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|  | **Solent Prosperity Fund:**  **Large Project Application Template**  **V\_2** |

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| This template broadly captures the information that would be expected to be included within a HM Treasury Green Book compliant Outline Business Case. Therefore, only projects that are very well-developed will be able to complete the form and apply.  **All applicants must read the** [**Solent Prosperity Fund: Large Projects Technical Guidance**](https://solentlep.org.uk/media/2370/large-projects-technical-guidance.pdf)**, and the** [**Solent LEP Advice Note to Scheme Promoters on the Development of Business Cases**](https://solentlep.org.uk/what-we-do/solent-growth-deal/project-selection/) **in advance of completing this template.**  **An explanatory note on questions in this application template is provided at the end of this application template.**  Key information applicants should note:   * We can only provide capital funding * The minimum capital bid threshold is £500,000 * The maximum capital bid threshold is £14,000,000 * The focus for this funding route is to invest, by way of loan funding. Any request for a grant will be subject to a viability and needs assessment. * Projects must deliver one or more of the following outputs:   + Enabling / unlocking housing delivery;   + SME Growth;   + Improved productivity in priority sectors;   + Connecting communities / businesses (digital and transport);   + Employment growth;   + Developing skills and talent;   + Pioneering innovation and research. * For private sector projects, a maximum contribution of 20% (subject to state aid) can be provided. * For Public Sector and Skills infrastructure projects there is a requirement for a minimum local contribution (not to include wider central government funding) of 30%.   Application Template forms will be assessed by independent expertise, and their report will be considered by the Large Project Advisory Panel, who will make recommendations to the LEP Board on short-listing. The LEP Board will then make a final decision on short-listing and successful projects will be invited to co-develop a HM Treasury Green Book compliant Full Business Case with the Solent LEP. |

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|  | **Data Protection** |

This application form contains information that is personal data for the purposes of the Data Protection Act 1998 and The General Data Protection Regulation (GDPR) (Regulation (EU) 2016/679) and in respect of which the LEP and its Accountable Body are obliged to supply the following information:

The personal data that you have provided will be used for the purpose of administering this application to the LEP. It may be given to any relevant agency, internal or government department for this purpose and will not be disclosed to any other organisation for any other purpose other than in relation to cases of suspected fraud or where there is a statutory requirement for disclosure.

The Solent LEP would like to keep a record of your contact details and will send you further information, notify you of further opportunities and invite you to events organised by the Solent LEP. Your personal and business information will remain confidential and not be distributed to any third party organisation without your explicit consent. You can read the full details on our Privacy Statement at the following link to our website: [https://solentlep.org.uk/data-protection-](https://solentlep.org.uk/data-protection-privacy-notice/) [privacy-notice/](https://solentlep.org.uk/data-protection-privacy-notice/)

If you wish to be contacted by the Solent LEP for purposes other than this bid, please indicate this here by ticking the box:

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|  | **Confidentiality** |

It is the intention of the Solent LEP to be as open and transparent as possible in administering public funding. As such, the Solent LEP will publish the details of all applications that are awarded public funding in this process. However, we are aware that certain information contained in your application will be commercial in nature. If there is any information provided in this application form which should NOT be published in the event of a successful funding award, please state question numbers here:

In addition, please will you provide a supporting statement on why these sections are confidential, in the box below, and confirm that you are happy for us to share with the [Large Project Advisory Panel](https://solentlep.org.uk/who-we-are/solent-lep-funding-panels/large-project-advisory-panel/); our [Funding, Finance and Performance Management Group](https://solentlep.org.uk/who-we-are/solent-lep-funding-panels/funding-finance-and-performance-management-group/), and the [LEP Board](https://solentlep.org.uk/who-we-are/solent-lep-board/).  These are the advisory / decision making panels set out in the [Solent Prosperity Fund Technical Guidance](https://solentlep.org.uk/media/2370/solent-lep-prosperity-fund-large-projects-tech-guidance-sep-18-rev2.pdf).

