

## **Community Ownership Fund: assessment guidance**

The £150 million Community Ownership Fund is for communities across the United Kingdom. It has been set up to help communities take ownership of assets at risk of closure. It will run for 4 years until 2024/25. Voluntary and community organisations can bid for match funding. Funding may support the purchase and/or renovation costs of community assets.

Applications are subject to the eligibility requirements outlined in the prospectus. The Fund will support a range of proposals that enable people and communities across the UK to thrive.

Proposals will need to prove the value of the asset to local people and that the asset can run sustainably for the long-term benefit of the community.

**Sub criteria weightings**

<b>Strategic case</b>	<b>Management case</b>
Community Use (x1)	Funding breakdown (x1)
Benefits (x2)	Financial risks and forecasts (x2)
Engagement (x2)	Skills and resources (x1)
Environmental sustainability (x0.6)	Representation, inclusiveness, integration (x1)

**Criteria score = (sub criteria score (1-5) x weighting) + (sub criteria score (1-5) x weighting)**

**Strategic case** = (Community use x 1) + (Engagement x 2) + (Benefits x 2) + (Environmental sustainability x 0.6)

**Management case** = (Funding breakdown x 1) + (Financial risks and forecasts x 2) + (Skills and resources x 1) + (Representation, inclusiveness and integration x 1)

**Assessment criteria**

The table below shows the 2 strands of the Community Ownership Fund criteria and the weighted scoring thresholds for each:

<b>Assessment criteria</b>	<b>Minimum weighted score for shortlisting</b>	<b>Maximum weighted score available</b>
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Strategic case	16	28
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Management case*	15	25
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**\*Note** – applicants are also required to score a combined minimum of 12 across sections **a** (funding breakdown), **b** (Financial risks and forecasts) and **c** (skills and resources) of the management case.

Within each of the assessment criteria assessors are asked to score one or more sub criteria.

## The application form and supporting documents

The table below helps to give some indication of the possible documents which you may need to read alongside the application form.

All applications are different so we would recommend that you quickly skim through all the attached documents to see if there is any further information which could be relevant to your assessment.

Section	Title	Assessment lead	Relevant supplementary documents
1	<b>Organisation information –</b> Unscored	Commercial cell	Articles of Association; Governing Document; Certificate of incorporation (Business plan)
2	<b>Applicant information –</b> Unscored	No assessment – contact details for after assessment is made	N/A
3	<b>Project information –</b> Unscored	Assessment hub	N/A
4	<b>Asset information -</b> Unscored	Commercial cell	Evidence for publicly owned assets, showing:  - the risk the asset is facing - that any statutory services will not be transferred from the public authority - that the asset will be sustainable after it has been transferred
5	<b>Strategic case</b>	Assessment hub	Evidence of local support, including:  - surveys of the community - town hall meetings you have run - the estimated number of volunteers you have for your project

			<p>- a letter from your local MP</p> <p>Business plan may be relevant - details on what services they plan to provide</p>
6	Management case	<p>Commercial cell (sections a, b and c)</p> <p>Assessment Hub (section d)</p>	<p><b>Commercial:</b></p> <p>Business plan</p> <p>Management accounts</p> <p>Articles of Association</p> <p>Additional evidence on plans, agreement in principle or secured matched funding – may be provided as part of business plan or as separate attachments.</p> <p>structural survey and feasibility studies (if available)</p> <p>An independent valuation of the asset in the last 6 months (if available)</p> <p>A supporting statement from the public owner (if relating to a publicly owned asset)</p> <p><b>AH and Commercial:</b></p> <p>Governance structures (found in business plan)</p> <p><b>AH:</b></p> <p>Evidence of any surveys or public consultations (may be</p>

			found in business plan)
7	<b>Subsidy control and state aid</b> – Unscoed	Assessment hub	N/A
	<b>Declarations</b> – Unscoed	Commercial hub and Assessment hub	N/A

### Considerations when assessing bids greater than £250,000 up to £1 million

We expect assets applying for greater than £250,000 to be able to demonstrate, in more detail, the support and recognition of the importance of their asset. They should demonstrate that the asset is used by, and benefits, the community at large and not just those in the immediate locality.

