

This document is a template business case and is intended as a development tool which will help sport clubs or community groups who are planning to employ paid post(s) within their organisations and considering whether to request investment from our Club Support Programme.

Set out below are the key areas and associated information that we recommend clubs should consider and address when developing their proposal.

The development and completion of this business case should be primarily led by the clubs and community organisations, with support from their sport's governing body (or local authority, where appropriate) and aims to gather information about the club's profile, proposed post(s), project justification, financial projections, and monitoring plans.

This document should be completed alongside the Club Profile, which will collate detailed information about the club or community organisation's profile, membership demographics as well as its staffing and volunteer structure.

Executive Summary and Post Description: Outlines the proposed paid post including job title, hours, contract length, focus area, key responsibilities, reporting lines, and annual costs such as salary, on-costs, training, and other expenses. The executive summary should be completed once all other sections have been finalised.

Project Justification and Alignment: Describes the project purpose, evidence of need, how it supports and strengthens the club and community, organizational capacity. This section also provides the opportunity to highlight where the proposal aligns with the club support programmes priorities.

Financial Projections and Funding: Requires a three-year breakdown of total costs including setup, staffing, on-costs, operational costs, training, inflation, and other direct costs. A breakdown of funding sources should be considered. Current financial position should also be included in this section.

Sustainability and Monitoring: Explains the financial management, governance, and capacity to administer funds and employees. Information should also include any plans for sustaining the position post-funding through income generation or partnerships. Monitoring and evaluation considerations should include KPIs, data sources, reporting responsibilities, and qualitative impact assessments to measure project outcomes.

Applicant Details

Please complete all fields.

Club / Organisation name:

Location:

Main Contact:

Position within the club:

Name:

Telephone:

Email:

Address:

Postcode:

Business Case

Executive Summary

Complete this section last, once all other sections of the template have been finalised.

Things to include:

- What post is the club proposing to employ (job title, hours, contract length)?
- Why is a paid post required, and how will this post develop, support and strengthen the club or community organisation?
- How will this post strengthen the club in the long term?
- What is the core problem or capacity gap the club is facing?
- What are the key outcomes the club expects to achieve in the next 1–3 years?
- What is the total cost, and how will it be funded?

Please complete:

Role Description

Job Title

Hours per week (FT/PT/other)

Contract Length

1 year

2 years

3 years

What is the focus of the post?

Administrative / Managerial

Coaching

Development /Outreach

Facility

Hybrid

Other (please specify)

Key Responsibilities

What will the key responsibilities of the post be?

Who will the role report to?

Who will be the main employer?

Start Date

End date

Delivery Plan: Key Dates and Project Milestones

Consider post advertisement, recruitment, training/on boarding, start dates, reviews etc

Please complete:

Project Justification

Applicants should describe the project they want to undertake and how the proposal will respond to their club's needs and help strengthen club and community sport in their area. Please provide the evidence which supports this position and highlights the opportunities as well as the consequences of not acting—making it clear why investment or intervention is necessary.

Things to include:

- Describe the project and why the proposal is required. (current situation vs target)
- Describe how this activity will develop, support and strengthen sport within the club and community organisation.
- Provide evidence of club need and support for the proposal (membership trends, waiting lists, surveys/feedback, facility utilisation)
- Describe how your organisation has capacity to deliver the proposal in terms of experience, resource and finances within the timescale

Please complete:

Alignment with Priorities

Which of the fund's priorities will the proposal address? Select all that apply.

Making clubs stronger

- ☐ Strengthening organisational governance
- ☐ Strengthening operating and delivery structures
- ☐ Improving financial sustainability
- ☐ Strengthening organisational communication for members and non-members

Making clubs more sustainable

- ☐ Sustaining or growing their membership.
- ☐ Developing and growing their youth sections
- ☐ Developing more progressive coaching structures
- ☐ Supporting volunteers better
- ☐ Creating and putting into action a future-focused sustainability plan

Making clubs safer

- ☐ Improving wellbeing & protection practices
- ☐ Ensuring that the club or organisation is fully PVG compliant
- ☐ Ensuring that qualified coaches are central to the delivery of activity

Making clubs more inclusive

- ☐ Ensuring that the club or organisation has in place clear inclusion policies
- ☐ Ensuring that members and volunteers receive training and education and training
- ☐ Delivering a clear programme that focusses on increasing the diversity of membership, volunteers, and leaders

Describe how the club's proposal will address the selected priorities

Please complete:

Financial Projections

Provide a clear, high-level view of the financial implications of the proposal, including total costs, funding sources, affordability, and financial sustainability.

Total Cost of the Proposal

Provide a clear breakdown of headline costs. All costs should be based on realistic assumptions and reflect current market rates, including consideration of Fair work first requirements.

Cost Item	Year 1 <i>Set up/ recruitment costs</i>	Year 2 <i>Steady State delivery</i>	Year 3 <i>Transition</i>
Staffing/delivery costs			
On-cost (national insurance, pension, overheads)			
Operational costs (equipment, travel, facilities)			
Training development			
Inflation			
Other direct costs			
Total			

Funding Profile

Set out how the proposal will be funded and who is contributing. The funding should try to demonstrate a shared commitment and reduces reliance on a single income source.

Funding Source	Year 1	% of total	Year 2	% of total	Year 3	% of total
Sportscotland						
Organisation/club contribution						
Partner funding (SGB, Local Authority)						
Other funding (please specify)						
Total						

Current Financial Position

The information in this section helps us understand your organisation's current financial position and assess the affordability, risk and sustainability of the proposed project

Cash and Reserves

Current Bank Account(s)

Please include all bank accounts held by the organisation

Please confirm whether this cash balance includes any restricted funds

(Restricted funds are monies that can only be used for a specific purpose.)

If Yes, please provide:

Approximate value of restricted funds:

If applicable, please provide a brief summary of these restrictions

Assets and Liabilities

Please indicate whether your organisation holds any of the following assets:

- | | |
|--------------------------|------------------------------|
| Land or buildings | Sports facilities or pitches |
| Equipment or plant | Vehicles |
| Boats (where applicable) | Other significant assets |
| None | |

If applicable, please provide a brief summary of major assets and ownership status (owned / leased / licensed)

Please indicate whether your organisation has any of the following Liabilities:

- Loans
- Overdrafts
- Hire purchase or leasing agreements
- Outstanding creditors
- Other liabilities
- None

If applicable, please provide a brief summary including approximate values and repayments terms

Income and Expenditure

	Income	Expenditure	Net
Current Position	£	£	£
Explain any operational deficit:			
Further information:			
Year 1	£	£	£
Explain any operational deficit:			
Further information:			

Affordability and Financial Sustainability

Explain how the organisation will manage and monitor finances and what happens when initial funding ends. Describe how the proposal will be sustainable in the future?

Things to include:

- What existing financial systems and governance are in place
- Does the organisation have the capacity to administer and account for employees and the funds requested
- How will the new income be generated to support the post long term? (memberships, programmes, fees)
- Sponsorship or partnership funding?
- How will spend be monitored against budget and how often ?
- How will variances be identified and managed
- Will it increase operational efficiency and integration into core budget costs?

Please complete:

Monitoring and Evaluation

Annual and end of project reports will be required. How will you measure the impact of the project?

What do you hope to learn from it? What will you put in place to identify learnings and to track and record the outcomes?

Things to Include:

- KPIs (membership, coaching numbers, sessions delivered, retention of volunteers)
- Who is responsible for reporting
- Data Source and frequency
- Qualitative impact surveys ?

Please complete: