

 Executive – 29th June 2016		Agenda Item No. 6
Title	Business Plan Template for Major Grant Applications From Community Groups	
For further information about this report please contact	Jon Dawson Finance Administration Manager 01926 456204 email: jon.dawson@warwickdc.gov.uk	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	N/A	
Background Papers	Email correspondence	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	No
Equality Impact Assessment Undertaken	Yes

Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive	13.6.16	Chris Elliott
Head of Service	13.6.16	Mike Snow
CMT	13.6.16	Chris Elliott, Bill Hunt and Andy Jones
Section 151 Officer	13.6.16	Mike Snow
Monitoring Officer	13.6.16	Andy Jones
Finance	13.6.16	Mike Snow
Portfolio Holder(s)	13.6.16	Cllr Whiting
Consultation & Community Engagement		
Community Partnership Team and WCAVA; Email communications and verbal discussions (final feedback email with regards to suggested business plan structure dated 4 th May 2016). A copy of this report has also been forwarded to the Community Partnership Team on 2 nd June 2016; reply email from Liz Young received on 6 th June 2016 confirming her satisfaction with the report.		
Final Decision?	Yes/No	
Suggested next steps (if not final decision please set out below)		

1. **Summary**

- 1.1 The purpose of this report is to seek approval to implement a standard business plan template as an essential requirement of the application process for community group organisations applying for major grants.

2. **Recommendation**

- 2.1 It is recommended that the Executive approves the proposed standard business plan template as an essential requirement for future major grant applications from community group organisations as noted in appendix 1.

3. **Reasons for the Recommendation**

- 3.1 The Council has previously agreed major grants for community groups for example:

- St Chad's Community Centre
- Barford King George's Playing Fields
- Racing Club Warwick

The approval process has included delegated authority to the Chief Executive and appropriate Heads of Service to agree and sign-off a business plan submitted by the applying organisation before final confirmation of the grant award and any draw down on funds.

- 3.2 Currently there is no standard business plan template; this leads to varying degrees of quality and content in each case and different formats / lay outs. This in turn leads to multiple draft versions for Council Officers to review and comment on before a final acceptable version is received and signed-off.
- 3.3 Implementation of a standard business plan template covering specific key areas will provide a consistent approach and ensure that required information is captured, save Council Officer time in having less versions to review and comment on and will better support the decision making process.
- 3.4 The standard business plan invariably cannot capture everything. Depending on the nature of the project and the organisations, additional relevant information may need to be sought if it is not included within submitted business plans.
- 3.5 In preparing the business plan template we asked Warwickshire Community and Voluntary Action (WCAVA) for their views of its suitability for voluntary community organisations; they have supported the use of this template.

4. **Policy Framework**

- 4.1 The projects that the major grant applications contribute towards typically support Fit for the Future, the Sustainable Community Strategy and the Local Plan.

5. Budgetary Framework

- 5.1 There is no financial implication in agreeing to implement the proposed standard business plan template as an essential requirement of the major grant application process for community groups.
- 5.2 Alongside the business plan, organisations will continue to be required to submit previous years' financial statements.

6. Risks

- 6.1 There are no main risks for this proposal; having detailed business plans that cover all the aspects noted within the template should help to reduce the risk of failure of a particular project or the organisation.

7. Alternative Option(s) considered

- 7.1 Members may choose to not approve the proposed business plan template and allow applying organisations to continue to produce business plans in their own formats; this isn't recommended due to the varying levels of quality and detail in submitted business plans which often leads to delays in the decision making process and consumes a considerable amount of Council Officer time reviewing multiple versions before a final acceptable version is approved.
- 7.2 Members may choose to amend or add to the items on the proposed business plan template.

8. Background

- 8.1 No further information to include.

It is recommended that the Executive approves the proposed business plan template as an essential requirement for future major grant applications from community groups as noted in appendix 1.

Business Plan for Major Grant Applications

1. Introduction / Overview

- a. Brief history / background
- b. Current position
- c. Aims & objectives
- d. Planned development
- e. Management / governance and organisation

2. Project Proposal

- a. Description of project
- b. Rationale for project; evidence that supports the need for the project
- c. Phases / works programme
- d. Key partners
- e. Milestones
- f. Outcomes

3. Marketing and Promotion

- a. Description of current marketing plan
- b. Future service offer options; market definition, community need, target audience
- c. Competition; similar service offerings within the local area, the district and the county
- d. Community engagement; consultation, involvement with the organisation
- e. Planned marketing activities; be as specific as possible, include timescales and milestones
- f. Agreements already in place; note any specific future usage agreements / bookings / hiring's already agreed

4. Financial Plan

- a. Present financial situation; financial summary to include income/expenditure figures and profit / loss (last 3 years accounts)
- b. Estimated project costs
- c. VAT status of organisation and project
- d. Funding plan; to include details of the status of the funding
- e. Income & expenditure forecast; cover the next three year period
- f. Sensitivity analysis; impact of variances in income on the on-going business plan (for example; if projected income does not materialise, or delays to the project, what will the impact be and what will that mean for the organisations finances)

5. Risks and Issues

- a. Risk register; list individual risks (for example; project stages overrun, overspends, planning permission is refused), the risk level (low, medium, high) and the mitigation (actions) to reduce the risk
- b. Issues log; areas that are prerequisites for the project to go ahead / succeed (for example; access to systems / ICT technology requirements, cash flow whilst waiting for grants to be awarded, facilities management)

A standard business plan invariably cannot capture everything; depending on the nature of the project and the organisations, additional relevant information may need to be sought if it is not included within submitted business plans.