**Capital Project Business Case**

**[Project name]**

**The template**

This document provides the business case template for projects seeking funding which is made available through the **South East Local Enterprise Partnership**. It is therefore designed to satisfy all SELEP governance processes, approvals by the Strategic Board, the Accountability Board and also the early requirements of the Independent Technical Evaluation process where applied.

It is also designed to be applicable across all funding streams made available by Government through SELEP. It should be filled in by the scheme promoter – defined as the final beneficiary of funding. In most cases, this is the local authority; but in some cases the local authority acts as Accountable Body for a private sector final beneficiary. In those circumstances, the private sector beneficiary would complete this application and the SELEP team would be on hand, with local partners in the federated boards, to support the promoter.

Please note that this template should be completed in accordance with the guidelines laid down in the HM Treasury’s Green Book. <https://www.gov.uk/government/publications/the-green-book-appraisal-and-evaluation-in-central-governent>

As described below, there are likely to be two phases of completion of this template. The first, an ‘outline business case’ stage, should see the promoter include as much information as would be appropriate for submission though SELEP to Government calls for projects where the amount awarded to the project is not yet known. If successful, the second stage of filling this template in would be informed by clarity around funding and would therefore require a fully completed business case, inclusive of the economic appraisal which is sought below. At this juncture, the business case would therefore dovetail with SELEP’s Independent Technical Evaluation process and be taken forward to funding and delivery.

**The process**

This document forms the initial SELEP part of a normal project development process. The four steps in the process are defined below in simplified terms as they relate specifically to the LGF process. Note – this does not illustrate background work undertaken locally, such as evidence base development, baselining and local management of the project pool and reflects the working reality of submitting funding bids to Government. In the form that follows:

|  |
| --- |
| **Version control** |
| **Document ID** |  |
| **Version** |  |
| **Author**  |  |
| **Document status** |  |
| **Authorised by** |  |
| **Date authorised** |  |

1. **PROJECT OVERVIEW**
	1. Project name:

*[Specify the name of the scheme, ensuring it corresponds with the name of the scheme at programme entry (when added to the LGF prioritised list of projects).*]

* 1. Project type:

*[Road, rail, LSTF, integrated package, maintenance, etc.]*

* 1. Federated Board Area:

*[East Sussex, Kent & Medway, Essex, and Thames Gateway South Essex]*

* 1. Lead County Council / Unitary Authority:

*[East Sussex, Kent, Medway, Essex, Thurrock, Southend-on-Sea]*

* 1. Development location:

*[Specify location, including postal address and postcode.]*

* 1. Project Summary:

*[Provide* a summary of the project; max. 0.5 pages.]

* 1. Delivery partners:

*[List all delivery partners and specify the lead applicant and nature of involvement, as per the table below.]*

|  |  |
| --- | --- |
| **Partner** | **Nature of involvement (financial, operational etc.)** |
| *Lead Applicant* |  |
|  |  |
|  |  |
|  |  |

* 1. Promoting Body:

*[Specify who is promoting the scheme.]*

* 1. Senior Responsible Owner (SRO):

*[Specify the nominated SRO and provide their contact details. The SRO ensures that a programme or project meets its objectives and delivers projected benefits. This is not the same as a Section 151 Officer.]*

* 1. Total project value and funding sources:

*[Specify the total project value, how this is split by funding sources, and any constraints, dependencies or risks on the funding sources, as per the table below.]*

|  |  |  |
| --- | --- | --- |
| **Funding source** | **Amount (£)** | **Constraints, dependencies or risks and mitigation** |
|  |  |  |
|  |  |  |
| ***Total project value*** |  |  |

* 1. SELEP funding request, including type (LGF, GPF etc.):

[*Specify the amount and type of funding sought from SELEP to deliver the project. Please also confirm that the funding will not constitute State Aid.]*

* 1. Exemptions:

*[Specify if this scheme business case is subject to any Value for Money exemptions (and provide details of these exemptions) as per the SELEP Assurance Framework 2017, Section 5.7.4 and 5.7.5]*

* 1. Key dates:

*[Specify dates for the commencement of expenditure, the construction start date and the scheme completion/opening date.]*

* 1. Project development stage:

