

GUIDANCE FOR APPLICANTS

#GlasgowCommunities

**PEOPLE
MAKE
GLASGOW
COMMUNITIES**

Welcome

Your organisation has been invited to submit a detailed proposal to support your aspirations to become involved in the management of a Glasgow City Council building/ venue/ facility. This guide has been prepared to assist applicants with the completion of the detailed proposal.

You are now at Stage 3 of the People Make Glasgow Communities process for management or transfer of a building/ venue/ facility; the “Engagement” phase. To progress to the “Development Phase”, your organisation is required to submit a detailed proposal including supporting documentation that will enable the Council to assess applications in detail and prepare a Committee Report.

It should be noted that the range and level of information required by you will vary depending on the type of the transfer. You should try and provide as much relevant information as possible for each section to ensure that the Council can effectively process the proposal. Please write “not applicable” if a section does not apply to your organisation.

What assistance is available to complete the application form?

Your nominated case officer will go through the application form with your organisation and provide some guidance of what depth of information is required for your proposal.

For any assistance in completing the application please contact your nominated case officer in the first instance. Alternatively please contact the People Make Glasgow Communities Team:

peoplemakeglasgowcommunities@glasgow.gov.uk

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How do we write a Business Plan?

In the vast majority of cases, a business plan will be required, although the level of detail asked for may vary depending on the scale and scope of the proposal. A template business case is provided at Appendix A to assist.

How much will the transfer cost?

This very much depends on the scale of building/ venue/ facility for which you are looking to adopt responsibility. Indicative running costs should have been provided to your organisation at the "Initial Assessment Stage" of the People Make Glasgow Communities process. If you do not have these, please contact your nominated case officer or the People Make Glasgow Communities Team: peoplemakeglasgowcommunities@glasgow.gov.uk

There may be one-off costs associated with any building/ venue/ facility transfer and these may include:

- Feasibility studies
- Architects' fees
- Legal fees
- Consultancy fees

These are the costs that your organisation may incur when calling on independent, professional advice to help them with the transfer. These must be considered when developing a plan for the management or transfer of a building/ venue/ facility along with the ongoing costs of maintaining the building/ venue/ facility.

What assistance is available with the transfer process?

It is expected that community organisations may require support with the transfer process. Glasgow City Council and its ALEO's may be able to provide assistance to community organisations in-house or via strategic partners.

It is very important that the Council is made aware at an early stage in the application process that it may need to provide financial or officer support to the project. This requires your organisation to be open with regards to the support it expects from the Council family.

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The Council cannot guarantee to provide support to any proposal as there is no capital or revenue funding in place for the People Make Glasgow Communities process. However, if the business case shows long-term benefits to the Council family and community, some monies may be made available through a spend-to-save approach.

How will our proposal be assessed?

The assessment of proposals will vary depending on the type of proposed transfer, however, all proposals will be assessed against the outcomes and priorities described in the Glasgow City Council Strategic Plan 2017-2022. A committee report will be prepared which will allow elected members to make decisions on proposals.

What happens next?

Once you have completed your proposal, please return the application form and all supporting documentation to:

PEOPLE MAKE GLASGOW COMMUNITIES

Glasgow City Council

Exchange House

231 George Street

Glasgow

G1 1RX

E-mail: peoplemakeglasgowcommunities@glasgow.gov.uk

If you require clarification on any matter prior to assessment, please contact your nominated case officer. On submission of your application, a panel of council officers will assess the proposal and make appropriate recommendations to elected members at an appropriate Council Committee.

How long will the assessment take?

The assessment process can take 4-5 months. We aim for the panel to assess the application within 6 weeks. This timescale begins from receipt of a completed application by the People Make Glasgow Communities Team.

A report will then be prepared for Committee outlining the terms and conditions of the proposed transfer within 6 weeks of the panel's recommendation. The report including details of the terms and conditions will be shared with your organisation ahead of any decision being made.

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Where the panel's assessment concludes with a recommendation that the application should not proceed, your organisation will be advised accordingly. The assessment report will be shared with your organisation to allow for additional guidance and support to be offered to enhance any recommendations where appropriate.

