

# Business Case Template

## Pride in Place programme

*(Plan for Neighborhoods)*

Organisation name:

Project name:

Version	V7
Date	10 February 2026

Responsible Person	
Phone (mobile)	
Phone (work)	
E-mail	

Project Manager	
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If you have any questions, please contact Torbay Council Place Boards: [tc-place-boards@torbay.gov.uk](mailto:tc-place-boards@torbay.gov.uk)

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## Guidance for Applicants

We welcome applications from local groups and organisations who want to make a positive impact in Torquay through the Pride in Place programme. Please review the guidance below before submitting your project proposal.

There is **no word limit**, but please make sure your responses are clear, concise, and easy to follow.

### How Your Project Will Be Reviewed and Approved

The **Torquay Place Leadership Board** will make all decisions on project approvals and funding allocations to ensure investments align with local priorities across the Pride in Place and local themes. All applications will be assessed by the Torbay Council delivery assurance team in advance. This team is made up of Council officers with specialisms in planning, capital project delivery, equality, diversity and inclusion etc and will provide advice and guidance to applicants to help them strengthen their business cases. The team will provide recommendations to the Torquay Place Leadership Board around viability and levels of risk associated with each proposal.

After review, your project may:

- Be approved for delivery in full or in part
- Be placed in the **future project pipeline** for consideration in later years when more funding comes available.
- Or the board may wish for you to work further on your application with the support of our community partner (in place from April 7<sup>th</sup>, 2026) and resubmit a bid in later application windows.

### Key Milestones

Date	Accountable roles	Action / Milestone
11-Feb-26	Torbay Council (Programme Coordinator)	Send Business Case Template to the Applicants
10 days	All Applicants	Prepare initial Business Case documents
<b>26-Feb-26</b>	All Applicants	Submit initial Business Case documents to the Pride in place email address: <a href="mailto:tc-place-boards@torbay.gov.uk">tc-place-boards@torbay.gov.uk</a>
6 days	Torbay Council delivery assurance team	Review initial Business Case documents
09-Mar-26	Torbay Council delivery assurance team	1st Workshop for Torbay Council officers - discuss and agree initial Business Case documents recommendations
4 days	Programme Lead / coordinator	Analyse and finalise 1st Workshop outcome
16-Mar-26	Torbay Council (Programme Coordinator)	Send feedback to Applicants to strengthen Business Case documents
10 days	All applicants	Prepare final Business Case documents
<b>31-Mar-26</b>	All applicants	Submit final Business Case documents
3 days	Torbay Council delivery assurance team	Review final Business Case documents
06-Apr-26	Torbay Council delivery assurance team	2nd Workshop for Torbay Council Officers - discuss and agree final Business Case documents recommendations
3 days	Torbay Council (Programme Coordinator)	Analyse and finalise 2nd Workshop outcome

10-Apr-26	Torbay Council (Programme Coordinator)	Send final recommendations to Torquay Place Leadership Board
5 days	Torquay Place Leadership Board	Review final recommendations
<b>20-Apr-26</b>	Torquay Place Leadership Board	Sign-off / Approve selected Business Case documents to progress projects
<b>20-Apr-26</b>	Torbay Council (Programme Coordinator)	Notify applicants on the outcome of their Business Case submission and provide feedback on the decisions of the Torquay Place Leadership Board

## Funding Arrangements

If your project is approved by the **Torquay Place Leadership Board**, funding will be distributed on a project-by-project basis using one of the following arrangements:

- **Up to £100,000** – paid by invoice submitted to Torbay Council.
- **Over £100,000** – a formal agreement will be required. This may be:
  - A Funding Agreement
  - A Service Level Agreement (SLA)
  - A Contract Change Notice (CCN) for applicants who have existing agreements with Torbay Council

The type of agreement used will depend on the size and requirements of your project.

## Key Objectives and Priorities

Projects must align with one or more of the main objectives of the Pride in Place funding, and one or more of the priorities identified by the public and the Torquay Place Leadership Board for the first four years of Pride in Place funding.

