

Community Asset Transfer Business Plan [Appendix 3]

If your Community Asset Transfer request relates to a large project with annual financing over £10,000, East Dunbartonshire Council require the applicant to submit a template business plan. This allows the Council to assess in detail the financial and operational viability of the proposal. The application cannot be processed/assessed unless all the information relevant to your proposal for asset transfer is received, so please complete the business case carefully and contact the Council should you require any clarification or further advice.

Please complete this business case, attach any additional information and send in the first instance to:

Community Asset Transfer
East Dunbartonshire Council
Southbank House
Southbank Business Park
Kirkintilloch
G66 1XJ

Tel: 0300 123 4510

e-mail: AssetTransfer@eastdunbarton.gov.uk

Organisation	
Applicant	
Contact Details (including email address and contact number)	
Date	

Executive Summary

Insert a brief (up to one page) summary of your proposal – including some background about your organisation, organisational structure, the proposed project, the aims and objectives you are seeking to deliver and how it will be funded short term and long term.

1. Your Project

In this section, please include details about:

Your organisation

The values and mission of your organisation

The aims and objectives of your community project

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

In this section, please tell us about:

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

Results from any community consultation exercises you have undertaken (including the methodology used, the results and the conclusions you are drawing from this) and 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

In this section, please provide the following:

A review of your organisation (using a Strengths, Weaknesses, Opportunities and Threats analysis – template below).

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 & Operations

In this section, please describe the following:

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

5. Marketing Plan

In this section, please provide details on:

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

In this section, please provide details of the following:

Three year income and expenditure cash flow projection (template below)

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)

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

7. Cashflow Forecast

Please provide a minimum of three 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.

		Phase 1			Phase 2			Phase 3		
Note:	Income	Current	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
1	Start-up funding									
2	Grants									
3	Rental/ room hire									
4	Other income: Vending Café Shop									
5	Volunteer time in kind									
6	Fundraising									
	Total									
	Expenditure	Current	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7	Yr 8
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									
15	Telephones and Internet									
16	Promotion and Publicity									
17	Insurances and Professional Fees Property insurance Public liability insurance Performing rights society fees Accountancy and legal fees Architects fees Consultancy fees									
18	Other									
	Total Expenditure									
	Surplus or (Deficit)									
	Accumulated Reserves									

Include provision of Audited accounts if already operational

8. Risk Analysis

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.

Description of the Risk	How Likely is it to occur? (Almost Certain, Probable, Possible, Very Unlikely)	What impact would it have if it did happen? (Catastrophic, High, Medium, Low)	Actions Required to minimise or manage these risks

9. Strengths, Weaknesses, Opportunities & Threats Assessment

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...'

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.

Strengths	Weaknesses
Opportunities	Threats



I/We confirm that all the information and statements contained within this business plan are true and accurate. I understand that the Council may ask for additional information at any stage of the application process and may check this information against other sources.

Name	
Position within Organisation	
Signed	
Date	

NB please retain a copy of this form for your records and should your circumstances or contact details change then please let the appropriate contact officer know.

The personal information provided will be processed by East Dunbartonshire Council.

The personal information will be used for processing your Request for Community Asset Transfer. The use of the personal data is necessary for legal obligation under Part 5 of the Community Empowerment (Scotland) Act 2015.

The personal information will only be accessed by those Council employees carrying out this purpose.

The personal information will not be shared with any other organisation or person.

East Dunbartonshire Council uses the Scottish Council on Archives Records Retention Schedules to manage the amount of time the Council keeps information. Further information on these can be found here.

<http://www.scottisharchives.org.uk/scars>

The information you have provided is classed as:

- Asset Management (12.002.002) and will be held for 6 years after disposal of asset. If this is a common good asset information will be retained permanently (12.002.004)

- Contract Management (22.001.006) and will be retained for 5 years after end of contract.

You have the right to access the personal information the Council holds about you. This right is called a Subject Access Request, often referred to as a SAR.

You can receive a copy of your personal data held by the Council, details on why it is being used, who it has been/ will be shared with, how long it will be held for, the source of the information and if the Council uses computer systems profile or take decisions about you. Details on how to submit a Subject Access Request can be found here. <https://www.eastdunbarton.gov.uk/council/data-protection/subject-access-request>

You have the right to request the Council correct any information held about you that is inaccurate.

You have the right to request that the Council delete the personal information about you. This right is known as the right to be forgotten.

You have the right to request that the Council stops using your personal information, while retaining a copy of it.

You have the right to request that the Council give back to you a copy of the information you have given in a way that allows you to transfer it easily to another organisation

You have the right to complain to the Information Commissioner's Office should you be unhappy with the way the Council has processed your personal data. Details on how to report a concern can be found here <https://ico.org.uk/concerns/>

Should you have any questions or concerns about the Council's handling of your personal data you can contact the Council's Data Protection Officer who will be happy to discuss.

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