Llywodraeth Cymru
Welsh Government

Welsh Government

Transformation Capital Grant Programme 2024/25
Stage 2 Application and Project Plan
Guidance Notes

Contents

Introduction

Our local museums, archives and libraries provide crucial services and support for communities across Wales. In addition, they are available as sources of knowledge, education and enjoyment for those who visit.

Modernisation of facilities to upgrade access, enable joint service working and renew the offer to users is vital for maintaining and improving the services provided. The Welsh Government acknowledges this and is supporting development through its capital funding programme.

The Welsh Government's Culture Division manages the Transformation Capital Programme, which enables successful organisations to transform services to:

- develop a more sustainable model of service delivery

- enhance services to individuals and diverse communities

- improve collections development care or access

- deliver against Welsh Government's Programme for Government 2021-26 and organisational strategic priorities.

- maintain and develop the quality of services in line with sector standard schemes.

1. **Application process**

   Second stage applications must be consistent with the proposal outlined in the approved EOI. Only applications invited to proceed from the EOI stage to Stage 2 (full application) will be accepted.

   A successful EOI does not guarantee success or funding at Stage 2.

   The timetable for the 2024/25grant scheme is:

Timetable	Dates
Application window opens	28th July 2023
1st Advice and support Webinar	14th August 2023
2nd Advice and support Webinar	30th August 2023
3rd Advice and support Webinar	7th September 2023
Expressions of Interest (EOI) submission	By 5pm 22nd September 2023
Stage 1 Decisions issued	Week beginning 6th November 2023
Stage 2 Applications submission	By 5pm 26th January 2024
Stage 2 Decisions issued	On or before 29th March 2024

   At Stage 2, full applications must be submitted on the Application Form provided.

The information provided in a Stage 2 application will be dependent on the nature, type and the scale of the project and its proposed activity or investment. All projects should explain their approach to community engagement and consultation, communication strategies, and evaluation arrangements, with documentary evidence where relevant.

A number of different documents and sources of information may be submitted in support of the Stage 2 application **where relevant to the project**. Such documentation might include, but is not limited to:

- business plans;
- technical documentation such as design and specification for buildings;
- planning permissions, building regulation approvals, premises use approvals;
- equalities impact assessment;
- environmental impact assessments;
- feasibility studies;
- evidence of competitive tendering exercises for goods or services;
- evidence of procurement exercises / other cost comparisons;
- community engagement / consultation reports;
- communication strategies; and
- details of key project delivery staff experience / expertise.

Please read these Guidance Notes carefully before completing the form. *You will also have been allocated a named adviser within Culture and Sport**, it is essential that you contact them for further advice and guidance*.

All sections of the Application Form must be completed. **Incomplete forms will not be accepted. Stage 2 applications that do not include the minimum of 10% match funding required to be eligible for this scheme will not be accepted.**

Please ensure that the information you provide is as accurate as possible. If you are successful, the information provided will form the basis of our grant award letter which is a legally binding agreement.

Your completed Stage 2 application must be submitted to culture@gov.wales by By 5pm 26th January 2024. We will not accept applications after this date.

2. **What we will fund**

The funding for this programme is for capital costs only. Eligible expenditure includes building and engineering work, professional fees, and fittings / additional equipment which are integral to the wider development. Services may also apply for funding for digital infrastructure designed to enable services to address the digital preservation requirements of collections. If you have any queries regarding the eligibility of elements of your project, you must contact your named adviser within Culture Division.

Applicants may ask for up to 10% of the grant award to support specific project management staff costs. For Third Sector organisations we recognise the principle of Full Cost Recovery in delivering the project; costs should however be proportionate to the grant requested and detailed in the application.

Applicants may only ask for funding over a maximum of 2 financial years as set out in the EOI stage. It must be clear from the project plan why 2-year funding is essential and how much funding is required for each year.

Further details on the principles of Full Cost Recovery and guidance on appropriate models for calculating a fair contribution to overheads can be found here: [Full Cost Recovery - Third Sector Support Wales](#) /

All support will be awarded in line with the UK's subsidy control commitments, applications will be considered on a case-by-case basis for the potential for incompatible subsidy.