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| I confirm that I are happy for us to share with the [Large Project Advisory Panel](https://solentlep.org.uk/who-we-are/solent-lep-funding-panels/large-project-advisory-panel/); our [Funding, Finance and Performance Management Group](https://solentlep.org.uk/who-we-are/solent-lep-funding-panels/funding-finance-and-performance-management-group/), and the [LEP Board](https://solentlep.org.uk/who-we-are/solent-lep-board/). | Yes |  | No |  |

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|  | **Declaration** |

The below declaration is an essential part of the application template and must be completed by all applicants. Failure to complete the declaration will mean that your application cannot be progressed.

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| **A** | Have you previously applied for any Solent LEP funding? | Yes |  | No |  |

If yes, please fill in the table below with all the details of your previous application(s):

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| --- | --- | --- | --- | --- |
| **LEP Fund Name** | **Applicant Name** | **Business / Organisation Name** | **Date of Application** | **Funding Warded (Yes or No)** |
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| **B** | I have read and understood the information in the Large Project Technical Guidance document and, to the best of my knowledge, I am eligible to apply. | Yes |  | No |  |

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| **C** | I have read the information in the Advice to Scheme Promoters on the Development of Business Cases | Yes |  | No |  |

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| **D** | I declare that the information I provide in this form is, to the best of my knowledge, correct. | Yes |  | No |  |

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| **E** | I understand that answers may be used in response to Freedom of Information Act 2000 requests and these will be released pending further consultation with me. | Yes |  | No |  |

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| **F** | I understand that, if successful, my application may be made public with the exception of any information I have indicated as commercial in confidence. | Yes |  | No |  |

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| **G** | I understand that decisions in relation to my application are final and there is no right of appeal. | Yes |  | No |  |

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| **H** | I declare that the information I have entered on this application form and submit in the accompanying documentation is correct to the best of my knowledge and belief. | Yes |  | No |  |

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| **Applicant Name** |  |
| **Applicant Signature** |  |
| **Date of application submission** |  |

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| **A** | **Eligibility Criteria** |

Applicants must first complete the below eligibility criteria. Further information on the eligibility criteria is provided in sections 5 and 6 of the [Technical Guidance](https://solentlep.org.uk/media/2370/large-projects-technical-guidance.pdf). Applications that answer "No" to any questions cannot be progressed[[1]](#footnote-1).

Some questions relate specifically to commercial enterprises that may be applying (e.g. Company registration number), so may not apply to other organisations applying. Where you believe a question does not apply to you, please state (NA - Not applicable).

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| **A1** | **Eligibility Criteria** | **Yes** | **No** |
|  | Are you seeking capital funding of between £500,000 and £14,000,000? |  |  |
|  | Will your project commence construction by 31st March 2020?   |  | | --- | | *On an exceptional basis for large scale and more complex projects the LEP will have loan funds available in the period up to 31st March* ***2022****. If this relates to your project please use this space to let us know.* | |  |  |
|  | Will your project enable one or more of the following outputs?   * Enabling / unlocking housing delivery; * SME Growth; * Improved productivity in priority sectors; * Connecting communities and businesses (digital and transport) * Employment growth * Developing skills and talent; * Pioneering innovation and research |  |  |
|  | Is your project located in or will deliver one or more of the above outputs in the Solent LEP area? |  |  |
|  | For **private** sector projects, are you seeking up to a 20% funding contribution? |  |  |
|  | For **public Infrastructure and skills infrastructure** projects, are you seeking up to a 70% funding contribution? |  |  |
|  | With the exception of the funding you are seeking from the LEP, do you have all the funding to complete your project confirmed and secured? |  |  |
|  | Are you able to cover all cost of developing the Full Business Case and any project cost overruns? |  |  |
|  | Will your project bring in additional private sector investment in the order of 4:1? |  |  |
|  | Does the funding you are seeking comply with State Aid regulations? |  |  |
|  | Do you have the capacity, appropriate project governance and project management resources in place to deliver the project? |  |  |
|  | Do you have all relevant regulatory consents in place, including full planning consents (with all reserved matters cleared) and any environmental and regulatory consents in place? |  |  |

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| **B** | **Project Summary and Funding Profile** |