For example, we might expect that a football team applying for less than £250,000 is able to show the community support for their activities and the numbers of local people who participate. Whereas we might expect that a football team applying for greater than £250,000 to fund their stadium, would be able to provide us with evidence of their supporters travelling longer distances to attend matches and examples of the community outreach which they undertake with local people, and those in surrounding areas, to build, and expand, their base of support.

We might expect that a heritage asset of historical value applying for less than £250,000 can show us how they plan to preserve and secure the future of the asset, whereas we might expect that an asset of the same type applying for greater than £250,000 is also able to show how they will transform the asset and increase its impact and importance through an expansion of its activities which help to create wider recognition of the asset and a larger impact on people in the wider region, for example through the creation of a learning centre for school children.

A pub that was applying for less than £250,000 would be expected to show how they can ensure the long-term sustainability of the pub itself as a community business. A pub applying for greater than £250,000 might be expected to not only show how they would sustain the asset in the long term but also how they plan to expand the asset and its impact on the local community, for example, by expanding the asset to build some guestrooms, bringing jobs for those who would work in the pub and tourists to the local area which would help expand its economy.

These examples are indicative and should be used to help guide your assessment. All applications are different to one another and will have different examples and require different levels of consideration.

## 1. Strategic case

### Purpose

This helps determine whether, without investment from the Community Ownership Fund, the asset would be lost to the community.

It checks the strength of local support and partnerships which the project has locally. It examines how the community ownership of the asset will provide benefits to the local community. It will also provide information on whether the organisation has considered environmental sustainability as part of their project.

There are four sub criteria within this:

- a) **Current use**
- b) **Engagement and local support**
- c) **Benefits**
- d) **Environmental sustainability**

Sub criteria	Corresponding application form questions
a) Current use	<ul style="list-style-type: none"> <li>Who in the community uses the asset, or has used it in the past?</li> <li>Tell us how losing the asset would affect, or has already affected, people in the community</li> <li>Why will the asset be lost without community intervention?</li> <li>Explain why the community will be better served with the asset under community ownership</li> </ul>
b) Engagement and local support	<ul style="list-style-type: none"> <li>Tell us how you have engaged with the community about your intention to take ownership of the asset, and how has this shaped your project plans</li> <li>Tell us about any partnerships you've formed, and how they'll help the project be successful</li> <li>Tell us how your project supports any wider local plans</li> <li>Tell us about the local support for your project</li> </ul>
c) Benefits	<ul style="list-style-type: none"> <li>What community benefits do you expect to deliver with this project?</li> <li>Tell us about these benefits in detail, and how the asset's activities will help deliver them</li> <li>Explain how you plan to deliver and sustain these benefits over time</li> <li>Tell us how you'll make sure the whole community benefits from the asset.</li> </ul>
d) Environmental sustainability	<ul style="list-style-type: none"> <li>Tell us how you have considered the environmental sustainability of your project</li> </ul>

**(a) Current use**

<b><u>How to score Current use</u></b>	
<ul style="list-style-type: none"> <li>• An outline given of who currently benefits or formerly benefitted, and uses, or used the asset or amenity</li> <li>• Connects the potential loss of the asset to the impact this would have, or has had, on the community</li> <li>• Description of the risk, with some supporting evidence, and clear reference to how community intervention is needed to save the asset</li> <li>• Some focus on the opportunities of community ownership for the community, beyond just saving the asset</li> </ul>	<b>Satisfactory</b>
<ul style="list-style-type: none"> <li>• Demonstrates how the asset or amenity will be used and accessed by the community, with reference to tangible community uses. May include, for example, evidence sources such as: footfall numbers or examples of community participation.</li> <li>• Clear links between the loss of the asset and the impact this would have, or has had, on the community, with reference to the members of the community who would be, or were, particularly impacted</li> <li>• A good appraisal of the risks facing the asset, with strong evidence of how the intervention from the community will address these risks.</li> <li>• Demonstrates a clear vision for the opportunities the asset or amenity could deliver for the community.</li> </ul>	<b>Good</b>
<ul style="list-style-type: none"> <li>• Demonstrates how the asset or amenity will be used and accessed by the community, with specific references to tangible community uses. May include, for example, evidence sources such as: footfall numbers or examples of community participation.</li> </ul>	<b>Strong</b>