GUIDANCE NOTES FOR COMPLETION OF THE APPLICATION FORM

The detailed application form aims to ask you for all the information that the Council will need to make a decision. It should be noted that the range of information required to be provided for each section will vary depending on the circumstances of the proposed transfer. You should try to provide as much information as possible for each section, to ensure that the Council can effectively process your application. Please write 'not applicable' if a section does not apply to you.

The information required to complete this form should be drawn from a range of existing documentation including:-

- Governing Documentation such as legal structure of your organisation, e.g. SCIO, Community Interest Company, etc
- Business Plan
- Building/ venue/ facility Management Plan
- Annual Reports etc.

Where available, any supporting documentation should be submitted with your application.

SECTION A: YOU AND YOUR ORGANISATION

This section is aimed to give an overview of your organisation, your main aim and objectives as well as the purpose and experience of your organisation.

Your organisation should be able to:-

- Demonstrate that it has a clear purpose and that it has the skills and capacity to effectively deliver services and manage the proposed building/ venue/ facility.
- Provide details of experience in managing this, or other similar buildings/ venues/ facilities.
- Provide evidence of any partnership working in the delivery of your services/ activities.
- Provide evidence of any community involvement in the delivery of your services/ activities.

SECTION B: YOUR GOVERNANCE AND LEGAL STRUCTURE

The purpose of this section is to gather information on the proposed legal status and structure of your organisation in order to make a judgement as to whether it is suitable for taking on the responsibility for a building/ venue/ facility.

Under this Section:-

- Your organisation must provide details of its proposed legal structure and demonstrate that its constitution allows for the management, lease or ownership of a building/ venue/ facility.

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- If your organisation is a limited company, please insert the full name, company number and registered office. You should check the Companies House website (<http://wck2.companieshouse.gov.uk/wclogin>) to ensure the accuracy of the information on this eg 'J Smith & Son Limited a company incorporated under the Companies Acts (Registered Number SC012345) and having its registered office at 47 High Street, Glasgow, G2 6RW';
- If your organisation is a partnership please insert the full name and home address of each partner and also, if there is one, make reference to a partnership name and again, if there is one, the address from which the partnership has a history of trading. eg 'John Smith and Mrs Jane Smith, spouses, residing together at 1 Main Street, Glasgow, G1 5LR' or 'John Smith and Mrs Jane Smith, spouses residing together at 1 Main Street, Glasgow, G1 5LR as partners and trustees of the firm of "J Smith & Son" having a place of business at 47 High Street, Glasgow, G2 6RW';
- Your organisation must be able to show that it has open and accountable governance processes with adequate monitoring, evaluation and financial management systems.
- Your organisation should also be able to demonstrate that it has appropriate management policies in place. It should be noted that provision of policies etc in connection with a transfer request is not deemed to be approval of same by Glasgow City Council.

SECTION C: USE OF THE BUILDING/ VENUE/ FACILITY AND COMMUNITY NEED

This section deals with the management/ transfer of the building/ venue/ facility itself and seeks to establish what you want the building/ venue/ facility for and who will benefit from this.

- It is important that your organisation has a clear picture of what it needs in terms of space and facilities. Before you apply to become more involved in the management of a council building/ venue/ facility you need to be sure that it will meet your needs or can be modified to meet your needs.
- The application should describe how you will use the building/ venue/ facility. Information on opening/closing times and details of letting policies etc., are required if they are applicable. Information on any charges for using the building/ venue/ facility by the public is required.
- Details on the catchment area for the operation of the building/ venue/ facility is required. Consider who will be able to use the building/ venue/ facility. The proposed use should ensure extensive reach into the community and should be open to all. In all cases applications will be expected to demonstrate how they will ensure they are inclusive.