3. Assessment process

Your application will be checked for eligibility before it goes forward for full assessment. These checks will cover:
- organisational health, including Charity Commission annual returns and accounts
- eligibility of costs
- project timescales
- supplier information, including written estimates from ALL suppliers
- confirmation that any required permissions (planning permission, listed building consent, etc.) are in place, with documentary evidence
- confirmation of match-funding at a minimum of 10% of the total project cost i.e., the total project cost = 90% grant requested +10% match funding.

If your application fails any of these checks, it will be rejected.

The Stage 2 Application Form includes completion of a Project Plan (section 3 of the form); this is based on a standard template that has seven headings:
- Strategic Fit / Project Aim and Rationale
- Project Activity
- Project Management (including Risk Assessment)
- Value for Money
- Finance & Compliance
- Measuring Success
- Long Term Sustainability

A description of each heading and the evidence required is provided in section 4 of this Guidance Note.

The information provided under each of these headings will be used in the assessment process as the basis for decisions about the award of grant assistance to eligible projects.

The amount of detail given in each section must be appropriate and proportionate to the scope and scale of the intended project.

The level of financial match-funding / in-kind support may also be taken into account in the final ranking of applications, when projects have otherwise scored equally but not all projects can be funded from within the grant fund. Applicants must provide at least 10% of total project costs as match-funding towards the project.

The information provided will be assessed against the following rating criteria:

High
The applicant has provided robust and detailed responses against all of the evidence requirements (5 points)
Medium
The applicant has provided satisfactory and detailed responses against most of the evidence requirements (3 points)
Low
The applicant has provided potentially incomplete or insufficient responses against one or more of the evidence requirements (1 point)
Minimal
The applicant has provided incomplete or insufficient responses against one or more of the evidence requirements (0 points)

An Assessment Panel will review your applications against the evidence requirements set out in section 4 of this guidance.

The rating awarded will be dependent on the quality of information and evidence provided in each section of the Project Plan and related supporting documentation.

Projects will be assigned a rating for each element (weighted as follows) and ranked out of a total possible maximum score of 185.

- Strategic Fit / Project Aim & Rationale – scored / 25 (weighted to 50 / quality threshold 30)

- Project Activity – scored / 20 (quality threshold 12)

- Project Management – scored / 15 (weighted to 30 / quality threshold 18)

- Value for Money – scored / 10 (weighted to 20 / quality threshold 12)
- Finance & Compliance – scored / 15 (quality threshold 9)
- Measuring Success – scored / 10 (weighted to 20 / quality threshold 12)
- Long Term Sustainability – scored / 10 (weighted to 30 / quality threshold 18)

The quality threshold for Project Plans represents a rating of **Medium** across all seven headings. If the project plan does not meet the quality threshold requirement against one or more of the above headings, the project will be rejected.

4. **Completing the project plan**

The following guidance details what you need to provide in section 3 of the application. Please ensure that the information you provide addresses each of the area suggested in the guidance for each heading below.

Strategic Fit (3.1) (maximum 500 words) and Project Aim and Rationale (3.1.1) (maximum 750 words)

You need to provide an explanation of:

- *Why the project is necessary*

  - Explain how your project will help deliver against Welsh Government's Programme for Government and organisational strategic priorities, especially in relation to **how** the project and its activitiy will support the priorities identified, promote equalities and tackle the climate emergency. Please set out how you intend to monitor the carbon impact of your proposal

  - Explain the need your project meets, and how this was identified referencing specific evidence of need.

  - Explain how the project will support your community, and in particular any areas of social deprivation (as included in the Welsh Index of Multiple Deprivation)

  - Provide details of consultation work / stakeholder engagement that has taken place or is planned to take place in relation to your project.

- *Your project objectives*

  - List the objectives of the project – there is no set number, include as many or as few as necessary.

Where applicable, please attach copies of relevant documentation as supporting evidence.

Project Activity (3.2) (band A – max. 1000 words / band B max. 1500 words)

Focusing primarily on the grant-funded elements of your project you need to provide an explanation of:

- *What you propose to do*

  o Provide details of the structural / building works that will be carried out as part of the project and attach plans.

  o Provide details of improvements to fixtures and fittings and attach any drawings / plans.

  o Provide details of intended service improvements and enhancements to equipment / technological facilities.

  o Specify any improvements to accessibility

  o Provide details of the link between the project and its associated carbon (environmental) impacts. To address the Climate and Nature Emergency and support the Net Zero approach central to our new Programme for Government (link above), we need to assess the link between our proposed infrastructure investments and their associated carbon (environmental) impacts.