<ul style="list-style-type: none"> <li>• There is a strong connection made between the risk of loss and the impact this would have, or did have, on members of the community.</li> <li>• The risk to the continued community use of the asset or amenity is high, and this is well evidenced by the applicant. This might include examples where a sale is imminent and the applicant has evidence that community use is threatened (based on local knowledge, owner intentions or planning requests)</li> <li>• Appraisal of risk facing the asset is strongly focused on the added value of community ownership.</li> </ul>	
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**(b) Engagement and local support**

<b><u>How to score Engagement</u></b>	
<ul style="list-style-type: none"> <li>• References to community support for the project are backed up with tangible examples</li> <li>• There are references to multiple ways in which the applicant has involved the wider community in their project so far. The applicant describes the outcomes of this engagement, but there is limited evidence <i>how</i> these outcomes have informed their proposals</li> <li>• A reasonable range of partners are referenced to demonstrate how the applicant has built support (such as from other community groups or local businesses).</li> <li>• There are tangible examples of how the applicant is working with these partners</li> <li>• There are references to other local activities and plans, and how the proposal fits within these.</li> </ul>	<b>Satisfactory</b>
<ul style="list-style-type: none"> <li>• There is good evidence of community support for the proposals to save the asset, with tangible examples of how this support is demonstrated.</li> <li>• The applicant is able to demonstrate a range of ways in which they have involved community in their project, and how this has shaped their project</li> <li>• A wide range of partners are referenced to demonstrate how the applicant has built support (such as from other community groups or local businesses).</li> <li>• Applicant shows how the partnerships they have built will contribute to the success of their project</li> <li>• Connections are made between the proposals to save the asset and other local plans (including local council, or business or community-led plans)</li> </ul>	<b>Good</b>



<ul style="list-style-type: none"> <li>• A high scoring applicant will be able to reference multiple ways in which the community has been involved and how this engagement has shaped their project.</li> <li>• They may also link this their governance / decision making processes</li> <li>• Strong evidence of reaching a wide base within the community through different engagement channels</li> <li>• Applicant shows how the partnerships they have built will contribute to the success of their project, with tangible examples of how these partners will be involved in the project</li> <li>• A significant range of partners are referenced to demonstrate how the applicant has built support (such as from other community groups or local businesses).</li> <li>• Strong connections are made between the proposals to save the asset and other local plans (including local council, or business or community-led plans, this might be very local in nature – such as a connection to a neighbourhood plan)</li> <li>• The applicant has supporting evidence attached to their application from local partners to verify their response to this question</li> </ul>	<b>Strong</b>
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**(C) Benefits**

<b>How to score Benefits</b>	<b>Score</b>
<ul style="list-style-type: none"> <li>• A clear explanation of proposed community benefits.</li> <li>• Demonstrates sufficient ambition to achieve these benefits by giving tangible examples.</li> <li>• Clear reference to the possible benefits outlined in the application form</li> <li>• Clear reference to how they will deliver outcomes, that is reasonably well-developed and scale of ambition to achieve the benefits and outcomes is sufficient</li> <li>• Clear use of specific evidence or data to demonstrate potential of project to deliver outcomes</li> <li>• Some demonstration of research and understanding of the local community and people who will use the asset. Some links made to outcomes.</li> </ul>	Satisfactory
<ul style="list-style-type: none"> <li>• A good explanation of proposed community benefits backed up by a range of evidence sources.</li> </ul>	Good