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| **B1** | **Applicant Details** | |
|  | Lead Organisation Name |  |
|  | Lead Contact for Project at Lead Organisation |  |
|  | Postal address of Lead Contact |  |
|  | Lead Contact e-mail address |  |
|  | Lead Contact phone number |  |
|  | Senior Responsible Officer for Project at Lead Organisation |  |
|  | Signature of Senior Responsible Officer at Lead Organisation |  |
|  | Position of Senior Responsible Person within the Lead Organisation |  |
|  | Name of Financial signatory |  |
|  | Signature of Financial Signatory at Lead Organisation |  |
|  | Position/ Job title of the Financial Signatory (e.g. CEO, Financial Director, S151 officer) at the Lead Organisation |  |

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| **B2.** | **Applicant Organisation Information** | |
|  | Company Registration number / Unique Tax Reference Number (if applicable) |  |
|  | Business Structure Legal Entity (see explanatory note) |  |
|  | VAT number (if applicable) |  |
|  | Industry Sector (see explanatory note) |  |
|  | Type of trade (see explanatory note) |  |
|  | Length of trading / operation (see explanatory note) |  |
|  | Current number of employees in Full Time Equivalents (FTEs) (see explanatory note) |  |
|  | Current number of learners (if applicable) (see explanatory note) |  |

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| **B3.** | **Project description and Funding Request Summary** |

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|  | Name of Project |
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| **b.** | What is/are the location(s) of the proposed project (e.g. OS Grid Reference or Postcode or map if applicable)?   * Are all parts of the project in Solent’s LEP’s area? |
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| **c.** | Provide a brief description of the project **(100 words)**   * Your description should make it very clear what the project is (i.e. what will be built and where), what any LEP funding will pay for, and what outputs the project will enable. |
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|  | What type of Investment are you requesting? (e.g. Grant/ Loan/ Forward Funding) |  |
|  | Provide the Total Project Cost in £ and date of these prices. |  |
|  | Provide the total amount of funding sought from the LEP in £ |  |
|  | What proportion of Total Project Cost is the LEP funding request? |  |
|  | How much Match Funding in £ is available? |  |
|  | List the sources of Match Funding? |  |
|  | Is each item of match funding now confirmed? If yes, please attach signed letters from appropriate Chief Finance Officer / manager for each item (if no, answer question k) |  |
|  | When will funding be confirmed by source? |  |
|  | How many additional jobs in FTE do you expect to be created due to this project? (see explanatory note) |  |
|  | What alternative funding plan do you have in the absence of support from this Solent LEP fund? |  |
|  | Have you received any previous funding support from Solent LEP or other public sector grants (including value of funds received or any other current live bids to support this project?) (see explanatory note) |  |
|  | When does construction of the project start? |  |
|  | When does the project achieve practical completion? (see explanatory note) |  |
|  | When does the project become operational? (see explanatory note) |  |
|  | Over what period will the LEP funds be spent or defrayed? |  |
|  | Have you established the State Aid position with independent advice? If yes please attach legal opinion. |  |

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| **t.** | Provide a summary of your company’s / organisation’s financial performance in each of the last three years **(250 words)** and supply the following evidence (if applicable)   1. Last Three Year Financial Statements – audited accounts to be submitted 2. Next Three Year Projections |
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| **C** | **Detailed Application Information** |

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| **C1.** | **Strategic Case** |

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|  | What are the strategic aims of the proposal? **(150 words)** |
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|  | How does your proposal align with the LEP’s aims for the fund? **(150 words)** |
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|  | How does your proposal align with any wider policy / strategy/ regional/ local plans or businesses growth plans? **(150 words)** |
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|  | Describe your main market, customers and competitors (if relevant)?  Have you undertaken any research to understand competing supply for your proposal in the local area and/ or the demand for what your project will provide? **(150 words)** |
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| **C2** | **Financial Case** |

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| C2.a. Details of the project cost breakdown in £: (see explanatory note) | | | | |
| **Project Cost Component** | **Cost including VAT** | **Cost excluding VAT** | **Date Estimated** | **Evidence** |
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| C2.b. Details of the funding contribution: | | | | | |
| **Contributor Name** | **Public Sector/ Private Sector** | **Amount in £** | **Nature of commitment**  **Cash/ in- kind** | **Status**  **Committed / Pending** | **Evidence** |
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| *(add further rows as necessary)* |  |  |  |  |  |

