

Example forms

These forms are examples that can help you with your CAT application. The finance and business plan templates provided are extracts from 'Stepping Up: A toolkit for developing and managing services and assets'. The toolkit was developed by City of Cardiff Council as part of their ongoing strategic Community Asset Transfer programme.

Community Asset Transfer Outline Business Case Pre-Application Expression of Interest (EOI)

This is a template that can be used to capture the information needed to consider requests for the transfer of asset for community use. It can be modified or amended where considered appropriate and additional information included where relevant.

Please complete this form, attach additional information and send for appraisal, in the first instance, to:

The Transferring Body

Organisation	
Applicant	
Contact details	
Date	

1. Introduction

The Outline Business Case

- | | |
|----|---|
| a. | Is this a request to take possession of a specific asset? If yes, please provide details. |
| b. | Have you been invited to make a request by the local authority? If yes, please provide details. |
| c. | Is this an exploratory request?
If yes, please provide details of your requirements. |

d.	Other reason? If yes, please provide details.
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2. Background	
Describe your organisation	
a.	The services provided
b.	The area of service provision
c.	The number of staff and organisational structure
d.	The accommodation you currently use
e.	How your organisation is funded
f.	How your organisation provides services to the public through the medium of the Welsh language.

3. Why the asset is needed

Is your existing accommodation

- | | |
|----|---|
| a. | Unsuitable? |
| b. | In the wrong location? |
| c. | Too costly or you have received notice to vacate? |
| d. | Is your service expanding? |
| e. | Are you providing additional services? |

4. Benefits

Provide details of the benefits that you consider could be achievable.

You should include benefits to your organisation, to the community and to the county.

- | | |
|----|--|
| a. | Will the asset enable service improvements? |
| b. | Will additional services be provided? |
| c. | Will the service become more visible? |
| d. | Will the service become more accessible? |
| e. | Will the asset complement other services or organisations or enable collaborative working? |
| f. | Will it safeguard services? |
| g. | Will there be any financial savings? |

5. Organisational Health Check

Consider your organisation's ability to maintain services delivery and deliver benefits

a.	Do you have a mission and objectives?
b.	What are your governance arrangements?
c.	Do you have a written constitution or Memorandum and Articles of Association? Please provide a company/society registration number and/or charity registration number
d.	Do you publish an annual report? If yes, please provide the most recent copy.
e.	What financial package is in place to support your proposal and how secure is the funding?

6. Partners, Collaborators and Stakeholders

Are you proposing any arrangements with the council or other public or third sector organisations?

a.	Provide details and state the scope of their involvement
b.	Are they supportive of this proposal?

Finance Plan Template

Another Community Centre – Income and Expenditure Forecast Years 1-5

		Phase 1	Phase 2		Phase 3		
Note:	Income	Current	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
1	Local authority 'start-up' grant						
2	Other grant aid						
3	Rent and room hire						
	Large hall						
	Small hall						
	MUGA						
4	Other income						
	Vending machines						
	Café and shop sales						
	Other						
5	Volunteer time in kind						
6	Own fundraising						
	Total						
Expenditure							
	Expenditure	Current	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
7	Staff salaries and on-costs						
	Centre manager						
	Caretaker						
	Cleaner(s)						
	Volunteer time in kind						
8	Staff and volunteer training						
9	Caretaking/cleaning costs						
	Cleaning materials						
	Refuse collection						
	Security						
10	Utilities						
	Water						
	Electricity						
	Gas						
11	Rates						
12	Repairs and maintenance						
13	Travel costs						

Business Plan Template

Business Plan – Contents

Executive summary

1. Our project

- About AN Other Community Organisation
- Our values and the mission of our organisation
- The aims and objectives of our community project

2. The market

- About our community
- Existing and target markets
- Results of community consultations
- Knowledge of other existing community services and facilities
- Opportunities to build partnerships

3. Business growth and development

- A review of our organisation (SWOT Analysis)
- Our business development strategy
 - Phase 1 – Project design (Year 0)
 - Phase 2 – Centre development (Years 1–3)
 - Phase 3 – Centre expansion (Years 4–5)

4. Centre management

- Our management committee
- Staffing and the role of community volunteers
- Development of community activities
- Service delivery and programming
- Policies and procedures
- Day-to-day operations

5. Centre development

- Current facilities
- Potential opportunities for refurbishment and expansion

6. Marketing plan

- Building our profile
- Promoting our services

7. Financial plan

- Five-year income and expenditure (cashflow projection)
- Income generation (sales forecasts)
- Fundraising strategy

8. Risk analysis

- Risk log
- Plan for minimising risks