

Delivering the Black Country Strategic Economic Plan



Initial Proposal - For all Projects requesting Black Country LEP funding

(Max 4 pages)

Project Name:	
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1. Applicant Details:

Project Sponsor:	(name and title)			
Lead organisation:				
Registration No:				
Lead contact:		Position:		
Phone number:		Email address:		
Postal address:				
Local Authority area (please highlight)	Dudley	Sandwell	Walsall	Wolverhampton
Ward:				
Have you, or any associated organisations, previously delivered projects using or having been awarded public sector funding?				
If yes, please provide details				

2. What opportunity or barrier will this investment unlock?

Explain the strategic ambition and how this bid will support delivery of that ambition. What are the key drivers for investment?

3. Please indicate which of the SEP Growth Objective/s the project will contribute to:

- | | |
|---------------------|---------------------------|
| 1. 4,000 New Jobs | 3. 3,200 Business Assists |
| 2. +1,000 New Homes | 4. 7,000 Learner Assists |

4. Please indicate which SEP theme(s) and strategic programme(s) the project will contribute to:

Place Theme:	People Theme:	Competitiveness Theme:
PL1. Sites & Premises	P1. Skills for the supply chain	B1. Supply chain development including Innovation & Enterprise
PL2. Infrastructure	P2. Skills Capital	B2. Global Opportunities
PL3. Housing	P3. Schools	B3. Access to Finance
PL4. Local Distinctive Economies	P4. Upskilling	
PL5. Environment		

5. How will this project unlock the specified SEP Growth Objectives?

Demonstrate how the proposal is aligned to the at least one of the 12 strategic programmes and will contribute towards achieving these growth objectives, whether directly or by acting as an enabler for economic growth.

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4. Expected TOTAL Project Cost & Source of Funding						
	% of Total Cost	2017/18 £m	2018 /19 £m	2019/20 £m	2020/21 £m	2021+ £m
Total Project Cost						
Applicants own funds	%					
Other Public funds (Specify)	%					
Private sector funds	%					
Funding requested from BC LEP - LOAN	%					
Funding requested from BC LEP - GRANT	%					
Total Project Value (if site / property)						
If Grant funding is sought, explain why grant is required as opposed to loan. (Less than 100 words)						
5. What will LEP funding be spent on						
Projects costs	% of Total Cost	2017/18 £m	2018 /19 £m	2019/20 £m	2020/21 £m	2021+ £m
6. What are the expected tangible Outputs/Outcomes to be realised?						
Outputs/Outcomes	Metric	2017/18	2018 /19	2019/20	2020/21	2021+
Businesses Assisted	no.					
Businesses Created	no.					
Skills – Learners assisted	no					
Skills - Apprenticeships	no					
Employment – Jobs Created (FTE)	no					

Employment – Jobs Safeguarded (FTE)	no.					
Place – Houses Started	Units					
Place – Houses Completed	Units					
Place – Land Remediated	Hectares					
Place – New Employment floor space	Sq mtr					
Private Sector Investment (inc. revenue follow on)	£m					
Other (please specify)						

For the outputs included above, please state whether they are direct outputs or indirect. If indirect, explain how the project is enabling the delivery of these outputs.

9. For Place (property & infrastructure projects only) - Site Details

Location (include full address and postcode)	
Overall Site Area (Ha)	
Ownership / Occupation	
Existing / Former Use	
Existing Condition	
Planning Status of Project	
Any Other Comments	

10. For Learners Assists/Apprenticeships please specify the course offering and the level of learning supported. (Apprenticeships, specify the framework duration (years))

Course Details	Level of Learning Supported

11. What are the main issue (s) likely to derail the project?

Issues	Means of Resolution

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12. What are the main risks the Project will need to manage

Risks	Means of Managing

13. Please indicate how your project complies with State aid Regulations without contravening the State Aid Legislation

All applicants need to take steps to satisfy themselves that any BCLGF funding approved does not amount to unlawful State Aid. Further confirmation to this effect will be requested at the Full Business Case stage. A declaration of compliance with EU State Aid regulations will be required prior to any BCLGF funding being provided. If your project is awarded funds from the BCLGF it will be subject to a condition requiring the repayment of any BCLGF funding in the event that the European Commission determines that the funding constitutes unlawful State Aid.