<ul style="list-style-type: none"> <li>• Demonstrates good ambition to achieve these benefits by giving a range of tangible examples focussing on how the proposed activities will deliver the outcomes intended</li> <li>• good reference to the possible benefits outlined in the application form</li> <li>• good reference to how they will deliver outcomes, that is well-developed and scale of ambition to achieve the benefits and outcomes is high</li> <li>• Good use of specific evidence or data to demonstrate potential of project to deliver outcomes</li> <li>• Good demonstration of knowledge and research of the local community benefits and how they would benefit from the asset under community ownership. Good links to the outcomes.</li> </ul>	
<ul style="list-style-type: none"> <li>• Demonstrates clearly how the project activities and the way in which the project will be delivered links to a clear set of proposed outcomes.</li> <li>• Uses range of examples and evidence base (either from track record, or evidence from similar projects delivered by others). Has undertaken work with the community to research and understand the potential uses of the asset and how this would benefit the community.</li> <li>• Strongly links this evidence base to plans to deliver benefits</li> <li>• A comprehensive and exhaustive explanation of proposed community benefits backed up by sources of evidence.</li> <li>• Demonstrates excellent ambition to achieve these benefits by giving an comprehensive list of tangible examples focussing on how the proposed activities will deliver the outcomes intended</li> <li>• Excellent reference to the possible benefits outlined in the application form</li> <li>• Excellent reference to how they will deliver outcomes, that is well-developed and scale of ambition to achieve the benefits and outcomes is very high but realistic</li> <li>• Excellent use of specific evidence or data to demonstrate potential of project to deliver outcomes</li> <li>• Very clearly provides a vision for how the proposed community benefits will impact different members of the community and community beneficiaries.</li> <li>• Strong demonstration of knowledge and research of the local community benefits and how they would benefit from the asset under community ownership. Strong links to the outcomes in previous question.</li> </ul>	Excellent

<ul style="list-style-type: none"> <li>Using local datasets about community to back up their response (such as demographics, current users of the asset or amenity)</li> </ul>	
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**(d) – Environmental sustainability**

<b>How to score: Environmental sustainability</b>	<b>Score</b>
<ul style="list-style-type: none"> <li>A reasonable overview of how plans could contribute towards environmental sustainability, with tangible examples of actions seeking to take as part of their project.</li> </ul>	Satisfactory
<ul style="list-style-type: none"> <li>A good overview of how plans could contribute towards environmental sustainability, with tangible examples of actions seeking to take as part of their project.</li> </ul>	Good
<ul style="list-style-type: none"> <li>Demonstrates clearly environmental sustainability as part of their vision for how the asset or amenity or capital scheme will be managed.</li> <li>A project which directly contributes to environmental sustainability goals, with clear examples of track record or with tangible examples of how plans to address environmental sustainability have been developed.</li> </ul>	Strong

## 2. Management case

### Purpose

The assessment of the management case will help determine whether the proposal has a sound financial footing on which to build a sustainable future as a community asset.

It will also be used to consider how the organisation delivering the project and running the asset has the right capacity and resources to do it sustainably. They should also be accountable to the community they represent, as well as making the asset accessible and inclusive for all members of the community, including underrepresented groups.

There are four sub criteria within this:

- (a) Funding breakdown**
- (b) Financial and risk forecasts**
- (c) Skills and resources**
- (d) Representation, inclusiveness and integration**

**The Commercial Cell will assess (a), (b) and (c). The Assessment Hub will**

As part of this section, we will expect an applicant to submit a business plan which

#### **Bids greater than £250,000 up to £1 million**

There is no additional specific information required as part of the management case for these larger projects. You should, however consider how proportionate the level of detail provided is in accordance with the size and/or complexity of the project alongside the amount of funding requested to give confidence in the management and deliverability of the project. This should be considered when assessing sub criteria (a), (b) and (c) and you should score accordingly. Projects over £250,000 should be the exception and most projects will be awarded up to £250,000.

Not only should projects applying for greater than £250,000 demonstrate that they have the skills, experience, and expertise to run a project of this scale but they must also demonstrate that they have, or will be engaging, relevant professional expertise to project manage and deliver the capital project.