*[Specify the project development stages to be funded, such as inception, option selection, feasibility, outline business case, detailed design, procurement, full business case, implementation, the current project development stage, and a brief description of the outputs from previous development stages. Add additional rows as necessary. Please note, not all sections of the table may require completion.]*

|  |
| --- |
| Project development stages completed to date  |
| **Task** | **Description** | **Outputs achieved** | **Timescale** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
| Project development stages to be completed |
| **Task** | **Description**  | **Timescale** |
|  |  |  |
|  |  |  |
|  |  |  |

* 1. Proposed completion of outputs:

*[Include references to previous phases/tranches of the project (link to the SELEP website) and to future projects to be funded by SELEP. Please see SELEP Programme for more information.*

1. **STRATEGIC CASE**

*The Strategic Case should present a robust case for intervention, and demonstrate how the scheme contributes to delivering the SELEP Strategic Economic Plan (SEP) and SELEP’s wider policy and strategic objectives. It includes a rationale of why the intervention is required, as well as a clear definition of outcomes and the potential scope for what is to be achieved.*

*The outlook and objectives of the Strategic Case need should, as far as possible, align with the Monitoring and Evaluation and Benefits Realisation Plan in the Management Case.*

* 1. Scope / Scheme Description:

*[Outline the strategic context for intervention, by providing a succinct summary of the scheme, issues it is addressing and intended benefits; max. 2 pages.]*

* 1. Location description:

*[Describe the location (e.g. characteristics, access constraints etc.) and include at least one map; max. 1 page excluding map.]*

* 1. Policy context:

*[Specify how the intervention aligns with national/regional/local planning policies and the SELEP SEP; max. 3 pages.*

Smaller schemes: *(less than £2 million) are required to complete this section in line with the scale of the scheme; max. 1 page]*

* 1. Need for intervention:

*[Specify the current and future context and articulate the underlying issues driving the need for intervention referring to a specific market failure, need to reduce externalities, Government redistribution objectives etc.; max. 2 pages.]*

* 1. Sources of funding:

*[Promoters should provide supporting evidence to show that:*

* all reasonable private sector funding options have been exhausted; and
* no other public funding streams are available for or fit the type of scheme that is being proposed

Public funding is regarded as a last resort. Promoters are encouraged to think carefully about and provide strong evidence that the intervention they are proposing has exhausted all other potential sources of funding and there is a genuine need for intervention from the public sector; max. 1.5 pages.]

* 1. Impact of non-intervention (do nothing):

*[Describe the expected outcome of non-intervention. Promoters should clearly establish a future reference case and articulate the impacts on environment, economy and society, if applicable. The future reference case should acknowledge that market conditions are likely to change in the future, with or without any intervention. ‘Do nothing’ scenarios where nothing changes are unlikely; max. 1 page.]*

* 1. Objectives of intervention:

*[Outline the primary objectives of the intervention in the table below, and demonstrate how these objectives align with the problems presented in the Need for Intervention section.*

*Project Objectives (add as required)*

*Objective 1:*

*Objective 2:*

*Problems or opportunities the project is seeking to address (add as required)*

*Problem / Opportunity 1:*

*Problem / Opportunity 2:*

*[Complete the following using a system of 0, , ,  which maps the objectives to their ability to address each problem. Add rows and columns as required and note not all sections of the table may require completion; max. 1 page.]*

|  |  |
| --- | --- |
|  | **Problems / opportunities identified in Need for Intervention section** |
|  | **Problem / Opportunity 1** | **Problem / Opportunity 2** | **Problem / Opportunity 3** |
| Objective 1 | *e.g. * |  |  |
| Objective 2 |  |  | e.g. 0 |
| … |  |  |  |

* 1. Constraints:

*[Specify high level constraints or other factors such as social/environmental/financial/ developments/schemes/legal consents and agreements which may affect the suitability of the Preferred Option; max. 0.5 page.]*

* 1. Scheme dependencies:

*[Provide details of any related or interdependent activities that if not resolved to a satisfactory conclusion would mean that the benefits of the scheme would not be fully realised; max. 0.5 page.]*

* 1. Expected benefits:

*[This section identifies scheme benefits (which will be achieved through delivering the scheme) which may not be valued in the Economic Case. Specify the extent of the scheme benefits referring to relevant economic, social, environmental, transport or other benefits. This is where any ‘GVA based’ estimates of benefits should be reported together with any dependent development (e.g. commercial or residential floorspace). Please reference the relevant section of the Economic Case where additional information regarding the assessment approach can be found; max. 0.5 page.]*