14. Any other Significant Constraints to delivering the Project not mentioned above.

15. Submission Checklist

Please ensure that the following documentation is submitted with this application:

- Site Plan
- Title Certificate
- Planning Consent (where available)
- Scheme Plans (where available)
- Summary Development Appraisal (where available)

For Site Investigation bids ONLY, please provide:

- 3 quotations in support of cost of works for which funding is sought

16. Proposer Declaration

I confirm that I am authorised by my organisation to make applications for funding and to make legally binding commitments on its behalf and that the information contained in this proposal is correct to the best of my knowledge.

I confirm that I/we have read the generic Growth Deal conditions of Grant (Grant Agreement) and that I/we understand that if our/my application is greater than £150,000 I/we will need to provide security to the Council in the form of:

- A Charge over Land or Property
- A Charge over Bank Account
- A Performance Bond

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I/we also confirm that I/we understand the conditions of grant for Site Investigations/Development Studies, including the obligation to repay the Grant if we do not choose to deliver a scheme on the Site following the development/investigation phase.

I confirm I/we have read and understand the Due Diligence Checklist and that I/we agree to the following:

- Submission of all required organisational and financial information at the first and second stages of Due Diligence;
- Completion and submission of a fully completed Due Diligence Checklist and supporting information at the same time as submission of a Full Business Case (FBC). I understand that I/we are completing this work at risk with no guarantee of funding.

I confirm that I/we have read and understood the Accountable Body's Monitoring, Compliance and Audit Framework and understand our obligation to provide the record-keeping and monitoring information required by the Accountable Body

I confirm that I/we understand my/our obligations to procure services and goods in line with EU Procurement Rules.

I confirm that I/we have checked/been advised and are able to accept this grant without being in contravention of state aid rules.

I/we consent to Black Country Consortium, Local Enterprise Partnership and Black Country Councils processing of any personal data associated with this proposal for the purpose of processing the proposal and managing the proposal process.

Signed	
Name	
Position	

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Delivering the Black Country Strategic Economic Plan


Full Business Case (for Projects requesting Black Country LEP funding)

Project Name:	<i>[Insert project name here]</i>				
1. Applicant Details:					
Project Sponsor:	(name and title)				
Lead organisation:					
Registration No:					
Lead contact:		Position:			
Phone number:		Email address:			
Postal address:					
Local Authority area (please highlight)	Dudley	Sandwell	Walsall	Wolverhampton	
Ward:					
Have you, or any associated organisations, previously delivered projects using or having been awarded public sector funding?					
If yes, please provide details					
What opportunity or barrier will this investment unlock? <i>(Provide the overall project information conveying what the project will do, highlighting the key drivers for investment)</i>					
Please indicate which of the SEP Growth Objective/s the project will contribute to:					
1. 4,000 New Jobs		3. 3,200 Business Assists			
2. +1,000 New Homes		4. 7,000 Learner Assists			
Please indicate which SEP theme(s) and strategic programme(s) the project will contribute to:					
Place Theme:		People Theme:		Competitiveness Theme:	
PL1. Sites & Premises		P1. Skills for the supply chain		B1. Supply chain development including Innovation & Enterprise	
PL2. Infrastructure		P2. Skills Capital		B2. Global Opportunities	
PL3. Housing		P3. Schools		B3. Access to Finance	
PL4. Local Distinctive Economies		P4. Upskilling			
PL5. Environment					
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4. How will this project unlock the specified SEP Growth Objectives?

(The bidder is required to demonstrate how the proposal is aligned to the at least one of the 12 strategic programmes and will contribute towards achieving these growth objectives, whether directly or by acting as an enabler for economic growth)

5. Expected TOTAL Project Cost & Source of Funding

Total Project Cost	% of Total Cost	2016 / 17 £m	2017 / 18 £m	2018 / 19 £m	2019 / 20 £m	2020 / 21 £m
Applicants own funds	%					
Other Public funds (Specify)	%					
Private sector funds	%					
Funding requested from BC LEP - LOAN	%					
Funding requested from BC LEP - GRANT	%					
Total Project Value (if site / property)						

If Grant funding is sought, explain why grant is required as opposed to loan. (Less than 100 words)

6. What will LEP funding be spent on?

For the BCLEP element of the funding only, please specify the projected costs using summary spend areas. What will the grant be spent on?