Applicants applying for greater than £250,000 will also need to demonstrate that they have explored other streams of funding before resorting to an application for a higher amount of COF funding

includes the following:

#### **Information about the capital element of their project**

- information about their completed or planned feasibility studies, this could include any relevant surveys
- a programme with key milestones for completion of their project
- a financial breakdown of their project:
  - a clear breakdown of the total capital project costs and explanation of how these have been calculated (this could include any quotes or cost benchmarking)
  - whether the costs include irrecoverable VAT

- the capital funding request from the Community Ownership Fund
- the total amount of match funding required
- sources of match funding secured to date
- sources of match funding still to be secured
- timescales for securing all outstanding match funding
- an independent valuation of the asset (if required)
- Their skills and resources to manage the capital project, including any relevant project management expertise

**Information about how the asset will be used and managed in the future:**

- a discussion of planned activities and/or services that will take place in the community asset
- Their full financial forecasts, including income sources and costs with an evidenced set of assumptions
- an explanation of the use and need of revenue funding
- a clear breakdown of the revenue project costs and explanation of how these have been calculated
- Their cashflow and revenue budgets
- Their skills or resources to manage and maintain the asset in community ownership
- Their experience of delivering similar projects
- roles they plan to recruit to help them manage the asset
- any supporting evidence that they will deliver the benefits to the community they have outlined

**Organisation and Governance Information:**

- a consideration of risks and mitigations of both the capital works / spend and the ongoing operation of the asset
- project risk registers
- Their organisation's governance and membership structures, with supporting evidence
  - members of their board, including their:
    - role
    - main responsibilities
- supporting evidence of how they will manage finances and prevent fraud. For example, copies of their policy documents
- supporting evidence of how they will manage performance and risks. For example, copies of their policy documents

This is grouped in the Unscored section but should be looked at alongside the Management Case. You should read the Business plan in full.

**Corresponding sections of the application form**

To fully assess the Management case, assessors will need to:

- Read the information contained in the 'Organisation information', 'Applicant information', 'Project information' and 'Asset information' sections of the application.

Four sub criteria and corresponding application form questions.

**Please also reference the business plan for supporting information on sub criteria a, b, and c.**

Sub criteria	Corresponding application form question
a) Funding Breakdown	<p>Project Costs:</p> <ul style="list-style-type: none"> <li>• Total funding request</li> <li>• Capital costs</li> <li>• Revenue costs</li> <li>• Revenue cost rationale</li> </ul> <p>Match Funding:</p> <ul style="list-style-type: none"> <li>• Total amount of match funding secured, and description of where you are sourcing your match funding from</li> <li>• Timescales for securing any outstanding match funding</li> </ul> <p>Independent asset evaluation:</p> <ul style="list-style-type: none"> <li>• If you intend to buy an asset as part of your project, you need to have it valued beforehand. This includes the building and its contents, including things like fixtures and fittings, and any stock.</li> </ul>
b) Financial risks and forecasts	<p>Feasibility studies:</p> <ul style="list-style-type: none"> <li>• Tell us about the feasibility studies you have carried out for your project</li> <li>• Do you need to do any further feasibility work?</li> <li>• Describe the further feasibility work you need to complete</li> </ul> <p>Risk:</p> <ul style="list-style-type: none"> <li>• This includes anything that is likely to prevent you from delivering your project and how you intend to mitigate the risk</li> </ul> <p>Financial Forecasts:</p> <ul style="list-style-type: none"> <li>• We want to understand how you intend to run the asset financially. This includes your sources of income, why you need revenue funding and how you will use it, and an example of your cashflow including evidenced costs.</li> </ul>
c) Skills and resources	<ul style="list-style-type: none"> <li>• Describe any relevant experience you have delivering similar projects or running an asset</li> <li>• Do you have plans to recruit people to help you run the asset?</li> </ul>

	<ul style="list-style-type: none"> <li>• Tell us about the roles you will recruit</li> <li>• List the members of your board</li> <li>• Tell us about your governance and membership structures</li> <li>• Explain how you'll consider the views of the community in the running of the asset</li> </ul>
d) Representation, inclusiveness and integration	<ul style="list-style-type: none"> <li>• Tell us how the asset will be accountable to local people. And involve them in its running</li> <li>• Describe anything that might prevent people from using the asset or participating in its running</li> </ul>

## What we're looking for

### (a) Funding breakdown

We have asked applicants to include the following in their business plan relevant to this section:

- Total project costs
- Capital costs
- Revenue costs
- Total request for funding (capital + any requested revenue)
- Match funding details
- Funding already secured
- Funding need to secure
- Timescales for securing the outstanding match funding
- Independent valuation of the asset (if you intend to buy)

Bids need to include a clear break-down of the capital costs being sought to purchase the Community Asset and/or any capital works. The funding request should be up to £1 million and the request for funding must be no more than 80% of the overall capital costs, unless the project has qualified for a reduced level of match funding in which case it would be no more than 90%.