* 1. Key risks:

*[Specify the key risks affecting delivery of the scheme and benefit realisation e.g. project dependencies, stakeholder issues, funding etc. Information on risk mitigation is included later in the template. This section should be kept brief and refer to the main risk register in the Management Case; max. 0.5 page.]*

1. **ECONOMIC CASE**

*The economic case determines whether the scheme demonstrates value for money. It presents evidence on the impact of the scheme on the economy as well as its environmental, social and spatial impacts in terms of how well they meet the spending objectives and critical success factors for the scheme. A reduced number of options are subject to a cost benefit analysis (CBA) in accordance with Green Book guidance, and qualitative costs, benefits and risks are also assessed.*

*The output of the Economic Case consists of an Appraisal Summary Table, risk analysis and sensitivity figures, a distributional analysis (where relevant), information on qualitative costs and benefits and information of other viable alternative options.*

*In addition to this application form, for schemes with a LGF funding request of more than £2.0m please provide a supporting appraisal spreadsheet (please see the SELEP Assurance Framework 2017, Section 5.7.4 and 5.7.5 for schemes which are exempt from this requirement). The supporting appraisal spreadsheet should provide:*

*• a calculation of Benefit-Cost Ratio (BCR) according to the most recent Government WebTAG transport analysis guidelines, with clearly identified, justified and sensitivity-tested assumptions and costs (please see Transport Analysis Guidance: WebTAG and*

*• inclusion of optimism bias and contingency linked, where appropriate, to a quantified risk assessment (please see Green Book supplementary guidance: optimism bias).*

*Smaller schemes (less than £2 million) are not required to provide a supporting appraisal spreadsheet, and do not have to calculate a BCR or complete the supporting appraisal tables, detailed in Section 3.11 (Value for money).*

*If the project includes a package of interventions, the treatment of costs and benefits for individual benefits should be discussed with the Independent Technical Evaluator during the Gate 0 discussions.*

* 1. Options assessment:

*[Outline all options that have been considered, the option assessment process, and specify the rationale for discounting alternatives.*

*Promoters are expected to present a sufficiently broad range of options which avoid variations (scaled-up or scaled-down version) of the main options. The key to a well scoped and planned scheme is the identification of the right range of options, or choices, in the first instance. If the wrong options are appraised the scheme will be sub-optimal from the onset.*

*Long list of options considered:*

*Description of all options which have been considered to address the problem(s) identified in the Need for Intervention section above, including options which were considered at an early stage, but not taken forward.*

*Options assessment:*

*Describe how the long list of options has been assessed (assessment approach), rationale behind shortlisting/discarding each option.*

*Short list of options:*

*The ‘Options Assessment’ section is an opportunity to demonstrate how learning from other projects and experience has been used to optimise the proposal, and the Preferred Option is expected to emerge logically from this process; max. 2 pages.*

*Smaller schemes (less than £2 million) are required to complete an Options assessment which is proportionate to the size of the scheme; max. 1 page.]*

* 1. Preferred option:

*[Describe the Preferred Option and identify how the scheme aligns with the objectives. Include evidence of stakeholder support for the Preferred Option either through consultation on the scheme itself or on the strategy the scheme forms part of; max. 1 page.]*

* 1. Assessment approach:

*[Describe the approach used to assess the impacts of the scheme, describing both the quantitative (including reliability if appropriate) and qualitative approaches used. Describe the reference case (‘Do nothing’) and the Preferred Option.*

*The assessment approach should be a proportionate application of Department for Transport’s (DfT) modelling and appraisal guidance as set out in WebTAG (please see WebTAG: TAG guidance for the technical project manager); max. 1 page.*

*Smaller schemes (less than £2 million) are not required to assess Reliability in the Assessment Approach.]*

* 1. Economic appraisal inputs:

*[Provide details of key appraisal inputs, those which are different to the inputs defined in WebTAG A.1.1 (in terms of demand, user benefits, non-user benefits, revenue, capital costs, renewal costs and operating costs) as per the table below (expand as appropriate). Please note, not all sections of the table may require completion.*

*Smaller schemes (less than £2 million) are not required to complete this section.*]

