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| Victoria State Government Department of Health and Human Services  Community Sports Infrastructure Loans Scheme  [PROJECT NAME]  BUSINESS CASE TEMPLATE |
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Department of Health

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# How to use the Business Case Template

This template provides recommendations to help an applicant prepare their business case for projects requesting a loan from the Community Sports Infrastructure Loans Scheme. Please delete all instructions prior to submission.

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Community Sports Infrastructure Loans Scheme

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# Executive Summary

Your executive summary should be a one-page summary of everything in your business case, including your project scope, justification, proposed community benefits, project delivery strategy and your organisation’s current financial status.

# 2. Project Justification

## 2.1 Background

* Provide details of your project including the objectives, planned outcomes and a detailed description of what the project scope will include.
* Detail the issues that this project will address, clearly identifying how the scope will address these issues.

## Facility use

* If it’s a current facility, detail the current use. Who are the existing user groups? What is their current participation, membership numbers, visitations? Add current condition of the facility?
* What levels of participation does the facility cater for ie. junior, senior, female, male, beginner, professional? Are there any significant or regional events?
* If it’s a new facility, who will be the target audience or user group beneficiaries? How do you plan to attract new participants?

## 2.3 Strategic alignment

* Detail how the project aligns with Victorian Government, relevant local government, and/or state sporting association strategies, plans and priorities, such as Active Victoria.

## 2.4 Land owner, stakeholder and community support

* Identify the key stakeholders and their role within the development?
* What level of stakeholder and community consultation has been undertaken in preparation for your project? Land owner, clubs, user groups, state sporting associations.
* List any issues and concerns the stakeholders and/or community has raised, and how your project has/will respond to these concerns.
* Attach any evidence of land owner, stakeholder and community consultation and support. Include any minutes, resolutions for decisions or letters of support from stakeholders detailing their agreed/expected involvement , benefits and support.

# 3. Project delivery

## 3.1 Tendering and project development

* Who will manage the delivery of the project? Outline how the project will be procured.
* Outline any Australian or sport facility standards that the project will take into consideration.
* Provide details of project timelines and milestones, including any anticipated statutory planning requirements

## Expected outcomes and benefits

* What sport and recreation outcomes will result from your project? Does the project create additional participation opportunities for new user groups? What is the projected future participation at the facility?
* What additional programming opportunities will be created as a result of the new infrastructure?

## 3.2 Demonstrate long-term facility tenure and public access

* Provide details on how the wider community currently has access to your facility and/or what arrangements are in place to ensure long-term community access.
* Include operational hours and estimated pricing structures if relevant.

## 3.3 Facility management and organisational governance

* Detail project governance and management arrangements including the roles and responsibilities of the project team, their experience.
* How will the completed facility be managed? Provide details regarding the management model, including maintenance and capital replacement requirements.

# 4. Financial Information

## 4.1 Loan request details

* What is the loan term being sought?
* Will there be a requirement for an interest only period during the construction phase? (All loans will require principal and interest repayments once construction is complete.)

## 4.2 Project budget and financial contributions

* How will the project be financed? Is any further funding dependant on securing loan approval?
* Are there any funding partners?
* Total project costs should be inclusive of GST.

## 4.3 Financial impact of new infrastructure

* What are whole of business impacts of undertaking the project and the associated loan?
* Is there capacity within the business to service the loan, independent from the project cash flows?
* Provide details on all project costs (including project related capital, operating and maintenance costs)

## 4.4 Financial sustainability of your organisation

* Audited financial statements for the previous three years
* Estimated financial statements for the next five years
* Evidence of security for the loan (assets and/or significant and consistent cash flow surpluses)

## 4.5 Ability to service the loan

* Projected cash flow forecasts of the underlying business and the project (complete attached cash flow schedule)
* Sensitivity analysis showing ability to repay loans under various scenarios the following scenarios for example:
  + - Change in participation levels; and
    - Change to revenue/expenditure bases.

# 5. Supporting Documentation

* Schematic plans or detailed area schedules for prefab / modular projects.
* Quantity survey or tender price is required.
* Evidence of other confirmed funding contributions.
* Evidence of long-term community access arrangements that extends to the life of the loan as a minimum, with a preferred duration for the life of the facility.
* Any additional business or feasibility planning documents.
* Evidence of land owner, stakeholder and community consultation, support and approval.
* Facility Management Plan and Schedule of Use.
* Audited financial statements for the previous three years.
* Estimated financial statements for the next five years.
* Projected cash flow forecast (including project related capital, operating and maintenance costs) demonstrating a capacity to repay the loan, without further borrowing, under various interest rates and other scenarios.
* Evidence of security for the loan in the form of assets or significant and consistent cash flow surpluses.

Guides templates and references to assist with your application can be found at [www.sport.vic.gov.au/loans](http://www.sport.vic.gov.au/loans)

For further assistance please contact Sport and Recreation Victoria via email at [loans@sport.vic.gov.au](mailto:loans@sport.vic.gov.au)