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| C2.c. Details of the funding profile: | | | | | | |
|  | **Year**  **2018/19** | **Year**  **2019/20** | **Year**  **2020/21** | **Year**  **2021/22 (loan funding only)** | **Year**  **2022/23 (loan funding only)** | Total |
| LEP Funding Required (Capital) |  |  |  |  |  |  |
| Local Contribution (Capital) |  |  |  |  |  |  |
| Local Contribution (Revenue) |  |  |  |  |  |  |
| Third Party Contribution (Capital) |  |  |  |  |  |  |
| Third Party Contribution (Revenue) |  |  |  |  |  |  |
| *(add further rows as necessary)* |  |  |  |  |  |  |
| Total |  |  |  |  |  |  |

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| **C2.d.** | What level of risk allowance (see explanatory note) has been applied to overall cost? Please provide details of how this risk allowance has been derived and the level chosen. |
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| **C2.e.** | Has inflation has been considered for project cost calculations? State key assumptions used. (see explanatory note) |
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| C2.f. Provide details of the main project risks and impact on the project finances. Please note this section is for financial risks only, other risks must be outlined in C5.e. (see explanatory note) | | | |
| **Risk** | **Likelihood** | **Impact on Cost** | **Mitigation** |
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| *(add further rows as necessary)* |  |  |  |
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| **C2.g.** | How will any cost overruns be dealt with? LEP funding is capped and additional funding will not be available to cover cost over runs. (see explanatory note) |
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| **C3** | **Economic Case** |

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| **C3.a.** | Have various options been considered to identify the preferred option indicated in the project? If yes, go to C3.b, If not applicable, then continue C3.d. onwards |
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| **C3.b.** | What option analysis have you undertaken and how did you select or score this as the best option? **(150 words)** (see explanatory note) |
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| C3.c. Details of various options that have been considered (see explanatory note) | | | | |
| **Year** | **Option 1** | **Option 2** | **Option 3** | **Option 4** |
| Quantified and Monetisable Benefits (e.g. Net Present Values of costs and benefits) |  |  |  |  |
| Other Qualitative benefits appraisal (e.g. other benefits) |  |  |  |  |
| Qualitative risk appraisal |  |  |  |  |
| Overall ranking |  |  |  |  |

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| C3.d. Provide details of outcomes from the preferred option. These can include a range of measures such as Jobs Created, Jobs Safeguarded, Gross Value Added, Business floor space created, Number of new homes, Skills qualifications, Apprenticeships,. Add rows as necessary (see explanatory note) | | | |
| **Measure** | **Outcome / Output** | **Total Cost per Outcome / Output** | **Assumptions** |
| Additional jobs created as part of the scheme |  |  |  |
| Jobs safeguarded: Jobs that will be lost in the absence of funding |  |  |  |
| Gross Value Added to the local economy |  |  |  |
| *(add further rows as necessary)* |  |  |  |
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| **C3.e.** | What assumption have you made to show the net additionality of benefits by deducting a proportion of outcomes (e.g. jobs) that would have gone ahead in the absence of the intervention (e.g. due to displacement, deadweight, substitution)? (see explanatory note) |
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| **C3.f.** | What % of your suppliers within your supply chain are located in the Solent area and what is the approximate annual value of local procurement? (see explanatory note) |
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| **C3.g.** | Describe any other wider positive impacts to the economy (e.g. environmental impacts, social impacts, supply chain linkages, local business support, skills) **(250 words)** |
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| **C3.h.** | Provide details of any negative impact that has been considered. Include any mitigation measures that may have been considered to address these. |
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| **C3.i.** | Details of assumptions used to assess economic impacts (e.g. NPV, Benefit to Cost Ratio) **(maximum 50 words for each question)** (see explanatory note) | |
|  | Provide details of the approach to assessing the Benefit to Cost Ratio or NPV of the preferred option and key assumptions used. |  |
|  | Have you followed any official guidance in estimating your BCR (e.g. Green Book 2018, DfT WebTAG, MHCLG, HCA, SFA)? |  |
|  | What discount rate have you applied and why? |  |
|  | Have you removed inflation from your forecasts of economic costs and benefits (i.e. converted nominal to real prices)? |  |
|  | What reference period has been chosen to assess the costs and benefits and why? |  |
|  | How have you converted the economic benefits (e.g. additional jobs) to money values? |  |
|  | How long are you assuming that the benefits last for (e.g. duration of a job)? |  |
|  | What GVA value per job have you used? This could be a global Solent LEP figure or vary by sector / Local Authority. |  |
|  | What construction impacts have you assessed and how were these calculated? |  |
|  | What is the present value of benefits (PVB), the present value of costs (PVC) and the BCR? |  |
|  | Is this the final BCR or will it be adjusted as the project develops? |  |