- *How you propose to do it and the standards you will work to*

  o Provide details of how the project will be delivered, and any specialist advice you have received to inform your plans.

  o Identify relevant standards and explain how you will ensure your project meets these and is of high quality.

- *A timetable for the delivery of your project*

  o What do you plan to do and by when? Identify milestones and target dates using for example, a gantt chart.

Where applicable, please attach copies of relevant documentation as supporting evidence.

Project Management (3.3) (maximum 750 words)

You need to provide an explanation of:

- *Project management arrangements*

- Explain your plans for managing the project, with due regard to the activities required, and available capacity.
- Set out the experience of the Project Manager, project team and the roles of key staff who will be involved in the delivery of the project.

- *Skills and resources*
  - Explain how the operational, technical, financial and personnel skills to successfully deliver the project will be made available.
  - Where appropriate explain any investment in upskilling of existing staff to support successful delivery of the project.
  - Explain how the resources necessary to successfully deliver the project will be made available.

- *Risk and risk management*
  - Using the table provided set out a summary of the key risks that might affect the delivery of the project, and the achievement of its outputs and outcomes.
  - The likelihood of the risk happening should be assessed in line with the following scale:
  - HIGH – There is a strong likelihood that this event will happen under current operational conditions.
  - MEDIUM – There is a moderate chance that this event will occur based on past experience and organisational context.
  - LOW – The chances are low that this event will happen, it has never or rarely occurred in past experience.

Example risk:

What is the risk?	What is the likelihood of it happening?	What would the consequences be if it did happen?	What might avoid it happening or, how might the effect be reduced?
Front-of-house member of staff or volunteer leaves	Medium	People working on the project would have to cover their work leading to reduced capacity to manage this project	Succession plan in place to fill vacant posts and / or recruit more volunteers within 2 months of departure. Back-up group of staff and/or volunteers regularly briefed about the project so they can step in if a vacancy occurs.

Where applicable, please attach copies of relevant documentation as supporting evidence.

Value for Money (3.4) (maximum 500 words)

You need to provide an explanation of:

- *Proposed expenditure*
  - Include a financial summary of the project in the spreadsheet provided (Worksheet 1 - Summary).
  - Include details of all proposed expenditure for the grant-funded elements of your project in the spreadsheet provided – (Worksheet 2 – Grant Funded Costs)
  - Provide outline costs for elements of the full project funded from other sources (if applicable) in the spreadsheet provided – (Worksheet 3 – Other Project Costs)

- *Determination of costs*
  - Explain how the estimated costs have been arrived at.
  - Show how costs have been determined to be reasonable by reference to quotation exercises; standard costs from previous activities; etc.
  - Attach copies of written estimates from suppliers for all costs identified.

- *Value for money*
  - Where appropriate show how different options for the achievement of the project objectives have been considered and explain how and why the chosen option was selected.

All costs should be exclusive of VAT unless you are unable to reclaim this element.

Applications without estimates, or which are otherwise incomplete, will be rejected.

Where applicable, please attach copies of relevant documentation as supporting evidence.

Finance & Compliance (3.5) (band A – max. 500 words / band B max. 750 words)

You need to provide an explanation of:

- *Total project finance*

  o Provide details of how the wider project costs will be financed, and how the match-funding will be spent.

  o Please provide an outline payment schedule in the spreadsheet provided – (Worksheet 4 – Payment Schedule). If your project is successful, we will expect quarterly claims as a minimum based on your project milestones and timetable.

  o Detail the match-funding contribution from the parent / governing body and indicate whether this is assured or still provisional.

  o Detail any in-kind contribution from the parent / governing body, this could include any additional overheads specifically related to delivering the project. You may find the advice in this document helpful, especially page 5 - Economic-Value-of-Volunteers.pdf (thirdsectorsupport.wales)

  o Outline the other sources of finance for this proposal and indicate whether each source of funding is already secured or still provisional.

  o Set out the financial implications of any shortfall in funding from other sources. Will the project still be able to proceed?

  o Identify the minimum grant required from Culture and Sport to progress the project.

  o Please outline any previous funding received from the Welsh Government or applications currently in progress, relevant to this project.

  o **Please explain how you will deal with cost escalation and delay issues if they arise. Outline what activities in the application you would not continue with, or how you would source further funding to enable you to complete the whole project.**

- *Process for purchasing goods and services*

  o Outline your organisation's purchasing procedures / procurement process for obtaining goods and services. We expect organisations to be able to evidence good practice in ensuring that the tendering

process is competitive. Indicative thresholds for obtaining quotes are as follows:

Final Value of the goods or services purchased (excluding VAT)	Competitive Tendering Good Practice
£0 - £4,999	One written quote
£5,000 – £24,999	Three written quotes
£25,000 and above	Full and open competition

Please attach copies of relevant documentation as supporting evidence.