The main objectives of the Pride in Place funding:

- **Thriving places** - People take immense pride in their local areas but too many of our high streets and estates have become neglected and left behind. Town centres and neighbourhoods must evolve and regenerate to better reflect the needs and habits of their community, and residents should have greater say in how they're designed.
- **Stronger communities** - Resilience in some of the most disadvantaged communities has been eroded over time...we want to empower boards to tackle the root causes, rebuild relationships, and restore a collective sense of belonging to their community, bringing people together so they can feel proud of their area and safe in their neighborhoods.
- **Taking back control** - Talent is spread equally but opportunity is not. We want to make sure children have the best start in life and that adults can live the life they want to. We will empower people to enter the workplace, workers to progress, and businesses to grow. This will in turn help kickstart local economic growth. Empowered people will also have more of a say in how their local area is shaped, a central component of this programme and this government's vision for communities.

The priorities identified by the public and the Torquay Place Leadership Board for the first four years of Pride in Place funding:

## **Priority 1: Physically improving our town centre, including crime and safety**

- Enhancing public spaces, streets, and local infrastructure
- Improving how the town centre looks, feels, and functions
- Increasing a feeling of safety
- Re-utilising empty retail spaces to increase footfall
- Encouraging collaboration between residents, businesses and community partners

## **Priority 2: Physically improving our neighbourhoods, including crime and safety**

- Upgrading neighbourhood environments and public spaces
- Enhancing safety, connectivity, and local quality of life
- Supporting neighbourhood-based support offers and activities
- Supporting access to affordable housing
- Encouraging collaboration between residents, services and community partners

## **Theme 3: Work & Skills Development**

- Expanding access to training, employment, and skills opportunities
- Building strong partnerships with employers and educators
- Aligning activities with local labour-market needs
- Supporting clear pathways into sustainable work for all
- Encouraging collaboration between residents, services and community partners

## **Support for Applicants**

A dedicated group is available to help you throughout the process:

- Explain the programme requirements
- Support you during the application stage
- Help shape your proposal if further development is required
- Provide guidance during project delivery if your application is approved

If you need assistance, please contact: [tc-place-boards@torbay.gov.uk](mailto:tc-place-boards@torbay.gov.uk)

# 1. Introduction

## 1.1. Overview

Please provide a brief overview of your project, summarizing its purpose and main objectives.

<INSERT>

*Example: Our project aims to transform an under-used building into a vibrant, multi-purpose community hub that provides accessible space for residents, community groups, and service providers. The purpose of the project is to create a welcoming, inclusive facility where people can access support services, participate in activities, and connect with one another. The hub will strengthen community cohesion, reduce social isolation, and offer a central point for skills development, wellbeing programmes, and neighbourhood events. By revitalising the building and improving the surrounding public realm, the project will contribute to a safer, more active, and more resilient community.*

## 1.2. Objectives

Please clearly state the main objectives and expected benefits of your project in a SMART format (Specific, Measurable, Achievable, Relevant, Time-bound). Refer to the examples.

Objectives	Description	Measure
<i>Improve public spaces</i>	<i>Upgrade 3 key community areas with inclusive design</i>	<i>Completion of upgrades by Dec 2025</i>
<i>Enhance accessibility</i>	<i>Install step-free access in all project locations</i>	<i>100% compliance with accessibility standards</i>
<i>Boost community engagement</i>	<i>Deliver 5 local consultation events</i>	<i>Minimum 200 residents engaged</i>
<i>Support local economy</i>	<i>Use local suppliers for 50% of procurement spend</i>	<i>Procurement reports confirm target</i>

## 2. Strategic Case

### 2.1. Strategic Needs

Why is this project necessary, and what strategic objectives or service gaps does it aim to address?

<INSERT>

**Example:** *The project addresses gaps in the current service model, which cannot meet growing community needs or efficiency targets. Existing processes are fragmented and rely on outdated systems, causing delays and higher costs. This project will improve accessibility, streamline workflows, and ensure compliance. Key objectives include enhancing customer experience, reducing turnaround times, and aligning resources with future demand.*

### 2.2. Alignment with Pride in Place and Organisational Strategies

How does your project support the Pride in Place programmer's main objectives - thriving places, stronger communities, taking back control and align with Torquay Place Leadership Board priority themes: 1. Physically improving our Town Centre, including crime and safety 2. Physically improving our neighbourhoods, including crime and safety and 3. Work and skills,

<INSERT>

**Example 1:** *Physical Improvements to the Town Centre*

*This project strengthens the Pride in Place programme by enhancing key town centre spaces, improving safety, accessibility, and the overall visitor experience. It supports objectives such as creating thriving places, boosting footfall, and fostering economic vitality. The project also aligns with wider council regeneration strategies, ensuring a coordinated approach to long-term town centre renewal.*