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| **C3.j**. | What sensitivity analysis have you undertaken on the economic effects? The LEP recommends at least one test with a 25% increase in costs and 25% reduction in benefits – what was the result? (see explanatory note) |
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| **C3.k.** | What are the impacts of your project on specific groups and how have these been assessed? **(max 150 words)** |
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| **C4** | **Commercial Case** |

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| **C4.a.** | Provide details of procurement or commissioning route chosen and the reason for the choice? How does this address any technical issues around the buildability of construction projects? **(Max 200 words)**. (see explanatory note) |
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| C4.b | Details of Procurement Framework (see explanatory note) | | | | | |
| **Key Project Aspects** | | **Summary Description** | **Procurement mechanism** | **Start Date** | **Finish Date** | **Evidence** |
| e.g. Design | |  |  |  |  |  |
| e.g. Planning | |  |  |  |  |  |
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| **C4.c.** | Indicate any dependencies on statutory and procedural requirements that will affect the procurement strategy. (see explanatory note) |
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| **C5** | **Management Case** |

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| C5.a. Details of the Project Plan. Please provide details of the key project milestones and attach any formal programme / Gantt charts. | | | | |
| **Project Milestones/Key Stages** | **Summary Description** | **Start and Finish Date** | **Evidence (if relevant)** | **Additional comments (if any)** |
| e.g. Land acquisition |  |  |  |  |
| e.g. Design |  |  |  |  |
| e.g. Planning |  |  |  |  |

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| **C5.b.** | Provide details of the management structure. Indicate skills capability and management experience to deliver the Project Plan **(200 words).** (see explanatory note) |
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| **C5.c.** | Provide organisation diagram below. Provide CV for key members of the team as supporting evidence. **Maximum 300 words per CV** |
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| C5.d. Stakeholder management structure (see explanatory note)   * Provide evidence of any existing stakeholder support for the project if available and attach letters of support as appropriate. * Provide evidence of expertise to manage stakeholders | | | | | |
| Stakeholder | **Interest/ Role/ Relevance** | **Involve/Inform/ Consult** | **Medium of engagement** | **When to engage** | **Additional notes** |
| *(add further rows as necessary)* |  |  |  |  |  |

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| C5.e Summary of all statutory consent and legal agreements required to deliver the project, including status as obtained or pending. (see explanatory note) | | | |
| Statutory Power/ Consent | **Description** | **Date acquired** | **Details of any other conditions attached or other comments. Provide evidence where applicable.** |
| E.g.  Planning permission, listed building consent, land agreement, building regs. |  |  |  |
| *(add further rows as necessary)* |  |  |  |

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| C5.f. Please summarise the main risks and their proposed mitigations. (A comprehensive risk register is expected). Please provide a copy of the detailed risk management plan that has been considered and approved by the relevant senior board or officer within the organisation (including meeting minutes or signature) (see explanatory note) | | | | |
| **Risk** | **Likelihood** | **Impact** | **Responsibility** | **Mitigation measures** |
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| *(add further rows as necessary)* |  |  |  |  |