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- If wishing to take over a service from the Council the application should be able to demonstrate innovative approaches to service delivery and show how this innovation and improved efficiency will help reduce the cost of service delivery.
- Details of the management and monitoring arrangements for the operation of the building/ venue/ facility should be provided. Ensure there is a clear process for making decisions in relation to the building/ venue/ facility e.g. who will be responsible for room bookings, site problems, compliance with legal issues such as Health and Safety and so on.
- An outline Management Plan for the building/ venue/ facility will also be required showing how the building/ venue/ facility will be managed on a day-to-day basis. Your organisation must consider how the building/ venue/ facility will be managed to ensure that all statutory requirements are met and that the building/ venue/ facility remains safe and fit for purpose.
- Consider how you will manage repairs, both major and minor. The condition of the building/ venue/ facility will be established prior to transfer; the maintenance thereafter will, in most cases, be the responsibility of your organisation.
- When considering statutory maintenance issues, don't forget the routine servicing of boilers, plant and other equipment.
- Please outline what plans your organisation has for potential alterations or adaptations of the building/ venue/ facility.
- Consider how you will provide effective security for the building/ venue/ facility.
- The Management Plan should also set out how your organisation will address contractual (lease) or statutory requirements such as Health and Safety.
- It is also very important that your organisation is clear on the type of management/ transfer that you are seeking. The options include but are not restricted to the following:
 - **Licence to occupy** > permission to occupy for a short period (usually up to one year), can be terminated by either side giving notice
 - **Tenancy agreement** > an open ended agreement with a monthly; quarterly or annual rent and which can be terminated by either side giving notice
 - **Lease** > taking a lease for a fixed period of years at annual rent
 - **Long leasehold** > buying a lease of 20 years or more and paying a "premium" (initial capital payment) then a low annual ground rent; the lessee has all the responsibilities of a freehold owner as under Scots law there must be change of title document
 - **Ownership** > buying the building/ venue/ facility as full owner through a legal document entitled a "conveyance"

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- The application should show how the wider community and service users will be involved in running the building/ venue/ facility and how this will help to improve community cohesion and reduce inequalities. Your organisation must also describe who else will work with it and the relationship it has with these partners.
- The application should describe the benefits that will arise to communities from the management/ transfer of the building/ venue/ facility by/ to your organisation. The proposed use should maximise opportunities to ensure economic sustainability, for example through income generation, establishment of social enterprises or the renting out of space and facilities to other organisations.

The following should be taken into consideration when explaining how the building/ venue/ facility will benefit communities (including but not limited to):

- Improve health and wellbeing
 - Provide learning & employability opportunities
 - Increase access to decision making by local people
 - Enable improved service delivery to target groups
 - Encourage use of building by local target groups
 - Engage with and involve target groups
 - Partnerships with target groups
 - Addresses gap in local service delivery
 - Increase amount of local volunteering
 - Compliments local service delivery provision
 - Build community resilience and empower communities
- Your organisation should outline robust plans for publicising the building/ venue/ facility and promoting the services to be provided from it.
 - Please provide information regarding anyone your organisation has consulted with about the proposed transfer and the overall support shown for the project. It is very important that all stakeholder groups are consulted.
 - Timescales – your organisation will need to show that it has realistic plans in place for transferring the building/ venue/ facility and getting it up and running.
 - If your organisation intends to deliver services to the Council, the application should include a project plan setting out timescales for transferring responsibility for service delivery from the Council to your organisation. It should be noted that a Service Level Agreement may be required.

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SECTION D: FINANCIAL INFORMATION

This section provides the evidence to allow the Council to make a judgement on the financial viability of the project.

- It is vitally important that the business plan for any operation is able to show that it will be financially sustainable for the appropriate term.
- A well-established organisation may already have been successful in obtaining funding from a range of sources. Please provide details of any funding your organisation has already obtained in relation to the proposed operation of the building/ venue/ facility.
- Your organisation should also provide details of any funding applications that are still outstanding.
- Details of any other sources of funding are also required.
- Operating costs for an building/ venue/ facility could include:-
 - Rent, Non Domestic Rates
 - Utilities – electricity, telephone bills, water etc.
 - Insurance – building, contents, employers, public liability etc
 - Repairs
 - Planned and statutory maintenance
 - Staff – cleaning, caretaking, administration
 - Ground maintenance including fine turf
- A financial plan for the first 3 years of the project is required. A template cash flow statement can be provided, if required.
- If applicable, for longer term tenancy agreements, leases and ownerships, the application form requires a financial plan covering 3 years. If it is expected that the project will take more than 3 years to break-even, your organisation must provide an estimate of when the break-even point will be achieved and how the short-fall in funding will be met each year until break-even is achieved.
- If applicable, your organisation must demonstrate that it has developed a Business Plan for the building/ venue/ facility. Thus indicative profit and loss, balance sheet and cash flow forecasts will be required to demonstrate the financial viability of the proposal over a 3 year period. Copies of the last 12 months banks statements should also be provided. If required, a Business Plan template is provided in Appendix A below.
- Before going ahead with an application, your organisation should consider the risks associated with the transfer, the potential for these risks occurring, the likely impact of these risks if they did occur and actions that can be taken to mitigate the effect of each risk. As part of your application, you will need to show that you have effective plans in place to manage risk.