**Example 2:** *Improving Our Neighbourhoods*

*This project strengthens the Pride in Place programme by improving neighbourhood environments, increasing safety, and enhancing quality of life for residents. It supports objectives such as safer streets, stronger community networks, and greater local empowerment. The project also aligns with wider neighbourhood and housing strategies, ensuring a coordinated, long-term approach to community-led improvements.*

**Example 3:** *Work and Skills Development*

*This project strengthens the Pride in Place programme by expanding access to skills, training, and employment pathways. It supports objectives such as economic growth, reducing local inequalities, and building resilient communities. The project also aligns with workforce and skills strategies across the council and the Combined County Authority, ensuring a joined-up approach to supporting residents into sustainable work.*

### 3. Economic Case

#### 3.1. Options Considered

What delivery options were considered, and how do they compare in terms of benefits, risks, and alignment with objectives?

Option	Description
<p><i>Option 1 Do Minimum</i></p>	<p><i>Make essential compliance upgrades. Offers limited improvement and lacks transformational impact.</i></p>
<p><i>Option 2 Middle option</i></p>	<p><i>Deliver a smaller package of upgrades which will deliver the key objectives but not all, utilizing a smaller amount of Capital investment.</i></p>
<p><i>Option 2 Preferred Option</i></p>	<p><i>Deliver a full regeneration package aligned with Pride in Place priorities. Requires higher investment but maximizes benefits, improves infrastructure, and supports vibrant communities.</i></p>

#### 3.2. Preferred Option

Why is the preferred option the best choice, and what will the final deliverables and scope include?

**<INSERT>**  
*Example: The preferred option is most suitable as it fully supports the Pride in Place vision of creating inclusive and sustainable communities. Deliverables include improved public spaces, better transport links, and enhanced community hubs. The scope covers infrastructure upgrades, landscaping, and stakeholder engagement, with clear boundaries to prevent scope creep. This ensures measurable outcomes aligned with long-term objectives.*

## 4. Commercial Case

### 4.1. Procurement Approach and Contractual Arrangements

How will you choose the people, organisations or companies who will carry out the work, and how will you make sure the agreement with them is clear, fair, and meets the aims of the Pride in Place programme?

Refer to: <https://www.torbay.gov.uk/business/procurement/invite/>

<INSERT>

*Example: To make sure the project is delivered properly and offers good value, we will follow Torbay Council's rules for choosing suppliers. This means the opportunity will be shared publicly so that different businesses have a fair chance to apply. We will look for suppliers who have experience working on community projects and improving local spaces. Once a supplier is chosen, we will put a clear agreement in place that explains what work needs to be done, the quality we expect, how data will be handled safely, and how progress will be checked. The agreement will also explain what happens if there are any problems, so the project stays on track. This approach supports Pride in Place aims by helping us deliver high-quality improvements that benefit the community and encourage local involvement.*

### 4.2. Delivering Value for Money

How will you ensure value for money and alignment with Pride in Place priorities?

<INSERT>

*Example: The supplier was selected for their proven experience in regeneration and ability to deliver innovative, cost-effective solutions. Their proposal aligns with Pride in Place priorities, including improved infrastructure and inclusive spaces. Contract management will be led by an experienced project team, supported by strong governance and regular performance reviews to ensure value for money and timely delivery.*

## 5. Financial Case

### 5.1. Funding

Provide details of the Pride in Place funding requested for this project, including the total amount, expenditure to date, and remaining balance. This information can be drawn directly from your project finance records. Include a brief narrative below to explain any key considerations, constraints, or updates related to this funding.

Funding Stream	Amount	Comments
<i>Pride in Place (Capital)</i>	£	
<i>Pride in Place (Revenue)</i>	£	
<i>Other grant funds (list by funder)</i>	£	<i>Pending approval</i>
<b>Totals</b>	<b>£</b>	

### 5.2. Capital Costs (Non-Recurrent)

Provide a breakdown of the capital costs for the project funded through the Pride in Place grant. Include the main contract price. Ensure contingency and risk budgets are included to cover unforeseen issues. Refer to examples below.