Projects costs	% of Total Cost	2016 / 17 £m	2017 / 18 £m	2018 / 19 £m	2019 / 20 £m	2020 / 21 £m

8. What are the expected tangible Outputs/Outcomes to be realised?

Outputs/Outcomes	Metric	2016 / 17	2017 / 18	2018 / 19	2019 / 20	2020 / 21
Businesses Assisted	no.					
Businesses Created	no.					
Skills – Learners assisted (exc. Apprenticeships)	no.					
Skills – Apprenticeships	no					

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Employment – Jobs Created (FTE)	no.					
Employment – Jobs Safeguarded (FTE)	no.					
Place – Houses Started	Units					
Place – Houses Completed	Units					
Place – Land Remediated	Hectares					
Place – New Employment floor space	Sq mtr					
Private Sector Investment (inc. revenue follow on)	£m					
Other (please specify)						

For the outputs included above, please state whether they are direct outputs or indirect. If indirect, explain how the project is enabling the delivery of these outputs.

Example 1: The scope of the project is to purchase and install capital machinery for the training of apprentices and the up-skilling of existing employees. The Apprentices delivered are a direct outputs of the project.

Example 2: The scope of the project is remediation works to facilitate future development of the site to deliver 'x'sqm of office space. The creation of jobs connected to the delivery of office space are indirect outputs)

7. For Place (property & infrastructure projects only) - Site Details

Location (include full address and postcode)	
Overall Site Area (Ha)	
Ownership / Occupation	
Existing / Former Use	
Existing Condition	
Planning Status of Project	
Any Other Comments	

8. For Learners Assists/Apprenticeships please specify the course offering and the level of learning supported.

(For Apprenticeships specify framework duration in years)

Course Details	Level of Learning Supported

9. Main Issue (s) likely to derail the Project

(These are the fundamental issues, raised as highest priority on the project Issue register that would prevent the project from delivering its objectives and intended outputs/outcomes)

Issues	Means of Resolution

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<p>10. What are the main risks the Project will need to manage <i>(These are the fundamental risks, raised as high impact on the project Risk register that if they were to materialise could prevent the project from delivering its objectives and achieving intended outputs/outcomes)</i></p>	
Risks	Means of Managing
<p>11. Please indicate how your project complies with State aid Regulations without contravening the State Aid Legislation <i>(All applicants need to take steps to satisfy themselves that any BCLGF funding approved does not amount to unlawful State Aid. Further confirmation to this effect will be requested at the Full Business Case stage. A declaration of compliance with EU State Aid regulations will be required prior to any BCLGF funding being provided. If your project is awarded funds from the BCLGF it will be subject to a condition requiring the repayment of any BCLGF funding in the event that the European Commission determines that the funding constitutes unlawful State Aid)</i></p>	
<p>12. Proposer Declaration</p> <p>I confirm that I am authorised by my organisation to make applications for funding and to make legally binding commitments on its behalf and that the information contained in this proposal is correct to the best of my knowledge.</p> <p>I/we consent to Black Country Consortium, Local Enterprise Partnership and Black Country Councils processing of any personal data associated with this proposal for the purpose of processing the proposal and managing the proposal process.</p>	
Signed:	
Name:	
Position:	

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Introduction to the Project

Section A: Introduction to the Project	
Project Location:	(Including address and postcode)
Lead Delivery Organisation:	(Name and dept.)
15. Project Description: (50 words max) <i>(Short statement about what the project is targeting to achieve)</i>	
16. Project Need & Additionality: <i>(State the overall impact on GVA (Growth Value Add). GVA is the difference between output and intermediate consumption for any given sector/industry. That is the difference between the value of goods and services produced and the cost of raw materials and other inputs which are used up in production. GVA therefore measures the contribution to the economy of each individual producer, industry or sector in the United Kingdom and is used in the estimation of GDP at regional and Sub-regional level)</i>	

Background to the Project

Section B: Background to Project Bid	
Section B1: Status & Progress to-date	
17. Present status of the Project. (approx. 100 words)	
18. Progress achieved prior to Bid. (approx. 300 words)	
Section B2: Content of the Business Case	
Section C	Strategic case and fit to Strategic Economic Plan Themes
Section D	Economic case – Options Appraisal
Section E	Commercial case – External Procurement (if appropriate)
Section F	Financial Case – Financial Analysis of the recommended Option
Section G	Programme Management Case – Achievability of Project Components
Section H	Recommendation
Section I	Appendices <ul style="list-style-type: none"> ➤ Stakeholder Map ➤ Profile for each Output / Outcome ➤ Evidence of planning permission ➤ Detailed breakdown of Project Costs by month ➤ Full Project Plan ➤ Issue Register ➤ Risk Register

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Strategic Case

Section C: Strategic Case for Change and fit to BC LEP Strategic Economic Plan Themes

