



COMMUNITY ASSET TRANSFER GUIDANCE

2016 - 2020

This guidance replaces the Council's current Community Asset Transfer (CAT) Protocol endorsed by Cabinet in 2010. It reflects the changing financial climate faced by the Vale of Glamorgan Council, together with the Welsh Government's guidance, proposals and recommendations contained in the *White Paper Reforming Local Government: Power to Local People* and the *National Assets Working Group (NAWG) publication Community Asset Transfers in Wales – A Best Practice Guide (March 2016)*. The guidance forms an integral part of the Councils Asset Management Planning process.

The Councils approach to Community Asset Transfer aims to align with the principles of the "Wellbeing of Future Generation (Wales) Act 2015, which looks to improve the social, economic, environmental and cultural well-being of Wales through sustainable development.

1. Who should read these guidelines?

The guidance is to aid the decision making processes that the Council will need to make in respect of CAT applications, but will also provide a guide for the wider public sector (such as Town and Community Council's) and third sector organisations. The guidance is intended to provide a reference point for a wide variety of community bodies such as voluntary organisations, co – operatives, mutual, social enterprises and Town/Community Councils who may be considering applying for a Community Asset Transfer.

2. What is a Community Asset Transfer (CAT)?

A Community Asset Transfer (CAT) occurs when a public sector body, usually a Local Authority passes on the management and/or ownership of a property asset (which may include or be associated with a service) to a TCC or TSO or other

community group (which for the purpose of this guidance falls under the term TSO). CAT can take a variety of forms but in general terms is the transfer of land or buildings from the Council's ownership into the stewardship of a TCC or TSO. The methods of transfer may include:

- Management agreement
- Licence to occupy
- Short term lease
- Long term lease
- Freehold transfer (exceptional circumstances)

Predominantly a CAT will take the form of a lease and there will be a presumption that any lease will be on a full repairing and insuring basis and therefore the Lessee (the TCC or TSO) will be responsible for all running costs of the asset).

The Council's fiduciary and statutory duties (as outlined in paragraph 8 below) will require CAT applications (and any subsequent agreements) to be dealt with on a case-by-case basis.

3. Local Policy context and links to other strategies

The Vale of Glamorgan Council's Corporate Asset Management Plan looks to achieve a lean and sustainable portfolio that is fit for purpose, supporting service delivery across the Vale of Glamorgan area. This requires balancing best price considerations and reduction in revenue liabilities against the benefits of alternative use, including asset transfer where appropriate. The Council's Corporate Asset Management Plan sets out the mechanisms being utilised to optimise the Council's property assets and provide the strategic direction to ensure we have fit for purpose property. One way of doing this is by the use of CAT's for voluntary and community sectors to play a greater role in the running of local public services traditionally undertaken by the Council.

4. The Principles of Vale of Glamorgan CAT

The Council's CAT guidance is underpinned by the following key principles:

- i. Community need – There must be strong links with the Local Community. Evidence of quality of access will 'need to be demonstrated. Members of the community should be able to influence the decisions being made through consultation and engagement.

- ii. Supporting Council Aims and Objectives – The proposals must support the delivery of the Council’s key Corporate Plan Objectives and Priorities and support the delivery of the Council’s Community Strategy.
- iii. Transparency – The decision making process is set out at Appendix 2. A Community Asset Transfer Steering Group (CAT Group) will be responsible for assessing both Stage 1 and Stage 2 applications. This Group will be chaired by the Strategic Estates Manager and members of the Group will include senior officers representing the Council’s Legal, Resources (Finance), Regeneration and Planning sections. In addition, a representative from Glamorgan Voluntary Services and One Voice Wales (the organisation representing Town and Community Councils in Wales) will be invited to sit on the Group. Decisions of the Group will be communicated clearly to each applicant.
- iv. Sustainability – The applicant will be required to demonstrate their ability to manage the asset effectively via a robust business case. This should include an assessment of the financial and organisational capacity and include:
 - Income generation proposals e.g. room and facility hire;
 - The project has the support of the local community and can demonstrate local need and community support through evidenced consultation. The project should demonstrate that it will benefit a broad spectrum of the community and not be aligned with a single interest group;
 - Efficient use of the facilities in terms of space and time periods;
 - Clear management structure and details of how building/land will be managed on a day to day basis including meeting any statutory requirements.