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| **C5.g.** | Does the project require system testing before full implementation and roll-out? If yes how will this be undertaken? **(150 words)** (see explanatory note) |
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| **C5.h.** | I confirm we are ready to implement the project as outlined in the schedule above, have the appropriate resources in place and where relevant have client side plans for managing relationships including contract management with suppliers | |
|  | Signature of Senior Responsible Officer |  |
|  | Position of Senior Responsible Person |  |

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| **C6** | **Monitoring and Evaluation** |

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| C6.a Provide details of the outcomes you propose to track in your monitoring framework, how they will be measured over what time? Are you using any formal process such as OGC Gateway Review Process? (see explanatory note) | | | |
| Desired output/ outcome | **Indicator** | **Anticipated timeframe** | **Named owner responsible for monitoring** |
|  |  |  |  |
| *(add further rows as necessary)* |  |  |  |

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| C6.b. Provide details of the evaluation framework for economic KPIs listed in application above (C3e). (see explanatory note) | | | |
| **Project impact measured by the following KPI** | **Yes** | **No** |  |
| Jobs created |  |  |  |
| Jobs safeguarded |  |  |  |
| GVA |  |  |  |
| Investment leveraged |  |  |  |
| Local skill enhancement |  |  |  |
| *(add further rows as necessary)* |  |  |  |

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| **C6.c.** | What formal financial controls do you have in place to support the delivery of project including post-delivery? **(150 words)** (see explanatory note) |
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| **C6.d.** | What is you post-delivery implementation plan to ensure the sustainability of the project? **(150 words)** (see explanatory note) |
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|  | **Explanatory Note** |

This section provides support for applications in relation to questions where it is felt an explanatory note would be beneficial. Should applicants require clarification in relation to other questions not further expanded on in this section, please contact the Solent LEP on 023 9268 8924 or [info@solentlep.org.uk](mailto:info@solentlep.org.uk).

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| **B2.** | | **Applicant Organisation Information** |
| **b.** | Please select from Cooperative/ General Partnership/ LLP/ LP/Limited Company/PLC/Sole Proprietor/ Unlimited Company/ University/ Educational Institution / Local Authority/ Others (If other- provide details) | |
| **d.** | Specify industry sector – for e.g. manufacturing, education, health etc. | |
| **e.** | Provide select from Importer / Exporter/ UK Domestic market/ Franchisee/ Others (if applicable) | |
| **f.** | Provide detail in Years and date. E.g. 10 years, 2008- 2018 | |
| **g.** | Employee numbers to be provided as Full Time Equivalents (FTE).  Notes related to jobs:  An FTE job is considered as one role working a minimum of 36 hours per week.  All jobs created and / or safeguarded must be direct employees of the applicant organisation, and appear on the company payroll.  Two part-time jobs working a minimum of 18 hours per week would be considered as one FTE.  For the purposes of the Solent LEP Funds, apprenticeships cannot be counted as FTEs. | |
| **h.** | Provide details if applicable (e.g. learners and/or apprenticeships) | |

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| **B3.** | **Project description and Funding Request Summary** |
| **l.** | The number of jobs should be additional jobs created as a result of the project and should exclude any that are created due to other interventions or market forces.  Notes related to jobs:  An FTE job is considered as one role working a minimum of 36 hours per week.  All jobs created and / or safeguarded must be direct employees of the applicant organisation, and appear on the company payroll.  Any jobs safeguarded must be current FTE employees whose roles would otherwise be lost within 12 months without Solent LEP funding.  Two part-time jobs working a minimum of 18 hours per week would be considered as one FTE.  For the purposes of the Solent LEP Funds, apprenticeships cannot be counted as FTEs. |
| **n.** | Details of previous funding from Solent LEP or other public sector entities to be provided (date and value). Include details of funds received and any planned bids or applications in progress with decision dates. |
| **p.** | Provide planned practical completion date. Works are generally considered to be practically complete when there are no outstanding defects (except for minor items or snagging) and the project (e.g. building or road) can be put to its intended use. |
| **q.** | Provide date of planned start of operations (if applicable) |