19. Context/Project Background

(This section should describe the setting, background and context of the Business Case. Describe the compelling case for change. Detail the problem or opportunity the project is intended to address, in terms of market failure or demand, and the contribution the project will make to the delivery of the Black Country Strategic Economic Plan (SEP) and other relevant plans and strategies. Ensure to demonstrate how the project will contribute to the Growth Objectives and Strategic Programmes identified in the SEP. A copy of the SEP can be found at www.blackcountrylep.co.uk/about-us/black-country-plans-for-growth/strategic-economic-plan) (Word limit 750)

20. Objectives and Outcomes

(Detail the specific objectives to achieve the anticipated outcomes. The objectives and outcomes should be stated in clear and measurable terms with a specified time frame)

21. How does the project fit with national, sub-regional and local investment plans and strategies?

(Demonstrate how the proposal is aligned to any relevant Government, sectoral or regional goals and priorities and reflects the organisational strategy)

22. Detail the elements that are within scope of the project, this defines the range and boundaries of the project.

(A critical first step is establishing the parameters of the project. Be aware that these parameters may change over the course of developing the Full Business Case. Please identify the areas both in and out of scope i.e. what will be delivered by the project and won't be delivered by the project)

23. What stakeholder consultation has been undertaken/support received? What stakeholder consultation remains to be undertaken? (approx. 100 words)

(The objective of Stakeholder Management is to maximise/optimize the objectives of the Project/Programme through the considered identification, analysis and engagement of all those that are engaged in it, or impacted by it. Stakeholders come in many 'shapes and sizes' and, as such, contingent effort/management is the key to success in this regard. It is important initially to understand each Stakeholder's level of support for the Project/Programme, the influence they wield over it and the degree to which they are impacted by the scope of work.

This analysis then provides the basis for targeted Stakeholder Management activity. Identify which stakeholders have been consulted on the objectives and outcomes of the project/programme. Describe any obstacles that have been highlighted and how they are going to be managed to ensure success, including the consultation that remains to be undertaken.

***Stakeholder consultation** involves the development of constructive, productive relationships over the period of the project/programme. It results in a relationship of mutual benefit; enabling identification of trends and emerging challenges which are currently or will in the future impact the project/programme. Listening to stakeholder concerns and feedback is a valuable source of information that can be used to improve project design and outcomes, and help an organisation to identify and control external risks. It can also form the basis for future collaboration and partnerships)*

24. List the Key stakeholders and their Interest areas? (approx. 50 words)

(Include a Stakeholder Map if you have one)

Stage 1 - Identification of stakeholders

A typical approach which could be used to gather the complete list of Stakeholders impacted by a Project/Programme is to Brainstorm; a guided brainstorm session that identifies a long list of Stakeholders who are both internal and external to the Project/Programme.

Stage 2 - Analysis and Prioritisation

next step is to analyse and prioritise each Stakeholder based on their levels of Influence and InterestThe Stakeholder Influence and Interest matrix, shown below, can be used to present a Stakeholders position, both current and desired. This process is fairly subjective since the Project/Programme may not fully understand Stakeholders or their agendas. Therefore, the more Stakeholder engagement throughout this process, the more robust the output will be.

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Stage 3 - Stakeholder Engagement

The following table provides an indication of the engagement required for the each type of Stakeholder based on their level of interest to the project and their influence on the success or otherwise of the Project

No.	Type:	General engagement required:	Power/Influence	Interest/Support
1	Detractor - Keep Satisfied	The greatest risk to project delivery. Spend the greatest attention, time and resource with them. Listen to concerns and issues, identify their agenda, key influencers and engage them on project purpose and objectives, look for win-win solutions and compromises. Ask Champions or Advocates to support this influencing.	Medium - High	Low - Medium
2	Monitor	Monitor these people and only keep informed about progress and successes via general communication. Do not spend too much time or resource on these Stakeholders.	Low - Medium	Low - Medium
3	Advocate	Keep informed and aware of progress and success. Solicit their help in influencing others.	Low - Medium	Medium - High
4	Champion	Engage and consult regularly. Keep informed and aware of progress and success. Solicit their help in influencing others, especially with blockers and the highest risk detractors	Medium - High	Medium - High

25. What are the Strategic Issues preventing successful delivery of the project? List. (approx. 100 words)

(These are the fundamental issues, raised as highest priority on the project Issue register would prevent the project from delivering its objectives and intended outputs/outcomes)

26. What are the Strategic Risks that could prevent successful delivery of the project? List. (approx. 100 words)

(These are the fundamental risks, raised as high impact on the project Risk register that if they were to materialise could prevent the project from delivering its objectives and achieving intended outputs/outcomes)

27. Summarise the overall assumptions that have been made when planning this project. State the impact to the project if these turn out to be wrong.