5. Identifying suitable assets for CAT

Not all assets in the Council’s ownership will be considered suitable for community asset transfer. Assets that are required for the delivery of essential Council services or are generating an income stream for the Council will most likely not be considered suitable for transfer. In particular, assets held under the shops and industrial portfolios which have a key role in generating rental income and supporting the economic development of the area are unlikely to be considered suitable for transfer. The Council also has a Capital Investment Programme to help support projects such as new schools. It is therefore important that the Council generates capital receipts through the disposal of key sites on the open market in order to support this investment. Those assets which have the potential to generate significant capital receipts again are unlikely to be considered suitable for transfer.

Examples of assets that could be considered include;

- Public Toilets;
- Parks Pavilions;
- Community Centres;
- Playgrounds;
- Playing Fields (excluding school playing fields);
- Bowling greens.

Each application will be treated on its own merits. Assets suitable for transfer will be identified through:

a. Our Asset Management Planning Process

The Council has a robust asset management process in place including regular reviews of our property holdings. Service need for assets, including opportunities for alternative methods of service delivery, will influence our requirement for assets. Potential opportunities for CAT will be considered through the Council's Disposal Protocol.

Assets identified through this process will be advertised on the open market for transfer through a "window of opportunity" process. Interested parties will be offered the opportunity to submit an Expression of Interest within a defined time period. This may be on a restricted basis, particularly if an element of service delivery is to be transferred. If more than one organisation or group submits an Expression of Interest in connection with a particular asset then a collaborative approach considering co-location, and allowing all the interested parties to benefit from the use of the asset, will be encouraged. If co-location is not appropriate then a selection process will be adopted taking into account the extent to which each of the interested parties meets the application criteria.

b. Application from Existing Tenants

CAT is not new to this Council and many community organisations already occupy our buildings. We will consider applications from community organisations already in occupation of a Council building looking to vary their terms of occupation, for example, by increasing the lease term to meet grant funding requirements or formalising licence arrangements. Please note that you will still be required to meet all our application and assessment criteria. If the community organisation is not in sole occupation of the asset we reserve the right to offer it to the wider community during a "window of opportunity" period.

c. General Applications

TCC's and TSO's who have identified a specific property that they are interested in can also submit an Expression of Interest. However it should be noted that if an asset is identified as being suitable for CAT, it would normally be offered to the wider community during a "window of opportunity" to ensure transparency.

6. Who can Apply?

The Council will accept an Expressions of Interest (see Appendix 3) from the following (see Appendix 1 also):

- (i) Town and Community Councils (TCC's);
- (ii) The Third Sector (TSO) – independent, non-government organisations that are motivated by social, cultural or environmental objectives rather than to make a profit. Any surpluses are reinvested to further their social aims for the benefit of the people and communities they serve. These organisations could be charities, voluntary/community organisations, social enterprises and mutual associations;
- (iii) Community Based Groups.

In addition to the criteria in Appendix 1 to this guidance some of the factors that the Council will take into account when assessing applications are:

- Does the organisation have the ability to sustain the use of the asset for the duration of the period it is transferred;
- Will the proposal retain and/or enhance local services that may otherwise be lost;
- Does the proposal support the Council's key Corporate Objectives, aims and priorities;
- Does the proposal have a positive financial implication for the Council.

It is vitally important that the applicant group can demonstrate:

- Strong links with the local community and directly benefit the people of the Vale of Glamorgan;
- Benefit as wide and diverse a range of local people as possible and demonstrate an inclusive approach to all members of the community;
- Decision making process influenced by local community;
- Primary purpose must be non-commercial.

The applicant must:

- Demonstrate good governance through open and accountable processes;
- Demonstrate clear management and financial systems;
- Have a constitution which is fit for purpose (as appropriate - as not required for Statutory Bodies such as Town Councils).

The applicant must have the necessary skills and capacity to:

- Deliver services or manage the asset being transferred or have access to appropriate skills; OR
- Be aware of the need to build capacity and demonstrate how they will achieve this.

Appendix 1 provides applicants with further information. Requests for the transfer of Council owned assets under CAT will be considered where all the criteria in Appendix 1 are met.