Strong bids will include a detailed breakdown of the capital costs requested and where / how it fits into the wider project with explanatory notes as required that means the costings are easy to follow and can be easily verified as being used for eligible funding using the prospectus and original assessment criteria as the guide.

Where bids have also requested revenue support in addition to capital costs, this must be no more than 20% of the capital bid and cannot exceed £50,000.

How to score Funding breakdown	Score
<ul style="list-style-type: none"> <li>• Breakdown of costings provided</li> <li>• Requirements for applying for revenue funding applied correctly</li> </ul>	Satisfactory

<ul style="list-style-type: none"> <li>• Some concerns with the project plan or on the independent valuation report.</li> <li>• Plans for match funding are set out – however not all funding will have been secured. There may be some vagueness to elements of the match funding plans, or that some are less progressed than others</li> <li>• Some indication of when outstanding match funding will be secured but lacking in detail.</li> <li>• Total funding requirements should be no more than the limits set or if they are, it should be clear how COF funding could be used to support the project.</li> <li>• Project plan is satisfactory but may not be as clear or detailed as one would need</li> </ul>	
<ul style="list-style-type: none"> <li>• Full breakdown of costings provided</li> <li>• Requirements for applying for revenue funding applied correctly</li> <li>• No significant concerns with the project plan or on the independent valuation report.</li> <li>• Plans for match funding are set out and clear plan for it to all be secured</li> <li>• Good indication of when outstanding match funding will be secured</li> <li>• Total funding requirements should be no more than the limits set or if they are, it should be clear how COF funding could be used to support the project.</li> <li>• Project plan is good but some small areas where more detail needed</li> </ul>	Good
<ul style="list-style-type: none"> <li>• Full costings provided with a strong narrative running through the different parts that is clear and easy to follow</li> <li>• No issues with eligibility, all funding sources secured or with a clear route to securing the remainder</li> <li>• Clear project plan that sets out all the steps needed to reach drawdown of funds within 12 months</li> <li>• Strong Links made between the revenue funding referenced in this section and how its applied to the business plan and its contribution to getting to a capital award and securing the asset's future</li> </ul>	Strong

## (b) Financial risks and forecasts

Responses are split into three sections:

- Feasibility
- Risk
- Income and running costs



## What we're looking for

In the application form we have asked applicants to include the following:

- Completed or planned feasibility studies
- Planned activities or services that will take place in the community asset
- Financial forecasts, including:
  - Income sources
  - Costs with and evidenced set of assumptions
  - An explanation of the use and need of revenue funding
  - Cashflow
- Planned skills or resources needed to manage the asset
- Risks and mitigations considered

Applicants need to provide an overview of their business model, to show that they have considered all the risks and deliverables associated with their projects.

We will be assessing their plans for the longer-term sustainability of the community asset in community ownership through their proposed business model.

We want to reduce the chance of a community group taking ownership of an asset and failing shortly afterwards due to a lack of proper financial and management planning. Therefore, we are looking for assurance, through detailed and sound financial forecasts, that they have plans for how they will keep their community business afloat.

They will need to have included:

- Their plans for income generation, and how they will resource the maintenance and management of the asset
- The activities and services they will deliver, and the associated costs and projected income
- Expected surplus and how this will be reinvested in activities

Bids should not be penalised for requesting revenue funding – as the best bids will have identified the pre- and post-acquisition costs and support needed to build a successful community-owned business and will set that out in their business plans.