(Assumptions are circumstances and events that need to occur for the project to be successful, but are outside the total control of the project team. Assumptions are accepted as true and are often without proof or demonstration)

28. Summarise any project dependencies that the project has or if there are other projects/initiatives that are dependent on this delivery. State the impact to the project if these are not met.

(Dependencies are the relationships among tasks which determine the order in which activities need to be performed. There are four (4) types of dependency relationships:

- *Finish to Start - Land must be purchased before road building can start*
- *Start to Start - Road excavating must start before Asphalt can be laid*
- *Finish to Finish - Laying Asphalt must be complete before line painting can be completed*
- *Start to Finish - Road excavating must start before line painting can be completed)*

29. Define any constraints that may impact the success of the project, e.g. resource, legal, 3rd party agreement constraints.

(Constraints are things that might restrict, limit, or regulate the project. Generally constraints are outside the total control of the project team)

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Economic Case

Section D: Economic Case - Options Appraisal

Section D1: Short List of Options considered

30. Please describe the options that have been considered in selecting the project proposal. This should include a minimum of 3 options :-

- A **reference case option** (the position in terms of outputs that would occur if the project did not proceed);
- The **proposed option** (as set out in Section A); and
- An **alternative option** (which may be based on changes to the scale, scope and cost of the proposed option).

Box 1:

Box 2:

Please explain why the proposed option has been selected.

Option Name:	Description:	Total Cost:	Amount requested:	Outputs
Reference Case				
Proposed Option				
Alternative Options:				

31. Specify the Preferred Option, with supporting justification for selection. (approx. 200 words)

(There must be a clear statement of the decisive factors and why they are considered sufficient to influence the decision)

32. Outline Opportunities for Innovation and increased Collaboration. (approx. 200 words)

(For example, the LEP would be particularly interested to see industry collaborating with educational institutions to create new investment, business and products)

Option Name:	Advantages:	Disadvantages:	Fit with Project Objectives:
Reference Case			
Proposed Option			
Alternative Options:			

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<p>33. Service Delivery options considered, with Pro's & Con's. e.g. using a 3rd party for delivery (approx. 200 words) (Specify key Issues, and state resolution plan for each Issue)</p>
<p>34. Provide a profile for each Output (Complete Appendix I1) (Templates are provided in Appendix to this document. Please indicate any other non-quantifiable benefits from your project. Think about any intangible benefit that will be realised. For example a project involving the redevelopment/regeneration of a piece of land, may result in an improved perception of the area)</p>
<p>35. What is the evidence of demand / market interest that supports your case for investment in this project? (approx. 500 words) (Detail all market research, primary and secondary. Ensure that for:</p> <ul style="list-style-type: none"> • Quantitative Research - Data is fully representative of target group and statistically robust • Qualitative - Evidence given that data has been validated <p>OR</p> <ul style="list-style-type: none"> • Direct approach from market to meet defined need)
<p>36. Outline any market testing which has been undertaken to evidence the demand case. (approx. 300 words) (Your answer should provide robust evidence of demand that has been validated, e.g. evidence that businesses are interested in pursuing opportunities that LGF investment creates. Include stats/data to support claim)</p>
<p>37. Have the running costs of this investment been calculated and are they financed by you or your partners? (As well as the capital cost invested there are post implementation costs to consider. There may be ongoing running (operating) costs and/or maintenance costs. E.g. a capital investment to build a new office block, once occupied will involve operating costs such as rent & rates, staff salaries etc. who will finance these costs?</p> <p>Running costs will inform the viability of the project. The author must consider the ongoing costs to support the recommended option against anticipated benefits)</p>

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Commercial Case

Section E: Commercial case – External Procurement (if appropriate)

38. If private development partners will be required to deliver project outputs, at what stage are discussions/negotiations? (approx. 300 words)

39. Detail any 3rd party services that will be used to deliver this project, e.g. Legal, Finance, other consultancy.

(E.g. Consultancy - A technical advisor will be appointed to prepare the works brief and secure planning consent for the remediation works. They will then manage the appointment of a contractor to undertake the remediation works)

40. Summarise Procurement requirements in terms of Outputs. (approx. 200 words)

(Include work to be procured; potential value; who will lead:

- *Works to be procured, with justification statements*
- *The potential value of the Works*
- *What are the service requirements in terms of outputs that the will be delivered*
- *Who will lead?)*