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SECTION E: SUPPORT REQUIRED FROM THE COUNCIL FAMILY

It is very important that the Council is made aware at an early stage in the application process that it may need to provide financial or officer support to the project. This requires your organisation to be open with regards to the support it expects from the Council family. The Council cannot guarantee to provide support to any proposal as there is no capital or revenue funding in place for the People Make Glasgow Communities process. However, if the business case shows long-term benefits to the Council family and community, some monies may be made available through a spend-to-save approach.

Your organisation should also specify what other type of support will be required from the Council family (e.g. payroll, property management, HR advice, etc) and how long this will be required for.

SECTION F: – DECLARATIONS

Two authorised signatories of the organisation making the application should sign it.

It is not envisaged that this application process will include the transfer of a building/ venue/ facility to a purely commercial venture. Enquiries relating to such businesses occupying surplus or underutilised Council building/ venue/ facilities can however take place under the People Make Glasgow Communities process. Different considerations will be taken into account in such cases. Your organisation is required to confirm whether or not the building/ venue/ facility will be operated solely as a commercial / private sector enterprise.

CHECKLIST OF SUPPORTING DOCUMENTATION PROVIDED

The attached checklist provides us with an overview of all supporting documentation you have provided as part of the application.

LETTER OF REPRESENTATION

Please sign and return the letter of representation attached at Appendix 1 of your application form.

EXTERNAL FUNDING SELF-ASSESSMENT

The external funding self-assessment provides evidence of compliance with the principles of good financial practice and is a tool for highlighting potential areas of concern with regards to financial management and where further assistance might be required. Please note that not all sections/ areas might apply to your organisation/ group.

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APPENDIX A

BUSINESS PLAN TEMPLATE

Completion of the application form will be much easier if your organisation has developed a Business Plan demonstrating that you are understanding the responsibilities of buying or renting the building/ venue/ facility and are prepared to take on the responsibilities to do so.

For organisations in the process of developing your Business Plan, the following template may be useful. The level of detail to be provided in each section will vary according to the type and scale of the proposed operation.

Name	Name of building/ venue/ facility
Executive Summary	<p>This should provide a concise summary of the overall business plan which highlights the most important features including:-</p> <ul style="list-style-type: none">• A short description of the scope of the proposal including what it will do, what it will achieve, and who will benefit from it.• A summary of how the proposal will be delivered including timetable, budget and resource considerations.• Summary of key stakeholders and partners.
Organisation and Management	<p>Provide an outline of your organisations aims, objectives and legal status. Provide details of other similar activities delivered by your organisation including how successful they were.</p> <p>Describe:-</p> <ul style="list-style-type: none">• The services and/or activities your organisation currently provides, how these are delivered and who benefits from them.• Your organisation's management structure, decision making process and key lines of communication or reporting.• Roles and responsibilities of the board members or trustees and senior management team including skills, experience and knowledge.• How the community is involved in the management of the building/ venue/ facility.• Catchment area for the proposal. <p>List the policies, systems and procedures in place, e.g.:-</p> <ul style="list-style-type: none">• Health and Safety, Equal Opportunities,• Standing Orders, Scheme of Delegation, Governance and Risk Management Policies, Code of Conduct, Code of Corporate Governance• Financial Regulations, authorised signatories, banking arrangements, external audit arrangements