How to score Financial risks and forecasts	Score
<ul style="list-style-type: none"> <li>• Business plan covers all the necessary requirements and has a clear narrative and understanding of how long-term sustainability of the community owned business will be reached</li> <li>• Business plan gives some details of the feasibility studies they have conducted. The studies seem realistic and practical</li> <li>• Business plan identifies and defines the risks to delivery or the business plan and gives some detailed and realistic mitigations</li> <li>• Financial/cashflow forecasts are satisfactory and include sound details on income projection/sources</li> </ul>	Satisfactory

<ul style="list-style-type: none"> <li>• Where revenue funding has been requested there is sufficient reference to its need or importance in delivering the project</li> <li>• Where any pre-acquisition revenue funding has been requested, costings are sufficiently detailed and the reference to any process that was conducted to reach those costs is adequately detailed.</li> <li>• Where funding for running costs has been requested there is sufficient evidence regarding their relation to the delivery of the project</li> <li>• There is sufficient detail of any planned skills or resources needed to manage the asset</li> </ul>	
<ul style="list-style-type: none"> <li>• Business plan contains a good amount of detail and has a strong narrative and understanding of how long-term sustainability of the community owned business will be reached</li> <li>• Business plan gives a good amount of detail of the feasibility studies they have conducted, and the studies are realistic and practical</li> <li>• Business plan accurately identifies and defines the risks to delivery and gives robust and detailed mitigations.</li> <li>• Financial/cashflow forecasts are detailed, well-articulated and include realistic details on income projection/sources</li> <li>• Where revenue funding has been requested there is detailed reference to its need or importance in delivering the project</li> <li>• Where any pre-acquisition revenue funding has been requested, costings are detailed and the reference to any process that was conducted to reach those costs is detailed, clear and well-articulated</li> <li>• Where funding for running costs has been requested there is strong evidence regarding their relation to the delivery of the project</li> <li>• There is good detail regarding the planned activities or services that will take place in the community asset</li> </ul>	Good
<ul style="list-style-type: none"> <li>• Business plan is clear, comprehensive and well thought out with a strong narrative and understanding of how long-term sustainability of the community owned business will be reached</li> <li>• Business plan gives excellent amount of detail of the feasibility studies they have conducted, and the studies are extensive, realistic, and practical</li> <li>• Business plan comprehensively identifies and defines the risks to delivery and gives clear, robust and extensive mitigations</li> <li>• Financial/cashflow forecasts are comprehensive, clear and include exhaustive details on income projection/sources</li> </ul>	Strong

<ul style="list-style-type: none"> <li>• Where revenue funding has been requested there is comprehensive reference to its need or importance in delivering the project</li> <li>• Where any pre-acquisition revenue funding has been requested, costings are exhaustive and the reference to any process that was conducted to reach those costs is comprehensive</li> <li>• Where funding for running costs has been requested there is comprehensive evidence regarding their relation to the delivery of the project</li> <li>• There is excellent detail regarding the planned activities or services that will take place in the community asset</li> <li>• There is excellent detail of any planned activities or services that will take place in the community asset</li> </ul>	
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### (c) Skills and resources

Responses are split into three sections:

- Previous experience
- Governance and structures
- Recruitment

In the application form, applicants are asked to include details of the following from their business plan:

- Relevant experience of delivering projects similar to this
- Any relevant project management expertise
- Roles applicant plans to recruit to help manage the asset
- Governance and membership structures
- Members of the board of the asset including their:
  - Role
  - Main responsibilities
  - Experience and skills

Linked to the information set out on the project costs and the financial viability and sustainability of the business model assessed in the previous sections of the management case. Applicants must have set out how they have considered the management requirements of their project, and the steps they will take to ensure their organisation has the right capacity and resources to run the asset sustainably.

They should also give details of the governance team's skills or professional experience which could help in the effective delivery and running of the asset.

Applicants should also give details of how their governance and membership structures work, and how these will support the smooth running of the asset.

They must demonstrate they have considered succession planning for their organisation's staff and trustees.

They must also show whether and how they are planning to recruit staff to manage and run the asset and its services, with a comprehensive overview of these plans.

