

Appendix 1

**DRAFT APPENDIX ONE – BUSINESS PLAN FOR ORGANISATIONS WISHING TO OWN / MANAGE COUNCIL ASSETS<sup>1</sup>**

**Note at a later stage this information will be converted into an application form - using tick boxes wherever possible.**

**INTRODUCTION**

**Community ownership or management of assets**

Any asset transfer decision is essentially a choice between:

- Retention of the asset by the Council
- The expenditure on other services or priorities made possible as a result of a 'commercial' disposal
- The benefits generated by the transfer of the asset to the community

In assessing proposals for asset transfer the Council will want to carefully consider the relative risks and benefits of these options. Critical to the success of any transfer is having a clear rationale for the proposal. The Council will need to have a clear understanding of the community benefits of any proposal and how these will be measured before it will consider the release of an asset for community transfer. This will be expressed through the business case.

The business case is being requested in two parts:-

PART A – will enable an initial assessment of your request

PART B - will provide further detail once the initial assessment has been made

**Eligibility Criteria**

Applications will only be considered from:

- **Organisations which have legal status** (e.g. registered charity, incorporated company, community interest company, industrial and providence society etc). **Please provide evidence of your standing**
- **Organisations which can demonstrate IN PRINCIPLE support for their proposals from a relevant *Council Directorate* – please provide evidence of this support** which should include an explanation of how the proposals fits with the Councils Corporate Plan ,the LAA or Worcestershire's Sustainable Community Strategy

**YOU SHOULD ONLY COMPLETE THIS FORM IF YOU MEET THE ELIGIBILITY CRITERIA OUTLINED ABOVE.**

**NOTE – IF YOU DO NOT MEET THE ELIGIBILITY CRITERIA ABOVE PLEASE CONTACT WORCESTERSHIRE INFRASTRUCTURE CONSORTIUM**  
Xx – ADD DETAILS

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<sup>1</sup> This information forms one part of the Councils policy on Community Ownership and Management of Assets and you can find further information about the policy [here. \(hyperlink\).](#)

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**PART A**

**A.1. Goals and objectives of this proposal.** Please provide:

- A.1.1. A clear statement of what your organisation is seeking to achieve for its community – what is the need that this asset will meet
- A.1.2. A statement setting out the demand for the proposal, and the links that your organisation has in the local area or to the interest group putting forward the proposal
- A.1.3. An explanation as to why the asset is necessary to the achievement of those objectives
- A.1.4. An explanation of the alternatives that have been explored (e.g. shared use of another building, joining up with another facility or organisation in the locality etc.)
- A.1.5. A statement of the expected benefits to the community if the proposal is successfully realised – what will be different

**A.2. Ownership or management of asset**

- A.2.1. Please provide clarification of which option (i.e. acquisition or licence / lease of premises) and why. If you have a particular asset in mind please state here.
- A.2.2. Please state any advice you have sought at this stage from professionals in respect of this proposal (e.g. legal advice, advice on building or refurbishment work, feasibility study). It is accepted that you may wish to take further advice later in the process

**A.3. Timescale** (note at a later stage this is likely to be evidenced by a detailed underpinning project plan)

- A.3.1. When is the asset needed?
- A.3.2. What flexibility is there around this timetable?
- A.3.3. What lead in time is necessary?
- A.3.4. How long will it be from asset transfer to an “up and running” community facility

**A.4. Information about your organisation.** Please state:

- A.4.1. How long has your organisation been running?
- A.4.2. Do members of your group have any specific skills that will help with your proposal?
- A.4.3. What are the financial and audit arrangements for your organisation? (please append a full notes version of the annual accounts for each of the last three financial years)
- A.4.4. What Quality System (if any) is used by your organisation? (please provide evidence if applicable)
- A.4.5. Please provide a copy of your organisations latest Annual Report

**A.5. Professional Experience**

- A.5.1. Do you currently receive, or have you at any time during the last 3 years received, any funding from any *Council in Worcestershire*?
- A.5.2. If you have answered Yes please give details of any *strategic grant/contract that you receive* ( i.e. not "one off" grants for specific events or activities)
  - Purpose of Grant/Contract

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- Period of Grant/Contract
  - Annual Value
  - Council contact person
- A.5.3. Other than Council funding over the last three years please detail your other:
- Sources of funding
  - Purposes for which funding is received
  - Periods of funding
  - Annual Value
  - Contact person from funding organisation
- (NOTE if all of the above information is clearly detailed in your Annual Accounts or Annual Report please refer to the relevant sections e.g. page number, and provide only the additional details)
- A.5.4. Has any Contract or Service Agreement or Service Level Agreement which you had with a public body or any Grant Funding you received from a public body, been terminated before expiry or suspended during the last three years?
- A.5.5. If you have answered Yes please give details.
- Name of public body
  - Type of Service
  - Start and End Dates
  - Annual Volume and/or Value
- A.5.6. Are there any current pending, outstanding or potential claims against your Organisation which will/would be heard in a Court or Tribunal? If so what are they, what stage have they reached and what have been the outcomes.