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| **C2.** | **Financial Case** |
| **a.** | Include details of final tendered costs for the project where possible. If estimated costs, please state and give date when final tendered costs will be available. Provide evidence for individual cost components to allow independent QS review. |
| **d.** | Risks are specific uncertainties that arise in the design, planning and implementation of a project. Optimism bias is the proven tendency for appraisers to be too optimistic about key project parameters, including capital costs, operating costs, project duration and benefits delivery. Provide details of how risk allowance and optimism bias has been estimated and included in the costs. Please see for more guidance:  <https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/191507/Optimism_bias.pdf> |
| **e.** | Provide details of how inflation has be considered. Any project last more than a year should consider an allowance for inflation. Construction inflation forecasts can be higher than CPI/RPI. |
| **f.** | Provide details of financial risk only. |
| **g.** | Explain mitigation measures in place in the event of actual costs exceeding the planned costs. |

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| **C3.** | **Economic Case** |
| **b.** | Describe the options appraisal process and any guidance and approach used (e.g. from HMT Green Book, WebTAG or Return on Investment comparisons) |
| **c.** | The appraisal of social value involves the calculation of Benefits Cost Ratios (BCRs) – the ratio of benefits to costs – and Net Present (Social) Value (NPSV) – the present value of benefits less costs, as appropriate to the intervention being considered.  Details of option appraisal, only to be filled in if applicable.  Net Present (Social) Value is defined as the present value of benefits less the present value of costs. It provides a measure of the overall impact of an option (See HMT Green Book 2018). These should be quantified and presented as £ values.  Qualitative benefits would be those directly accruing to your organisation, to other organisations and/or wider society (e.g. households, individuals and businesses) These are assumed to not be able to be quantified or monetised.  Qualitative risk appraisal should describe the approximate comparative risk across options.  Options should then be ranked |
| **d.** | Details of outcomes of the project.  **Jobs created**: new jobs that will be created as a result of the project’s investment (and would not be created if the project did not go ahead). This may include temporary jobs e.g. construction, which should be clearly identified with an indication of the period over which these jobs will continue. Please refer to further guidance outlined below regarding calculation of employment impacts.  **Jobs safeguarded**: jobs that will be maintained as a result of the project. Jobs can only be considered safeguarded where there is real threat that they will be lost in the near future if interventions that are part of the project are not in place.  **Calculation of employment outcomes**  **Direct jobs** are those employed directly as a result of the investment. This may include temporary jobs (e.g. in construction), which should be clearly identified in the form with an indication of the period over which these jobs will continue.  **Indirect jobs** are those employed in the wider economy as a result of the investment (Including within the supply chain). These may include jobs created on new development sites which would have remained undeveloped if the project was not implemented.  All job figures should be expressed in full time equivalent terms (FTE). A full time job is 36 hours or more per week, whilst a part time job is classed as more than 18 hours but fewer than 36 hours per week. Full time equivalent jobs must be delivered and maintained for at least 10 years from the point at which it is created.  Projects should assume **12.5 full time equivalent construction jobs for every £1 million spend** on physical infrastructure.  **Housing starts**: the number of new dwellings on which construction will start as a result of the project investment.  **Employment floor-space delivered** (by land use): total square metres of new buildings constructed as a result of the project investment. All estimates to include the entire area inside the external walls of a building including corridors, lifts, plant rooms, service accommodation. |
| **e.** | Provide assumptions used to derive additional jobs created by the project (if applicable)  Deadweight refers to outcomes that would have occurred without the intervention. This is used to determine the difference that can be attributed to an intervention.  Displacement is the degree to which an increase in economic activity promoted by an intervention is offset by reductions in economic activity elsewhere.  Substitution is where firms or consumers substitute one activity for another as a result of intervention. As economic activity changes, it may lead to productivity changes which are costs or benefits. |
| **f.** | Provide details if applicable. This is to help to assess if there will be local economic multiplier effects and the extent of these effects. |
| **g.** | Provide details if applicable.  The wider benefits could include:   * access to other major employment areas * regeneration of deprived neighbourhoods * improvements in health * improvements in accessibility * improvements in physical activity * agglomeration * uplift in land values (see MHCLG Appraisal Guidance Dec 2017) * future savings to the Exchequer stemming from the higher likelihood of gaining and retaining employment by residents of the area * reductions in the distance from the labour market among residents of the area as they become more job-ready/move closer to the labour market * improvements to social cohesion   Please provide supporting evidence or data, where available. |
| **i.** | Provide details if applicable. Please see Green Book (2018) for advice on discount rates, reference periods. Transport schemes should follow the current versions (at submission) of WebTAG guidance. |
| **j.** | Sensitivity Analysis involves exploring the sensitivity of expected outcomes of an intervention to potential changes in key input variables. It can be used to test the impact of changes in assumptions and should be clearly presented in the results of appraisal. Provide details if applicable |
| **k.** | Some projects can affect specific groups of individuals more than other. Please outline how this has been assessed. |