7. Decision making Framework

The decision making process is set out in Appendix 2. Each application will be dealt with on its own merits. In the case of a successful application for CAT, the Council will determine (following consultation with the applicant) the most appropriate type of transfer to be offered, i.e. length of lease etc., following consideration of the length of lease or other tenure requested.

The process follows three stages:

- i. – Expression of Interest (Appendix 3 provides the template)
- ii. – Full Business Plan (Appendix 4 provides the template)
- iii. – Recommendations and Decision

8. Disposal and other Legal Considerations

Local authorities are given a discretionary power under the Local Government Act 1972 (as amended) to dispose of land in any manner they wish, normally for the “best consideration” obtainable.

Normally, a CAT will be by way of leasehold transfer (which includes long or short term leases and Tenancies) or licence (which terminology includes management agreement). A freehold transfer will be considered in exceptional circumstances. The Tenure offered will be determined on a case-by-case basis, but the Council will

endeavour to meet the applicants' funders' requirements wherever possible and appropriate (for example, in terms of lease length).

Whether or not to charge an open market consideration for the asset will be determined on a case-by-case basis also. An asset transfer at less than best consideration will be dealt with in accordance with the Local Government Act 1972: General Disposal Consent (Wales) 2003 (General Disposal Consent) which deals with the disposal of land/property in Wales at less than best consideration (the relevant guidance document for transferring Authorities).

Furthermore, the provisions of the 1972 Act require that where an authority wishes to dispose of "open space", it must advertise its intentions in a local newspaper for two consecutive weeks and consider any objections. Such advertisement must be undertaken regardless of whether the proposed disposal of open space falls within the terms of the General Disposal Consent.

Other considerations for applicants that may arise include EC law applicable to procurement issues, state aid, employment contracts, service agreement etc. Applicants should ensure that they obtain their own independent professional legal advice.

A decision to transfer a particular asset under CAT will not be considered as a setting of precedent. Each CAT will be judged on its own merits and the details of the transfer arrangements will be subject to individual negotiation.

The Council will consider the requirements of the Welsh Language (Wales) Measure 2011 in assessing each application. There is a requirement on the Council to consider what implications a decision relating to a CAT transfer would have on opportunities for people to use the Welsh Language.

9. Sources of Information and Guidance for Applicants

Appendix 5 provides a list of sources of additional information and guidance that applicants may find useful when considering community asset transfers.

APPENDIX 1 – GUIDANCE FOR THE APPLICANT

Any organisation including town or community councils (TCC), third sector organisations or other community based groups (TSO) wishing to apply for a Community Asset Transfer (CAT) should familiarise themselves with the sort of issues that the Council will need to consider as part of the process to agree the transfer of a public asset.

In the first instance the applicant will need to consider the following:

a) The applicant must be:

A TCC or TSO which satisfies or can demonstrate is working towards achieving the following criteria:

- A community or legal entity that is ideally incorporated and provides limited liability for the stakeholders involved, this would usually be in the form of a company, society or CIO (Charitable incorporated Organisation). It must enable the management/ownership of buildings and provisions of services;
- Exist for and to perpetuate community/social/environmental benefit;
- Non-profit distributing – any surpluses must be reinvested to further its community benefits/social aims;
- Demonstrate good governance through open and accountable processes with appropriate financial and audit controls;
- Demonstrate engagement with the community;
- Demonstrate it has the skills and capacity within or available to effectively deliver its services and manage the asset;
- Provide services or engage in activities that deliver economic, environmental or social benefits to the community;
- Provide copies of the organisation's Annual Report and accounts if available.

and be community-led:

- Demonstrating strong links with the local community and directly benefit the people of the Vale of Glamorgan;
- Benefiting as wide and diverse a range of local people as possible and demonstrating an inclusive approach to all members of the community;
- With decision making processes influenced by its local community.

b) The Asset should be:

- A legal interest owned by the Council from which the organisation can demonstrate community benefit;

- In the freehold/leasehold ownership of the Council;
- Applications for multi-uses and co-location of services will be encouraged.

c) Proposed Use:

- There is both a need and demand for the proposed activities and consideration is given as to whether or not this is being satisfactorily addressed by another organisation;
- The proposed use will support the delivery of the Council's Community Strategy and Corporate Plan priorities, reflecting the Well-Being of Future Generations (Wales) Act 2015;
- The proposed use will maximise opportunities for income generation to ensure sustainability;
- The applicant has established how much space they require to deliver its proposals and how they will make optimum use of the asset;
- The proposed use will deliver extensive and inclusive reach into the community and will be open to all.