**A.6. Capital cost**

- A.6.1. If you have a specific asset in mind please tell us your understanding of the scale and nature of the capital costs involved in your proposal
- A.6.2. Please identify the funding sources for your proposal
- A.6.3. Please clarify whether the asset will be used as collateral

**A.7. Revenue costs**

- A.7.1. If you have a specific asset in mind please tell us your understanding of the scale and nature of the revenue costs involved in your proposal
- A.7.2. Please clarify how these costs are to be funded

**A.8. Other resource needs**

- A.8.1. What other resources are needed to make the proposal a success, and how might they be secured? (NOTE - Resources might include: People / particular skills or knowledge / professional input, IT)

**A.9. Sustainability**

- A.9.1. What are the long-term prospects for the proposal?
- A.9.2. How will it be sustained beyond the input of current individuals?

**A.10. Initial Risk analysis**

- A.10.1. What is your initial assessment of the risks to successful implementation of the proposal and its subsequent success?
- A.10.2. What steps have / will be taken to mitigate those risks?

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### ADDITIONAL INFORMATION

In addition to your answers to the questions above please ensure you have provided the following:

- Supporting statements from Council Service / Directorate
- Written constitution or evidence of legal structure
- Full notes version of Annual accounts (for each of the last 3 years)
- Annual Report
- Evidence of Quality System (if applicable)
- Understanding of costs – Revenue and Capital

### FURTHER INFORMATION REQUIRED AT STAGE B

#### **B.1. Goals and objectives of this proposal. Please also provide:**

- B.1.1. Evidence of engagement with the local community in the area where the asset is located and summary of the outcomes of this<sup>2</sup>, (please append any supporting information e.g. community consultation outcomes)
- B.1.2. A statement of any expected negative impacts for the community if the proposal is successfully realised

#### **B.2. Performance Targets**

- B.2.1. Please provide a statement of key performance targets and how progress against these targets is reported (please link these targets to the statements made in A.1.1 and A.1.5 above)

#### **B.3. Further information about your organisation.**

- B.3.1. Please explain the roles and responsibilities of members of your management body
- B.3.2. Please enclose a structure chart of your organisation, showing roles and lines of accountability (please include if relevant numbers of staff employed and lines of staff management and accountability)

#### **B.4. Ownership or management of asset – professional advice**

- B4.1. Please state your understanding of your responsibilities/liabilities if you were to acquire or lease these premises
- B4.2. How do you propose to manage this asset on a day-to-day basis? (if you have produced a management plan for the asset please append this)
- B4.3. Please describe the scope of any advice that you have sought and received from professionals in respect of this proposal (e.g. legal and financial advice)
- B4.4. You may wish to append any advice you have received in respect of building or refurbishment work – e.g. feasibility study

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<sup>2 2</sup> The Council recognises that communities may be geographical or communities of interest. In some cases there may be tensions between the two. The Council will look for evidence of positive engagement with local geographical communities, but accepts that in some cases a further balance may be between the interest group involved and local support for a proposal.

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**B.5. Capital Costs**

- B5.1. Please provide a costed plan for the acquisition (on sale or leasehold basis as appropriate) of this asset
- B5.2. Please demonstrate your understanding of the costs of repair/improvement/conversion to suit new purpose
- B5.3. Please include associated professional fees
- B5.4. Please provide a clear funding plan showing how you propose to meet these costs

**B.6. Revenue costs (Building on your previous financial plans):-**

- B6.1 Please identify the costs of running and maintaining the asset
- B6.2 Please identify the costs of activities to be conducted in the asset
- B6.3 Please provide cash flow forecasts showing how these costs will be met

**B.7. Other resource needs**

- B.7.1. Building on your previous financial plans please clarify if you anticipate a difference between short term needs (asset transfer and development) and steady state needs? If so please identify how these resources will be secured (NOTE - Resources might include:
  - People
  - Particular skills/professional input
  - IT)

**B.8. Project Plan (Timescales)**

- B8.1 Building on your previous answers about when this asset is needed please provide a project plan for key stages of this proposal
- B8.2 What flexibility is there around this timetable?

**B.9. Support for your proposals from partners**

- B9.1 Has the Council Directorate who offered "in principle" support for this proposal now provided a full written statement of support? Please append
- B9.2 What, if any, partnership or collaborative working is assumed or required and with whom?
- B9.3 What assurance has been secured that such partnership arrangements are sound and dependable? (please append any written statements of support or formal agreements )

**B.10. Further Risk analysis**

- B10.1 Building on your previous submission please provide further detail of your risk analysis
- B10.2 What steps have / will be taken to mitigate those risks?

**ADDITIONAL INFORMATION**

In addition to your answers to the questions above please ensure you have provided the following:

- Community Consultation outcomes
- Structure Chart
- Asset management plan (if available)
- Professional advice or Feasibility Studies (if applicable)

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- Capital Costs and Funding Plan
- Cash Flow and Revenue Costs
- Project Plan
- Written support from relevant Council Directorate
- Supporting documentation re partnership working ( if applicable)
- Further Risk Analysis