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| **C4.** | **Commercial Case** |
| **a.** | Provide details of the preferred procurement route to deliver this scheme with reasons why this option was chosen above other alternative options. Include details of statutory / procedural requirements for the project to proceed. |
| **b.** | Provide details of the key project aspects. Add rows as necessary. Provide supporting evidence where applicable. |
| **c.** | Provide details of any statutory obligations to be met before procurement related to the project can commence. |

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| **C5.** | **Management Case** |
| **b.** | Provide details of the management structure and explain how the management team has the expertise to deliver the project |
| **d.** | Provide details of stakeholder management plan. Include evidence of any existing stakeholder support for the project if available. Include evidence of expertise to manage stakeholders. |
| **e.** | Provide a full list of all consents and agreements required for project delivery. |
| **f.** | A risk register refers to a tool used to record the risks specific to a proposal, their likelihood and value and the assignment of risk management responsibility. Please provide a detailed breakdown of all risks with a specific item. The following risks should be considered:   * Business risk - The risk an organisation fails to deliver its commitments and cannot meet its business objectives. * Reputational risk - The risk confidence in an organisation’s ability to fulfil its business objectives will be undermined. * Service risks - The risk a service is not fit for purpose. * Design risk - The risk a design cannot deliver services to the required quality standards. * Planning risk - The risk implementation of a project fails to meet planning permission conditions; planning permission cannot be obtained or if obtained, can only be implemented at costs greater than in the original budget. * Build risk - The risk the construction of physical assets is not completed on time, to budget and specification. * Decant risk - The risk in accommodation projects of needing to decant staff/clients from one site to another. * Environmental risk - The risk the nature of the project has a major impact on an adjacent area and there is a strong likelihood of objection from the public. * Contractual risk - The risk from the contractual arrangements between two parties. * Operational risk - The risk operating costs vary from budget and that performance standards slip, or a service cannot be provided. * Availability and performance risk - The risk the amount of service provided is less than required under the contract. * Demand risk - The risk the demand for a service does not match the levels planned, projected or assumed. As the demand for a service may be partially controllable by the public body concerned, the risk to the public sector may be less than perceived by the private sector. * Volume risk - The risk actual usage of the service varies from the levels forecast. * Maintenance risk - The risk that the costs of keeping the assets in good condition vary from budget. * Technology risk - The risk that changes in technology result in services being provided using old technology. * Funding risk - The risk that the availability of funding leads to delays and reductions in scope. * Residual value risk - The risk due to the uncertainty of the physical asset at the end of the contract period. * Catastrophe risks - These unpredictable risks, which may be related to changes in economic growth, are allowed for in the social discount rate and do not have to be costed separately (e.g. technological disruption, natural disasters, unexpected policy changes and other unforeseeable occurrences). * Regulatory risk - The risk a change in law or regulations will affect the costs or benefits of a project. |
| **g.** | Provide details of any testing regime required to be completed before any roll out. |

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| **C6.** |  |
| **a.** | Provide details of Key Performance Indicators against which the successful implementation of the project can be monitored. |
| **b.** | Provide details of Key Performance Indicators against which the successful implementation of the project can be evaluated. |
| **c.** | Provide details of how you monitor final spend on the project. |
| **d.** | Describe the plans you have in place after opening to ensure the sustainability of the project |

1. Projects that answer "No" to question A1.b may still be considered if they are large scale, complex projects seeking loan funding in the period to 31st March 2022. [↑](#footnote-ref-1)