APPENDIX 2 – COMMUNITY ASSET TRANSFER PROCESS

Stage 1: Expression of Interest	
<p>A formal Expression of Interest submitted to the Vale of Glamorgan Council, where it will be assessed.</p> <p>To inform the development of expressions of interest, the Council will provide any relevant information on the asset/service where it is appropriate to do so.</p> <p>In the interests of transparency and fairness to the entire community, the submission of an Outline Business Case will trigger the Council to advertise the availability of the relevant property for a period of no more than 4 weeks, following which Outline Business Cases from all interested parties will have to be submitted and considered and invites will be issued to acceptable organisations to proceed to the formal Stage 2.</p>	
Requirements	Decision Making
<p>OUTLINE BUSINESS CASE</p> <p>The Outline Business Case will provide the following:</p> <ul style="list-style-type: none"> • Details of the organisation etc. in line with the information requirements as set out in the Eol form attached at Appendix 3. • If documents are in order and the Council is supportive in principle of the concept, the applicant will be invited to proceed to Stage 2. • If documents are not in order and/or the proposal is not supported, a full explanation will be provided. 	<p>Vale of Glamorgan Council</p> <ul style="list-style-type: none"> • A decision will be made within an estimated 6 weeks of receipt of the Eol.

STAGE 2: Full Business Plan

Following invitation from the Vale of Glamorgan Council, a formal expression of interest will be submitted to the Strategic Estates Group by the applicant.

The Council will provide any relevant asset information e.g. condition survey etc.to inform the development of the full business plan.

Requirements

FULL BUSINESS PLAN

A Detailed financial business plan with specific focus on providing:

- A minimum of 3 years financial forecasts, Business development strategy (sustainability plan) and consultation survey has to be submitted as part of this formal stage;
- Needs analysis and projected utilisation ('the market');
- Type of transfer sought and why;
- Planned outcomes and benefits and how these will be monitored /measured;
- Track record for delivering service / managing property;
- Ability and experience of organisation in providing services through the medium of the Welsh Language;
- Capacity to manage the asset;
- Financial sustainability.
- Applicant should identify the headline actions they would undertake to deliver the project i.e. full physical and financial aspects of the project.

The CAT Group will report to the Council's Corporate Asset Management Group with a detailed assessment of:

- Benefits for the community, the TSO and how they relate to delivering Council priorities;
- Risks in relation to financial and organisational ability to manage the asset;
- Potential loss of capital receipt and existing income or other opportunity cost to the Council arising from the transfer;
- Recommend terms of transfer and any legal issues, including TUPE;
- Monitoring arrangements e.g. Service Level Agreement.

Decision Making

The Vale of Glamorgan Council's Corporate Asset Management Group

- Following consultation with relevant officers (including Planning, Economic Development, Legal and Finance) and relevant Members, a recommendation will be made to the Council's Corporate Asset Management Group by the Community Asset Transfer Working Group.
- The Full Business Plan should be submitted to the Council within 12 weeks of receipt of invitation to progress to Stage 2.
- The Council aims to assess the Business Plan and report / relay the final decision within 12 weeks of receipt of the Business Plan. The decision will be subject to ratification by Cabinet.

STAGE 3: Recommendation & Decision

Requirements

Report and recommendations to Council's Cabinet prepared by the CAT Group.

Decision Making

Vale of Glamorgan Council's Cabinet. (Subject to subsequent call in by Scrutiny Committee). in accordance with the Council's Constitution and call-in procedure under the decision making process.

- Timescales are dependent on the complexity of the proposal and reporting timeframes. However, it is aimed to obtain a final decision within 12 weeks.

APPENDIX 3

COMMUNITY ASSET TRANSFER: EXPRESSION OF INTEREST OUTLINE BUSINESS CASE

STAGE 1: Expression of Interest (Eoi)

Stage 1 of the CAT application process has been designed to assist the Council to make an initial assessment of your application and make a decision as to whether your application meets the Council's suitability criteria. We will not be able to start the process of considering your application unless we receive all the information relevant to your proposal for asset transfer so please complete this form carefully and contact the Council should you require any clarification or further advice.