41. Will your Procurement trigger the OJEU process?

(Please provide clear statement on exemption or plan to follow OJEU requirements. See <http://www.ojeu.eu/whatistheojeu.aspx> for information)

42. Outline the sourcing Options: with a rationale for preferred option. (approx. 200 words)

(Sourcing options include:

- *supplier panels*
- *collaborative procurement*
- *open tender*
- *closed tender*

The most appropriate sourcing option will be dependent on:

- *the total value of the procurement*
- *what contracts, frameworks, or supplier panels are already in place*
- *the overall risk to the organisation if performance expectations are not met*
- *the nature and complexity of the product or service)*

43. Are there any Personnel Implications, inc. TUPE? (approx. 200 words)

(Does the proposal impact on any existing personnel associated with the lead or delivery organisation/s? Please give details of any recruitment required for delivery See <https://www.gov.uk/transfers-takeovers/overviewfor information on TUPE>)

44. Outline the Procurement Project Plan and Timescales, including statutory and other consents.

(The procurement plan should include the following:

- *Type of contract to be used 20150711 BCLP Outline Business Case - Guidance v1.0 11 20/07/2015*
- *Risks associated with procurement management*
- *How procurement risks will be mitigated through contract performance metrics, insurance, or other means*
- *Determining costs and if/how they're used as evaluation criteria*
- *Any standardised procurement templates or documents to be used*
- *How multiple suppliers will be managed if applicable*
- *Contract approval process*
- *Decision criteria*
- *Establishing contract deliverables and deadlines*
- *How procurement and contracts are coordinated with project scope, budget, and timeline.*

NB: Where the purchase of property or land is involved please confirm ownership status and state whether there are any charges over land/property interests critical to project delivery)

45. Please provide evidence of planning permission (submit a copy of decision notice or committee resolution with this application), or a clear explanation of the timeframe for achieving this and how it fits with broader planning strategy.

(This should include status of planning permission. If obtained:

- *outline any key planning conditions*
- *strategy for discharging planning conditions.*

If NOT obtained:

- *the timeframe for achievement, and how it fits in with the broader planning strategy*
- *has any pre application consultation with the Local Planning Authority taken place? Please give details*
- *you also need to provide evidence of discharge of key planning conditions, or your strategy for undertaking these)*

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Financial Case

Section F: - Financial Analysis of the recommended Option

46. Outline the anticipated cost and funding profile:

	<i>Capital/ Revenue</i>	<i>2016/17</i>	<i>2017/18</i>	<i>2018/19</i>	<i>2019/20</i>	<i>2020/21</i>	<i>TOTAL</i>
BCLTB (Pre-Committed Transport Funding)*							
BCLEP Grant							
BCLEP Loan							
Other Public Source (please indicate)							
Applicants Own Funds							
Private (3rd party)							
Total Capital							
Total Revenue							
Overall Total							

*LTB funding for Transport Major schemes

47. Please outline the strategy for securing the match funding as outlined above, and the progress made to date. What is the level of certainty of match funding remaining in place across the project duration? Please provide evidence to support any assumptions made.

(Explanation to support the information provided above, i.e. reasons for date available, approval status etc.)

48. Project slippage – is there provision for dealing with the financing of any time or cost overruns? How will you deal with the impact on LEP & Match funding, & Private Investment?

49. For the BCLEP element of the funding only, please set out the projected costs using summary spend areas.

(Please note that a full a detailed breakdown of Costs by month will need to be included in the Appendices)

State date of this Estimate

Projects costs (delete as appropriate):	2016/17	2017/18	2018/19	2019/20	2020/21
	£m	£m	£m	£m	£m
Land acquisition					
Planning and Feasibility Study					
Surveys					
Land Remediation					
Construction, inc. materials, equipment and labour					
Fit Out (Equipment and furnishings not included in construction)					
Project Management					
Consultancy					
Legal Services					
Other (please specify)					
Contingency*					

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***Note - Contingency:** Where an element of contingency has been added on top of individual cost elements it is assumed that there is a significant level of doubt about the future costs (the level of contingency is influenced by the extent of the doubt).

50. What risk contingencies are included in your cost estimates?

(Outline the areas where contingency has been applied, the level of the contingency in each case and the reason for the contingency in each case)

Section F: CashFlows

51. Please set out the Cashflow projections for the BCLEP element of Project funded costs being requested.

(Indicate the estimated Quarterly Cash flows for each of the years affected)

Cashflows for Funding requested:	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	2017/18 Q1
	£m	£m	£m	£m	£m
Land acquisition					
Planning and Feasibility Study					
Surveys					
Land Remediation					
Construction, inc. materials, equipment and labour					
Fit Out (Equipment and furnishings not included in construction)					
Project Management					
Consultancy					
Legal Services					
Other (please specify)					

CONFIRMATION BY APPLICANT:

Please confirm that the funding requested is sufficient to deliver the Project as detailed above.

