about the expertise of Board Members/ Directors or Trustees

- c) Further to this chart(s), clarify who will be responsible for the day to day running of this project and what will they do.

- d) If different to c) above, who will be responsible for making decisions regarding the property/land asset?

e) Tell us who will be responsible for the finances of the project and their previous experience?

## 24. Work Plan

a) Attach an outline action plan that shows your key milestones for the project including any works to the property/land asset and injection of funds.

*The action plan should demonstrate a logical timetable of tasks or key events that your project will undergo. You should also include key milestones. Milestones are dates that you have set as deadlines for achieving certain activities during your proposed project. These dates must be realistic. (For example, "Submit capital grant application, July" or "Appoint worker, September").*

b) Tell us about what changes or works you intend to do to the asset to make it fit for purpose.

c) Tell us what else do you need to do to set up your project?

d) How will you promote the proposed projects facilities and services?

**25. Explain how the proposed project will be financially sustainable.**

a) Describe your start-up costs

b) How certain are you that you have this financial resource? Tell us if you are relying on grants (whole or part) or volunteers / donations.

c) Describe your estimated running costs

d) Explain how you will fund these? Tell us if you are relying on grants (whole or part) or volunteers / donations.

## PART E – RISK ASSESSMENT and RISK MANAGEMENT

### 26. Complete the risk assessment table in Appendix A as fully as possible.

Refer to the guidance notes in Appendix A and use the table to help you to think about your project and identify potential risks that need your attention.

Examples of the types of risk you may wish to consider are: Access to local or national match funding, Staffing, Planning & Building consents, Deliverability, environmental, other factors specific to your project.

## PART F – OUTPUTS, RESULTS and IMPACTS

### 27. Which outputs and results do you expect to achieve throughout the proposed project? (You do not need to tick every box in this question.)

Outputs are activities or events such as delivery of a training course,

Results are the effects of those activities and events such as three people gain a qualification, as a result of the training course.

- Refer to targets that you have agreed with or expect to deliver for any organisation(s) that are funding your proposed project.
- You may need to produce evidence at the end of your proposed project to prove how many of your targets have actually been met.
- Failure to achieve outputs and results may result in withdrawal or withholding of an offered grant, or a request to repay a grant that you have claimed – so consider how you will deal with this if it happens.

<b>Outputs</b> (activities and events )	✓ tick /number
<b>Capacity building initiatives</b>	
<b>Start-up small / medium enterprises (SMEs)</b>	
Of the above:-	
• Number of business start-ups	
• Community enterprises assisted	
• Community proposals assisted	
<b>Area of new community premises created / improved (sq m)</b>	
<i>Of Above:</i> Area of new community premises used for training (sq m)	
<i>Of Above:</i> Area of new community premises used for child / dependent care (sq m)	
<b>Area of refurbished community premises created / improved (sq m)</b>	
<i>Of Above:</i> Area of refurbished community premises used for training (sq m)	
<i>Of Above:</i> Area of refurbished community premises used for child / dependent care	

(sq m)	
<b>Community projects supported</b>	
<b>Number of openly accessible ICT facilities created / improved</b>	
<b>Other specific outputs of your proposal (list below)</b>	
Please provide an explanation / comment for the choices above.	

<b>Results</b> (effects of activities and events)	<b>✓ tick /number</b>
New jobs	
Safeguarded jobs	
New sales (£m)	
Safeguarded sales (£m)	
People into employment	
Gross person years of temporary employment	
Number of volunteer / trainee participants (in community proposals)	
People into employment	
Gross person-years of temporary employment	
Number of volunteer / trainee participants (in capacity building proposals)	
New services	
New local income (£m)	
Number of households supported	
Safeguarded services	
Number of people trained	
Number of care places created	
Number of volunteers and trainee participants in community projects	
Take up of access to computers and the Internet	
Other specific results of your proposal (list below)	
Please provide an explanation / comment for the choices above.	

## 28. Impacts of your project.

Tell us what these may be - These may be things that take some time to have an effect as a result of your proposed project. When your project has finished, you may be asked about your progress towards these impacts. (For example, "Improvements to the village green have led to better morale as people are now happy to meet there.")

a)

b)

c)

d)

e)

## PART G – FINANCIAL DETAILS

The costings are an extremely important part of your application. Costs and sources of funding frequently change in the time between applying and actually spending the money, so it is vital that you keep the Council informed of any changes. Any significant changes to costs or to how they will be met should be put in writing and agreed with the Council, as they may change the potential of your proposal. Be realistic about when your proposal is likely to need funding and how likely it is to be available.

Indicate whether costs are estimates / actual / in kind.

Where appropriate, this completed "Project Business Case" form should be accompanied by professional estimates, tenders or quotations. Where it is recoverable, VAT should not be included in these costs.

VAT number (if applicable)

Our organisation can recover VAT

Our organisation can NOT recover VAT

## 29. Develop your financial proposal and attach a summary.

(Please use the “Asset Transfer Budget” spreadsheet and guidance notes in Appendix B to do this.)