Applicants that meet the Council's suitability criteria will be invited to complete a more detailed Stage 2 application. It should be noted that completion and submission of this Stage 1 form does not guarantee or bind the Council to taking any matter forward to Stage 2.

1. Please complete this form, attach any additional information and send in the first instance to:

**Andrew Tovey
Strategic Estates Group
Property Section
Vale of Glamorgan Council
Civic Offices
Holton Road
Barry
Vale of Glamorgan
CF63 4RU**

Email: antovey@valeofglamorgan.gov.uk

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

1. Introduction

The Outline Business Case

- | | |
|----|--|
| a. | Is this a request to take possession of a specific asset or service?

If yes, please provide details and how do you envisage this being achieved? e.g. by lease, management agreement etc. |
| b. | Have you been invited to make a request by the Vale of Glamorgan Council?

If yes, please provide details of which Member(s)/Officer(s) you have been dealing with and the background to date: |

2. Background

Please describe your organisation

- | | |
|----|---|
| a. | Please confirm the type of organisation you are (e.g. town or community council, unincorporated body or association, registered charity or friendly society, trust, Company limited by guarantee, Community Interest Company etc.): |
| b. | If relevant, please supply company registration number, charity registration number, Friendly Society registration number: Please provide confirmation as to how you intend to become incorporated if you are not already. |
| c. | Please tell us about the services currently provided by your organisation or the type of service you are proposing to undertake (i.e. main activity you undertake or wish to undertake if community asset is transferred to your organisation): |

d	How many people are involved in your organisation? What is your organisational structure e.g. management committee, paid full or part time staff, volunteers etc.?
e.	Please describe your governance arrangements (if you are not a Town or Community Council):
f.	Do you have a written constitution or Memorandum & Articles of Association or set of rules? If so please provide a copy with this form or provide a link to a web page:
g.	Do you publish an annual report? If yes, please provide the most recent copy with this form or provide a link to a web page:

3. Why the asset is needed		
Is your existing accommodation		Tick
a.	Unsuitable?	
b.	In the wrong position?	
c.	Too costly or you have received notice to vacate?	
d.	Is your service expanding?	

e.	Are you currently or planning on providing additional services?	
f.	We have no property currently.	

4. Benefits	
Please provide details of the benefits that you consider that could be achievable if the asset was to be transferred to you. Please outline the benefits to your organisation, to the community and to the Vale of Glamorgan.	
a.	Will the asset enable service improvements? If yes, please describe these:
b.	Will additional services be provided? If yes, please describe these:
c.	Will the service become more visible? If yes, please tell us how:
d.	Will the service become more accessible? If yes, please tell us how:
e.	Will the asset complement other services or organisations or enable collaborative working? If yes, please tell us how:

f.	Will it safeguard services? If yes, please tell us how:
g.	Will there be any financial savings? If yes, please describe how these will come about:

5. Finance	
a.	What financial package is in place to support your proposal (capital and revenue)? Please describe how secure this funding is (e.g. is this funding available from your bank account or are you waiting on confirmation of a grant?) Please attach evidence of these to your application.
6. Partners, Collaborations and Stakeholders	
Are you proposing any arrangements to work on this project with the Council or other public or third sector organisation?	
a.	If yes, please provide details and state the scope of their involvement:
b.	Are they supportive of this proposal?

7. Consultation

At this stage have you undertaken any form of consultation with the community in respect of your proposal?

a. Please provide details of how and when you consulted the community:

b. Please provide a summary of the results of the community consultation undertaken:

c. Please provide evidence that the community support your proposal:

I/We confirm that all the information and statements contained within this expression of interest 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.

Any information you provide on the form will be held by Vale of Glamorgan Council for the purposes of assessing the application and decision making process and for no other purposes.