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Management Case

Section G: Programme Management Case - Achievability of Project Components

Section G: Project Plan (Extract of Key Milestones)

52. Please set out the Key Project Milestones, including those Milestones shown below.

(Or extract Key Milestones view from your gantt chart & insert the picture here).

Key Milestone	Delivery Date

Please attach the project gantt chart as an Appendix.

(Milestone - A task / event of zero duration that shows a critical achievement in a project

Delivery Date - The date on which the milestone is planned to occur. E.g:

- Site Investigation Survey Commissioned – Aug 2015
- Site Investigation Survey Completed – Sept 2015

Once the final version of the Planned Delivery Dates are approved they become baselined. This baseline milestone schedule becomes the benchmark against which project performance is measured. The baseline schedule must be in place before project delivery work commences.

Once created and approved the baseline milestones can only be changed for authorised changes in scope / timeline, but even then the original baseline is never discarded.

The milestones should always reflect the most realistic dates for project accomplishment, even if this means a reforecast)

Section G: Project Governance: Key roles & Responsibilities

53. Please set out the Key Roles in governing the Project, with named officers, which will oversee, deliver and close the project. (approx. 100 words)

E.g. The Project governance structure personnel could be outlined in a table stating what their role in the Project is and what they are responsible for delivering.

Name	Project Role	Principal Responsibility for Delivery
	Project Sponsor	Project Board – Ultimately accountable for the project, ensuring that it meets its objectives and realise the expected benefits. Empowered to direct the project and take decisions.
	Project Manager	Leading, managing and co-coordinating all activity in conjunction with the project team. Reporting to Project Board and BCC Programme Office on project progress/delivery.
	Contractor	Prepare detailed engineering design in accordance with project specification
	Suppliers/Vendors	Facilitate project execution by supplying materials. Equipment and personnel
	Etc...	

Section G: Key Stakeholder engagement strategy

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54. Please identify your preferred strategy for engaging key Stakeholders in making your project successful. (approx. 300 words)

The approach to communications is informed by the Stakeholder Management analysis (outlined in the **Strategic Case**), however instead of individual Stakeholder engagement requirements focuses on the key communications typically to groups of Stakeholders.

The communications strategy addresses the following:

- how key messages are defined
- audience groups are identified
- appropriate channels are used
- communication effectiveness is measured

Initially a high level communications strategy will be developed by specifying how the communications will be approached in each of the key Project/Programme phases and how the communication responsibilities will be allocated. An example of a communications strategy is shown below.

Project/Programme Phase:	Strategy:
Example: Design	Communication inside the project/programme team only. Reporting within the project/programme governance structure. No communication to any staff that could be affected
Implementation	All end-users to be communicated in a transparent manner. Majority of communications via email, website and newsletter

Section G: Communications Plan or strategy

Consider the following information.

Column:	Contents:
Communication Title	What is the name of the communication item?
Frequency	When does information and key messages need to be provided? For regular communications, how frequently is communication given, monthly, weekly, ad hoc?
Key Stakeholders	Include a list of the different audiences that should be communicated to by the piece of communication. The list of Stakeholders identified is the key input to this list.
Key Messages	What messages and information should be provided, e.g. progress updates, issues raised, decisions required, key messages.
Channels	What approach is used for communicating: face-to-face, email, newsletter, updates to website, workshop, user group, etc.
Responsibility	Who is responsible for ensuring the communication occurs. A named person.
Desired objectives	Aim of the communication – what is expected to change as a result of the communication, raising awareness, make decisions, get involved.
Feedback mechanism	How does feedback get received, and what happens with feedback

55. Please extract the top 5 Issues from your project Issue log:

Description of Issue	
Impact (H,M,L)	
Owner for resolution	
Resolution	
Resolution Date	

(Please see the Risk and Issue Log Template for guidance. Provided by the BCC Programme Office)

Please attach all your full Issue register as an Appendix.

Section G: Risk Management Plan

Description of Risk	
Impact (1-4)	
Probability (1-4)	
RAG rating (Red, Amber, Green)	
Risk owner	
Mitigation	

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56. Please extract the details of the top 5 Risks from your project Risk Register:

(Please see the Risk and Issue Log Template for guidance. Provided by the BCC Programme Office)

Please attach your full risk register as an Appendix.