* 1. Economic appraisal assumptions and results

*[Provide details of the key appraisal assumptions and results (BCR and sensitivity tests) as per the following tables (expand as appropriate). Please note, not all sections of the table may require completion. Also provide a supporting appraisal spreadsheet. Promoters should use their own spreadsheet to calculate qualitative costs and benefits and these should adhere to national guidelines. Please see Transport Analysis Guidance: WebTAG.*

*Promoters should also include a statement which identifies other schemes which may have potentially contributed to the same benefits/impacts. Smaller schemes (less than £2 million) are not required to complete this section.]*

| **Appraisal Assumptions** | **Details** |
| --- | --- |
| WebTAG version | *[Please describe which version of the WebTAG databook has been used to populate the appraisal. Where this is not the most recent version, please explain why this is the case. Please see WebTAG databook for the most recent version]* |
| Opening Year, Final Modelled Year and Appraisal Duration |  |
| Price Base/GDP Deflator | *[Appraisal models should use* *RPI and GDP Deflator projected series from the WebTAG databook to convert all inputs into a consistent appraisal price base, which is GDP Deflator 2010]* |
| Real Growth (i.e. above CPI or below)  |  |
| Discounting | *[WebTAG requires discounting to be applied at a rate of 3.5% per year for 30 years and 3.0% thereafter]* |

|  |  |
| --- | --- |
|  | **£m PV (2010)** |
| **Costs\*** |
| Capital Costs |  |
| Renewal Costs |  |
| Operating Costs |  |
| **Benefits** |
| Journey Time Benefits |  |
| Highway Externalities |  |
| Revenue |  |
| Indirect Tax |  |
| **Appraisal** |   |
| Present Value of Costs (PVC) |  |
| Present Value of Benefits (PVB) |  |
| Net Present Value (NPV) |  |
| Benefit Cost Ratio (BCR) |  |

*\* Costs represent total Capital Costs, Renewal Costs and Operating Costs of the specific intervention seeking funding under LGF.*

* 1. Sensitivity tests:

*[The Benefit Cost Ratio is based on the best estimates currently available of the benefits of the scheme. However, these are estimates and therefore it is appropriate to assess the sensitivity of the appraisal result to changes in key inputs. Provide details of the sensitivity tests undertaken as per the following table (expand as appropriate). Please note, not all sections of the table may require completion. See WebTAG unit M4 forecasting and uncertainty.*

|  |  |
| --- | --- |
|  | **£m PV (2010)** |
| **Sensitivity Test 1** | *[Description]* |
| Present Value of Costs (PVC) |  |
| Present Value of Benefits (PVB) |  |
| Net Present Value (NPV) |  |
| Benefit Cost Ratio (BCR) |  |

*Smaller schemes (less than £2 million) are not required to complete this section.]*

* 1. Environmental impacts:

*[Provide details of the environmental impacts (WebTAG A3) as per the following table and provide supporting evidence if necessary. Please note, not all sections of the table may require completion; max. 0.5 pages excluding table.]*

| **Environmental Impact** | **Assessment** |
| --- | --- |
| Noise | *[large/moderate/slight beneficial and adverse, neutral; or provide quantitative value]* |
| Air Quality |  |
| Greenhouse Gases |  |
| Landscape |  |
| Townscape |  |
| Heritage |  |
| Biodiversity  |  |
| Water Environment |  |

* 1. Social impacts:

*[Provide details of the social impacts (WebTAG A4.1) as per the following table and provide supporting evidence if necessary. Please note, not all sections of the table may require completion; max. 0.5 page excluding table]*

| **Social Impact** | **Assessment** |
| --- | --- |
| Accidents | *[large/moderate/slight beneficial and adverse, neutral; or provide quantitative value]* |
| Physical Activity |  |
| Security |  |
| Severance |  |
| Journey Quality |  |
| Option values and non-use values |  |
| Accessibility |  |
| Personal Affordability |  |
| Accidents |  |

* 1. Distributional impacts:

*[Evaluate the distribution of the scheme’s impacts focusing on geographical location and socio-economic/demographic characteristics (WebTAG A4.2). In the absence of more recent or better quality local evidence, it is suggested that DataShine is used to inform this assessment; max. 0.5 page.*

*Smaller schemes (less than £2 million) are not required to complete this section.]*