### Project Costs Summary (transferred from Appendix B)

<b>Cost Summary</b>	<b>£</b>
Total Revenue costs	
Total Capital costs	
VAT chargeable - @            %	
Total cost of project, including VAT	

### Project Budget -Guidance

You will need to develop a breakdown of your project costs for the lifetime of the project. This should show:-

- the total amount
- revenue and capital
- how this will be funded

Consider carefully how much your project will cost in total, and how much you need to fund. Complete the budget sheet using the guideline budget headings and add any that are specific to your project so we can see what your project will cost.

Although we understand that the figures you give at this stage may be estimates and that they might change when you project actually starts, you should try to ensure that you cost your project accurately. This is especially important if your project will need grant funding because, if you are awarded a grant, funding organisations will not normally be able to increase your grant at a later stage if your calculations prove to be inaccurate.

You will be asked to provide these detailed assessments at a later stage.

### 30. What is the basis of your offer to the Authority for this land or property and how will it be funded?

Provide details of how much you will pay to buy or lease the property and explain how this figure has been derived.

**31. What would happen to the delivery of your project if funding becomes unavailable, or is available for only for a reduced amount?**

**PART H – APPLICANT FEEDBACK ON THIS “PROJECT BUSINESS CASE” FORM**

**32. In order to help Powys County Council improve its service, please comment on how easy you found this proposal form to complete. What would make it easier?**

## Data Protection and Information Security

The information submitted in this “Project Business Case” application form will be processed in accordance with the Data Protection Act (1998).

For the administration, appraisal, approval, monitoring and auditing of this project, Powys County Council will hold your proposal information. We may need to share it with the Appraisal Panel, elected Members, Officers from the Council, and the Welsh Audit Commission – and any internal or external auditors required to audit the activities of the Council.

Please sign and date below to confirm that the information supplied in this “Project Business Case” form is accurate, and that you accept processing of your information as stated above.

Applicant's Signature		Date	
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This “Project Business Case” must be submitted electronically to [property.sales@powys.gov.uk](mailto:property.sales@powys.gov.uk) and at the same time a signed printed copy must be submitted by post to:-

Valuation Technician  
County Hall  
Spa Road East  
Llandrindod Wells  
Powys LD1 5LG

This “Project Business Case” form will not be reviewed until we have received both:-

- a. the electronic copy
- b. the signed and dated printed copy

## APPENDIX A – RISK ASSESSMENT

<b>Risk Factor</b>	<b>Risk Assessment</b> (high, medium, moderate, low)	<b>Explanation / Justification</b>	<b>Actions to Minimise Risk / Mitigating Factors</b>


## APPENDIX B – Asset Transfer Budget

Item	Year 1	Year 2	Year 3	Year 4	Year 5	Total	Recoverable VAT	Total (less VAT)
<b>Staff Costs</b>								
Recruitment								
Salaries (including NI Pension)								
Staff training								
Volunteer costs								
Volunteer training								
Staff travel								
Volunteer travel								
Project development								
Monitoring and evaluation								
Specialist fees								
Other								
<b>Running Costs</b>								
Management								
Operating budget								
Heat, light, power, water								
IT								
Marketing								
Repairs and renewals								
Other								
<b>Total Overhead</b>								
<b>Capital</b>								
Building costs								
Fees								
Equipment								
Other								
<b>Total Capital</b>								
<b>Total Overhead + Capital</b>								

NOTE – Guidance notes for most of these items are available in the table on the following page.

## Guidance Notes for “Asset Transfer Budget” Spreadsheet

Staff Costs	Guidance Note
Recruitment	Cost of advertising posts and interviewing applicants.
Salaries (including NI Pension)	These costs relate to staff.
Staff training	Courses, exams fees, costs of staff time attending.
Volunteer costs	You should state how.
Volunteer training	Costs of trainers, exam fees, running costs, (attendance, childcare costs)
Staff travel	At no more than HRMC agreed rates.
Volunteer travel	At no more than HRMC agreed rates.
Project development	This may be the costs.
Monitoring and evaluation	Briefly state who will do this.
Specialist fees	For example, contractors who provide an invoice rather than being employed (e.g. architects).
Running Costs	
Management	Include your organisation’s time for line management, payroll, etc.
Operating budget	Include office consumables.
Heat, light, power, water	Standing Charges, unit costs.
IT	Insurance, maintenance, service costs.
Marketing	Include websites.
Repairs and renewals	Include nominal replacement costs for breakages, and also a fund for upgrading and renewing on a regular basis (e.g. renewing furnishings in day room).
Capital	
Building costs	For large projects, these should be itemised in a schedule of works (often provided by a quantity surveyor, architect, or building contractor). But for smaller projects, a simple breakdown of costs would show key expenditures (e.g. improving a kitchen area, cost of new work surfaces, flooring, tiling, and decorating).
Fees	Show separately (e.g. planning architects, listed buildings, asbestos surveys).
Equipment	Indicate IT installations and hardware.