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Section G: Quality Assurance		
<p>57. Outline your proposed monitoring and evaluation arrangements to assess whether the project achieves its objectives and outputs. (approx. 300 words) <i>(Should include an extract of Milestones & Summary tasks) and align to the realisation planned activity stated in the Output/Outcome profile)</i></p>		
Section G: Project Team		
<p>58. Please describe the experience of the project team and attach the team structure. (approx. 100 words)</p>		
Section G: Freedom of Information		
<p>59. Please indicate whether any information in this proforma is considered exempt from release under Section 41 of the Freedom of Information Act 2000.</p>		
Section G: State Aid Condition		
<p><i>All applicants need to take steps to satisfy themselves that any BCLEP funding approved does not amount to unlawful State Aid. A declaration of compliance with EU State Aid regulations will be required prior to any BCLEP funding being provided.</i></p> <p><i>If your project is awarded funds from the BCLEP it will be subject to a condition requiring the repayment of any BCLEP funding in the event that the European Commission determines that the funding constitutes unlawful State Aid.</i></p>		
60. Please confirm your acceptance to this condition:	Yes	No
H. Recommendation / Conclusion		
<p>61. Please state clearly the recommended action this Business Case supports. (approx. 100 words)</p>		

Section I: Appendices

- I1: A Profile for each Output**
- I2: Detailed Spend Profile**
- I3: Project Plan / Development Programme**
- I4: Risk & Issue Register**
- I5: Stakeholder Map**
- I6: Evidence of planning permission**
- I7: Site Plan**
- I8: Copy Title**
- I9: Report on any investigation of ground conditions (if applicable)**
- I10: Development Appraisal (if applicable)**

Document Status

REVISION HISTORY

Revision Date	Version No.	Summary of Changes	Author / Editor
	Draft 1	Initial draft	
	Draft 2	Project team input	

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	Draft 3		
	Draft 4		

DOCUMENT LOCATION

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FOR COMMERCIAL / RESIDENTIAL DEVELOPMENTS - INCLUDING PHYSICAL ADAPTATIONS TO LAND OR PROPERTY

Stage 1 Due Diligence Checklist

Please ensure that the following information is provided with your application, either contained within your full business case or as an appendix which is clearly marked.

The Site	Attachments
Ground/Building Conditions	
Copies of any reports on any investigation of ground and/or building conditions (identify if extensive site works and complex foundations will be needed or confirmation that they will not be required)	<input type="checkbox"/>
Ownership and Occupation of Site	
Current ownership of freehold/leases/occupations with security of tenure	
Site plan showing existing ownership's (if more than one)	<input type="checkbox"/>
Evidence of purchase price and current market value	<input type="checkbox"/>
Existing Buildings	
Whether Retained and Refurbished or to be Demolished:-	
Description of type, floor area and condition of each	
Description of recent history and use	<input type="checkbox"/>
Rateable Value for each	<input type="checkbox"/>
Project Description - Detailed physical description of the project including:	
Nature of buildings	
Site plan (showing access and car parking) floor plans and elevations	<input type="checkbox"/>
Artist's impression if available	<input type="checkbox"/>
Design principles, including soft and hard landscaping, layouts where possible	<input type="checkbox"/>
Gross area of new or renovated buildings on completion. For other uses outline size and type	<input type="checkbox"/>
Net lettable areas of new or renovated buildings on completion. For commercial and industrial schemes, schedule of accommodation or production facilities to be provided	<input type="checkbox"/> <input type="checkbox"/>
Copy of development programme	
Developer	
Evidence of developers track record (e.g. details of recently completed schemes, brochures, descriptions of earlier projects)	<input type="checkbox"/>
Contractors	
Names and addresses of contractors, if known, and the basis of selection	
Professional Team (<i>indicate the basis of selection</i>)	
Names and contact addresses of professional team employed to represent the Developer in discussion with BCC	<input type="checkbox"/>
State who is to manage the project	
Project Cashflow	
Detailed Development Appraisal inc Cashflow	
Values	
Evidence of Market Value of Completed Scheme	
Evidence of Rental Value of Each Element of Scheme	<input type="checkbox"/>
Costs	
Evidence of project costs e.g. Cost Plan	<input type="checkbox"/>
Funding	
Evidence of Project Funding Arrangements	<input type="checkbox"/>
Funding Agreement	
Confirmation of Acceptance of Standard Form of Agreement OR detail as to any areas which cannot be agreed	<input type="checkbox"/>

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