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	<ul style="list-style-type: none"> • Arrangements for procuring goods and paying suppliers, inventory arrangements • Information security, Disaster Recovery and Business Continuity, Document Retention • Booking and hiring procedures, letting policies and opening hours (if appropriate)
Background	<p>Describe how the proposal has been developed to date with reference to any relevant studies or research that has been carried out.</p> <p>Describe the options that were considered for delivering the proposed outcomes and the reasons for choosing the option proposed.</p>
Proposal	<p>Describe the aims and objectives and targets including the outcomes and benefits your organisation aims to achieve.</p> <p>Describe how the proposal will support the Council's local priorities or supports national objectives as set out in the Local Outcome Agreement.</p>
Management Approach and Resources	<p>Detail the resources required to deliver the proposal, i.e.:-</p> <ul style="list-style-type: none"> • Staffing resources – include a staffing structure diagram and any training plans that need to be put in place. • Management and Supervision Resources – set out how staff, volunteers, partners etc., will be managed, who will manage finances etc; • Volunteer resources – describe their role in the delivery of the proposal. <p>Also describe how the community will be involved in influencing what happens and taking part in decisions regarding the proposal.</p> <ul style="list-style-type: none"> •
Community Needs/Benefits	<p>Provide evidence of need. Consider:-</p> <ul style="list-style-type: none"> • Where the proposal will be delivered • Current gaps in service provision • The target users or visitors – make reference to relevant market research and needs analysis. • The total number of people that experience the need that this project will address. • How will barriers to participation be addressed. • Links to any other proposals/activities locally, regionally or nationally.
Partnerships	<p>Identify other organisations, groups and stakeholders involved with your organisation including details of any partnership arrangements that might be in place to deliver the proposal.</p>

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	Describe the partners' role, why they need to be involved, how the partnership will be managed etc.
Marketing and Communications Strategy	Explain what methods of communication will be used to market the building/ venue/ facility and promote the activities of your organisation.
Building/ venue/ facility	<p>Identify the building/ venue/ facility required.</p> <p>Outline proposals your organisation has for the building/ venue/ facility, i.e. building / refurbishment.</p> <p>Describe the management/ transfer arrangements required, i.e. if lease, what length of lease is required.</p> <p>Highlight any planning issues your organisation may be aware of and how will these be resolved?</p>
Management Plan	Provide a basic plan for the long-term sustainability of the building/ venue/ facility once it is operational. Provide details of how the building/ venue/ facility will be managed to ensure that all statutory requirements are met and that the building/ venue/ facility remains safe and fit for purpose.
Financial Appraisal	<p>The financial implications of running the building/ venue/ facility need to be considered including the expected income and expenditure.</p> <p>A detailed cost plan for managing/ acquiring the building/ venue/ facility should be provided with details of how this cost was to be funded and whether this has been secured.</p> <p>An indicative 5 year capital and revenue budget plan should be provided showing all anticipated grant funding, identifying whether this has already been secured and any other income expected, sources etc.</p> <p>The capital budget will cover the projected costs for developing the building/ venue/ facility. The revenue budget must include staff costs and the costs of managing the building/ venue/ facility as well as overheads and other specific items of expenditure.</p> <p>Include a 12 month cash flow projection to show the cash position of your organisation for the current year and a projection for a further 4 years.</p>
Programme	Provide a programme or timetable for the non-capital elements of the proposal. This should include all the relevant activities or services

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	<p>of the proposal, stating when they are due to happen and how long they are likely to take.</p> <p>Include any planning and development work that may take place before the building/ venue/ facility becomes operational.</p>
Risk Assessment	<p>The business plan should include an assessment of the risks associated with the proposal to see if there are any weaknesses and if there are any threats to the viability of the proposal.</p> <p>The business plan should detail each risk, assess the likelihood of it happening and its potential impact and the plan for dealing with the event should it occur.</p>
Monitoring and Evaluation	<p>Describe how the proposal will be monitored and evaluated.</p> <p>Describe how this monitoring will be used to improve service delivery.</p> <p>Describe how the long term impact of the proposal will be evaluated.</p>