Description	Value	Comments
<i>Main Contract Price</i>	£ 450,000	<i>Includes construction and installation works</i>
<i>Design &amp; Consultancy</i>	£ 50,000	<i>Architectural and engineering services</i>
<i>Risk Budget</i>	£ 20,000	<i>For potential delays or cost variations</i>
<i>Equipment &amp; Materials</i>	£ 25,000	<i>Fixtures, fittings, and landscaping</i>
<i>Contingency</i>	£ 54,500	<i>Suggest a 10% allowance as standard. If you need more explain why.</i>
<b>Total</b>	<b>£ 599,500</b>	

### 5.3. Ongoing costs (Recurring commitment)

Outline any ongoing costs or revenue implications associated with the Pride in Place-funded project. Specify how these costs will be funded. If income will be generated, detail the expected amount and calculate the net balance. Indicate whether these costs apply annually or for a fixed duration. Consider the long-term sustainability of your project. Refer to examples below.

Description	Value	Comments
<i>Annual Maintenance</i>	£ 15,000	<i>Annual upkeep of public spaces and facilities</i>
<i>Annual Resource Costs</i>	£ 10,000	<i>Staff time for monitoring and community support</i>
<i>Annual Income</i>	£ 30,000	<i>Expected revenue from venue hire and events</i>
<b>Total (balance)</b>	<b>£ 5,000</b>	<i>Annual net surplus</i>

## 6. Management Case

### 6.1. Governance, Roles and Reporting Arrangements

What is the governance structure of your organisation?

<INSERT>

**Example:** The project will follow a defined governance framework aligned with Pride in Place objectives. A Project Sponsor will provide strategic oversight, supported by a Project Board for decision-making and progress reviews. Day-to-day delivery will be managed by a Project Manager within agreed financial and operational limits. Key stakeholders from finance, procurement, and communications will ensure coordination across workstreams. Progress will be tracked through regular governance meetings, dashboards, and risk registers, with formal reporting monthly to the Project Board.

### 6.2. Key Stakeholders

Outline the key stakeholders in the table below.

Name	Title	Project Role / Area of Expertise
		Responsible Person
		Project Management
		Operational
		Financial oversight and scrutiny
		Procurement

### 6.3. Key Milestones

Provide the key milestones for the project in the section below. Refer to examples below.

Activity	Start	End	Comments
Project initiation	Jan 2025	Feb 2025	Governance set-up and approvals
Design and planning	Feb 2025	Apr 2025	Finalise designs and stakeholder input
Procurement process	Apr 2025	Jun 2025	Tender issued and supplier appointed
Construction phase	Jul 2025	Nov 2025	Delivery of infrastructure improvements
Community engagement events	Aug 2025	Dec 2025	Ongoing consultation and feedback
Project completion	Dec 2025	Dec 2025	Handover and final reporting

## 6.4. Risk Identification, Assessment and Mitigation

Please complete the Risk Management Table:

- Risk – State the specific risk (e.g., funding delay, contractor performance).
- Risk Level – Assess impact and consequences to define the risk level before and after mitigating actions:
  - High: Major impact; needs urgent action and senior oversight.
  - Medium: Moderate impact; mitigation in progress; monitor closely.
  - Low: Minor impact; controls in place; review periodically.
- Description – Briefly explain what could happen and why it matters.
- Mitigation – Outline actions to reduce or manage the risk (e.g., contingency plan, regular monitoring).

Initial Risk		Mitigated Risk	
<i>Funding delays</i>	<i>High</i>	<i>Regular liaison with funding body; contingency plan</i>	<i>Medium</i>
<i>Contractor performance</i>	<i>Medium</i>	<i>Robust contract terms; performance monitoring</i>	<i>Low</i>

## 6.5. Equality, Diversity and Inclusion

How does your Pride in Place project promote equality, inclusivity and support community cohesion?

<INSERT>

**Example:** An Equality Impact Assessment was completed to ensure no group is disadvantaged. The project includes accessibility improvements like step-free access and inclusive design standards. Engagement activities involve diverse community voices, so decisions reflect everyone’s needs. This approach supports equality and complies with the Equality Act 2010. Within your answer please be clear about how your project will bring different communities together and how it will avoid and tackle discrimination. You also need to identify what steps will you be taking to make sure that your project is fully accessible.

## 6.6. Environmental Impact and Sustainability

How does your Pride in Place project minimise environmental impact and support sustainability?

<INSERT>

**Example:** An Environmental Impact Assessment was carried out to ensure the project reduces harm and promotes sustainability. Measures include using low-carbon materials, improving energy efficiency, and enhancing green spaces. Waste reduction and recycling plans are in place, and suppliers are encouraged to follow sustainable practices. This approach supports environmental goals and aligns with the Pride in Place commitment to creating greener communities.