Measuring success (3.6) (maximum 500 words)

You need to provide an explanation of:

- *Expected outcomes*
  - o Outline the expected project outcomes for people, communities and collections (as relevant); these should be in line with the aspirations set out in your Expression of Interest, for example
    - How will the project improve the quality of life and skills of residents, visitors and the community as a whole?
    - How will it widen access to collections and services?
    - How will it promote learning outcomes, including informal and formal lifelong learning, for groups and individuals?
    - How will it improve the management of collections or ensure that preservation requirements are met?
    - How will the project develop your service and staff?

- *Monitoring and evaluation*
  - o Provide details of how you will monitor, measure and evaluate the impact, both quantitative and qualitative, of the outcomes related to your project as noted above.
  - o Provide details of how you will share experiences and lessons learned with the wider sector.

- *Performance Indicators*
  - o Provide up to 3 SMART performance indicators that measure the success of your project, in line with the expected project outcomes.
  - o A SMART indicator should be Specific, Measurable, Achievable, Relevant and Time-bound.

Some examples of different types of SMART performance indicator are included below – your own project indicators should be tailored to address expected project outcomes:

- Programme XX events, displays and online content (or Collect XX objects/records) directly related to diverse communities in X year(s) following project end.

- Increase feelings of wellbeing amongst project participants from XX% at beginning of project to XX% at end [UCL Museum Wellbeing Measures Toolkit](#)

- To increase usage of [the museum / archive / library] from x to y] in the first year after completion of the project. Anticipated completion date is [date].

- To recruit and train an additional [x] volunteers to support the work of [the service] in the first year after completion of the project. Anticipated completion date is [date] - current active volunteer numbers are [x].

- Improved standards of collections care for heritage collections following completion of the project. *Heritage collections will be stored and/or displayed in safe and secure conditions that conform as far as possible with BS EN 16893: 2018*

- Collections will be stored in conditions that meet the recommended standards for environmental conditions. (For example, *For museum collections, appropriate conditions are generally accepted as being 15-25ºC with a tolerance of +/-1ºC and relative humidity of between 45-60% with a tolerance of +/-5% over any given 24 hour period).* The conditions for library and archive collections are set out in BS4917: 2017

- Evidence of the improvement in environmental conditions should be provided through the comparison of environmental monitoring data from before and after the completion of the project.

- Reduce organisation's carbon footprint from XX prior to project starting to XX at end of project.

Where applicable, please attach copies of relevant documentation as supporting evidence.

Long Term Sustainability (3.7) (maximum 500 words)

You need to provide an explanation of:

- *Service sustainability*
  - o Explain how the project will contribute to the sustainability and resilience of the service.

- *Future development*
  - o Explain how the achievements of the project will be sustained and developed in the longer term.
  - o Explain how you will meet any additional revenue costs arising from the project.
  - o Provide details of how you intend to promote the service following the completion of improvements.

Where applicable, please attach copies of relevant documentation as supporting evidence

5. Requirements of Successful Projects

As a minimum, funded projects will provide updates on their progress on a quarterly basis by completing and submitting a template. This template will be provided to successful projects at the award stage and aligned to an agreed claim schedule.

Quarterly progress reports will be accompanied by a financial breakdown and an updated risk register.

Any proposed changes to the costs or delivery agreed for the project need to be agreed in writing, in advance of them being implemented.

Failure to complete and submit the progress reports in a timely way or submit claims in line with the agreed schedule, can result in payments being refused and/or funding being removed.

6. Where Can I Get Help?

If you need to discuss any element of your stage to application please contact the relevant sector advisor within Culture Division using the details below:

Email: culture@gov.wales

Telephone: 0300 062 2112