APPENDIX 4

COMMUNITY ASSET TRANSFER: BUSINESS PLAN

STAGE 2: Full Business Plan

Stage 2 of the CAT application process: Should the expression of interest at stage one be successful, an invitation from the Vale of Glamorgan Council 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 receive 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 this business case, attach any additional information and send in the first instance to:

Andrew Tovey
Strategic Estates Group
Property Section
Vale of Glamorgan Council
Civic Offices
Holton Road
Barry
Vale of Glamorgan
CF63 4RU

e-mail: antovey@valeofglamorgan.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, the project you are proposing, the aims and objectives you are seeking to deliver and how it will be funded initially and on-going.

1. Our 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 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 & 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 (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)
- 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. 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

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

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.

Any information you provide on the form will be held by Vale of Glamorgan Council for the purposes of assessing the application and decision making process and for no other purposes.

Annex 1 – Strengths, Weaknesses, Opportunities & Threats Assessment

Overview
<p>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.</p> <p>Essentially you are answering the following four questions:</p> <ul style="list-style-type: none"> • ‘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
<p>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.</p> <p>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.</p>
Why use?
<p>Following completion of the template you will have a greater understanding of the proposal and will be ready to make informed decisions.</p>

SWOT Analysis	
Strengths	Weaknesses
Opportunities	Threats

Annex 2 – Cash Flow 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
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
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						

Appendix 5 – Sources of Further Information & Guidance for Applicants

Big Lottery Fund

<https://www.biglotteryfund.org.uk/wales>

Charity Commission

[The Charity Commission provide useful information to groups/organisations looking to set up charities.](#)

<https://www.gov.uk/government/organisations/charity-commission>

Community Land Advisory Service Cymru

The Community Land Advisory Service in Wales (CLAS Cymru), which aims to help community growing groups, landowners – plus others involved in land access – to work together to make more land available for community growing.

<http://wl.communitylandadvice.org.uk/>

Community Matters

Community Matters is the national membership and support organisation for the community sector. They champion voluntary and community action at neighbourhood level, as a means of local people taking control of issues in their area and fostering community spirit.

<http://www.communitymatters.org.uk/content/583/6-Community-Asset-Transfer>

Community Rights

<http://mycommunityrights.org.uk/>

DTA Wales

The portal is for a wide range of people and organisations who may be interested in the development of land and building assets that can be used for community or public benefit.

<http://assetsportal.dtawales.org.uk>

Glamorgan Voluntary Services

Glamorgan Voluntary Services (GVS) is an independent charity and has a flourishing membership of voluntary and community organisations active in the Vale of Glamorgan who help to improve the quality of life of people and communities by supporting volunteers, volunteering opportunities and voluntary groups.

<http://www.gvs.wales/>

Locality

The Asset Transfer Unit (ATU) promotes and supports community asset transfer – the transfer of land and buildings from public bodies to community and voluntary organisations.

<http://locality.org.uk/our-work/assets/asset-transfer-unit/>

<http://locality.org.uk/resources/hold/>

<http://locality.org.uk/resources/fa-guide-asset-transfers>

<http://locality.org.uk/resources/empowering-communities-making-local-assets-officers-guide/>

<http://locality.org.uk/resources/making-local-assets-councillors-guide/>

<http://locality.org.uk/wp-content/uploads/Civic-Buildings-the-show-must-go-on.pdf>

<http://locality.org.uk/resources/pillars-community-transfer-local-authority-heritage-assets/>

<http://locality.org.uk/blog/income-generation-public-libraries-practical-guide-library-service/>

<http://locality.org.uk/resources/community-led-spaces/>

<http://locality.org.uk/resources/making-buildings-work-community/>

<http://locality.org.uk/resources/guidance-community-owned-managed-swimming-pools/>

National Association of Local Councils in England and Wales

<http://www.nalc.gov.uk/>

One Voice Wales

<http://www.onevoicewales.org.uk>

Wales Co-operative Centre

The Wales Co-operative Centre supports the development and growth of social entrepreneurship, social enterprises and co-operatives in Wales.

<http://wales.coop/>

Wales Council for Voluntary Action

WCVA support and represent Wales' third sector. They represent and campaign for voluntary organisations, volunteers and communities.

<http://www.wcva.org.uk>

Welsh Government: A Toolkit for the Transfer of Community Assets for Sport, Arts and Cultural

To assist community groups considering the acquisition of community assets for sport, arts and cultural purposes.

<http://wales.gov.uk/topics/cultureandsport/community-asset-transfer/?lang=en>