How to score Skills and resources	Score
<ul style="list-style-type: none"> <li>• Awareness shown of the management requirements of the project in a way that provides a reasonable level of confidence in the capacity and capability of the organisation to deliver the project.</li> <li>• A track record of delivery either of related projects or of any project of a similar scale, or a comprehensive understanding of the capacity and capabilities needed.</li> <li>• Reasonable evidence of experience in managing a community asset.</li> <li>• Recruitment plans are clearly developed.</li> <li>• Evidence presented of a governance structure with the skills and expertise to successfully manage the asset. This could be the bare minimum of requirements, with some but limited succession planning.</li> <li>• Sufficient clear or consistent information provided on the makeup of the Board, to provide an idea of what the decision-making process looks like and how reporting lines and escalation routes work which provides for a reasonable level of confidence that the Board can effectively govern the project and keep the project on track to deliver.</li> </ul>	Satisfactory
<ul style="list-style-type: none"> <li>• Awareness shown of the management requirements of the project that covers all the required areas in a way that provides confidence in the capacity and capability of the organisation to deliver the project.</li> <li>• A track record of delivery either of related projects or of any project of a similar scale over a number of years.</li> <li>• Considerable evidence of skills and experience in managing a community asset.</li> <li>• Recruitment plans are clearly developed.</li> </ul>	Good

<ul style="list-style-type: none"> <li>• Evidence presented of a governance structure with the skills and expertise to successfully manage the asset, with evidence of succession planning.</li> <li>• Mostly clear or consistent information provided on the makeup of the Board, that clearly sets out roles and responsibilities and the decision-making process looks like together with details on how reporting lines and escalation routes work which provides considerable reassurance that the Board as configured can effectively govern the project and keep the project on track to deliver but with perhaps a couple of minor concerns.</li> </ul>	
<ul style="list-style-type: none"> <li>• Strong awareness demonstrated of all the management requirements of the project that gives a high level of confidence in the capacity and capability of the organisation to deliver the project.</li> <li>• A proven track record of delivery either of related projects or of any project of a similar scale over many years.</li> <li>• Strong evidence of skills and experience in managing a community asset.</li> <li>• Recruitment plans are very well developed.</li> <li>• Strong evidence presented of a well-functioning governance structure with all the skills and expertise needed to successfully manage the asset and a very clear approach to succession planning.</li> <li>• Fully clear or consistent information provided on the makeup of the Board, that clearly sets out roles and responsibilities and the decision-making process looks like together with details on how reporting lines and escalation routes work which provides considerable reassurance that the Board as configured can effectively govern the project and keep the project on track to deliver with no identifiable weaknesses or concerns perhaps a couple of minor concerns.</li> </ul>	Strong

#### d) Representation, inclusiveness and integration

How to score Representation, inclusiveness and integration	Score
<ul style="list-style-type: none"> <li>• Information and evidence provided on how the asset will be accountable that shows a reasonable appreciation of the</li> </ul>	Satisfactory

<p>importance of them being routed in the community using couple of examples</p> <ul style="list-style-type: none"> <li>• Some evidence presented or approach set out on how the community has been / will be involved in the running of the asset that shows a reasonable consistency and some attempts to reach across the communities in the local area</li> <li>• A membership structure that has clear information behind it that has no identifiable barriers to people taking part</li> </ul>	
<ul style="list-style-type: none"> <li>• Information and evidence provided on how the asset will be accountable that shows a proper appreciation of the importance of them being routed in the community using a few examples</li> <li>• Considerable evidence presented or approach set out on how the community has been / will be involved in the running of the asset that shows a reasonable consistency and significant attempts to reach across the communities in the local area</li> <li>• A membership structure that has clear information behind it that has no identifiable barriers to people taking part and has taken a few proactive steps to broaden its membership pool across the community</li> </ul>	Good
<ul style="list-style-type: none"> <li>• Information and evidence provided on how the asset will be accountable that shows a strong appreciation of the importance of them being routed in the community using a number of different examples</li> <li>• Strong evidence presented or approach set out on how the community has been / will be involved in the running of the asset at all stages that is consistent and far-reaching across the communities in the local area</li> <li>• A membership structure that has clear information behind it that has no identifiable barriers to people taking part and has taken a number of proactive steps to broaden its membership pool across the community</li> </ul>	Strong