* 1. Wider impacts:

*[Provide a description of the expected wider economic impacts as well as any dependent development (e.g. commercial floorspace, residential units, jobs created or safeguarded).*

*Smaller schemes (less than £2 million) are not required to complete this section.]*

* 1. Value for money:

*[Summarise the implications of the scheme (economic, social, environmental and distributional impacts) (DfT Value for Money Framework).*

*The following supporting appraisal tables (WebTAG appraisal tables) should also be provided and appended to this business case unless the scheme is subject to exemptions (detailed in the Project Overview):*

* *Appraisal summary table (summaries the environmental, economic and social impacts of a scheme and is different to the supporting appraisal spreadsheet);*
* *Analysis of Monetised Costs and Benefits (AMCB) table;*
* *Public Accounts table; and*
* *Economic Efficiency of the Transport System (TEE) table.*

*The tables above should be in standard WebTAG format as per the guidelines. Please note, not all sections of the table may require completion.*

*Max. 1 page excluding table.*

*Smaller schemes (less than £2 million) are not required to complete this section.]*

1. **COMMERCIAL CASE**

*The commercial case determines whether the scheme is commercially viable and will result in a viable procurement and well-structured deal. It sets out the planning and management of the procurement process, contractual arrangements, and the allocation of risk in each of the design, build, funding, and operational phases.*

* 1. Procurement options:

*[Present the results of your assessment of procurement and contracting route options and the supplier market, and describe lessons learned from others or experience; max. 1 page.]*

* 1. Preferred procurement and contracting strategy*:*

*[Define the procurement strategy and contracting strategy (e.g. traditional, (design and build, early contractor involvement) and justify, ensuring this aligns with the spend programme in the Financial Case and the project programme defined in the Management Case; max. 2 pages.]*

* 1. Procurement experience:

*[Describe promoter (and advisor) experience of the proposed approach including any lessons learnt from previous procurement exercises of a similar scale and scope; max. 0.5 pages.]*

* 1. Competition issues:

*[Describe any competition issues within the supply chain; max. 0.5 page.]*

* 1. Human resources issues:

*[Where possible, describe what you have done to identify and mitigate against any human resource issues; max. 0.5 pages.]*

* 1. Risks and mitigation:

*Specify the allocation of commercial risks (e.g. delivery body, federated area, scheme promoters) and describe how risk is transferred between parties, ensuring this is consistent with the cost estimate and Risk Management Strategy in the Management Case; max. 1 page.]*

* 1. Maximising social value*:*

*[Where possible, provide a description of how the procurement for the scheme increases social value in accordance with the Social Value Act 2012 (e.g. how in conducting the procurement process it will act with a view of improving the economic, social and environmental well-being of the local area and particularly local businesses); max. 0.5 page.]*

1. **FINANCIAL CASE**

*The Financial Case determines whether the scheme will result in a fundable and affordable Deal. It presents the funding sources and capital requirement by year, together with a Quantitative Risk Assessment (QRA), project and funding risks and constraints. All costs in the Financial Case should be in nominal values.*

*The profile of funding availability detailed in the Financial Case needs to align with the profile of delivery in the Commercial Case.*

* 1. Total project value and funding sources:

*[Specify the total project value and how this is split by funding sources by year, as per the table below (expand as appropriate). This should align with the total funding requirement described within the Project Overview section. Please include details of other sources of funding, and any conditions associated with the release of that funding. LGF can only be sought to 2020/21.]*

* 1. SELEP funding request, including type (LGF, GPF, etc.,):

*[Specify the amount and type of SELEP funding sought to deliver the project. This should align with the SELEP funding requirement described within the Project Overview section.]*

* 1. Costs by type:

*[Detail the cost estimates for the project by year as per the table below (expand as appropriate) and specify how the inclusion of the Quantitative Risk Assessment (QRA) and other overheads aggregate to the total funding requirement. Where conversion has been made between nominal and real cost estimates (and vice versa) please provide details of any inflation assumptions applied. The Financial Case should not include Optimism Bias. Please confirm that optimism bias has not been applied in the Financial Case. Also, include details of the agreed budget set aside for Monitoring and Evaluation, and ensure this aligns with the relevant section in the Management Case. Please note, not all sections of the table may require completion.]*

|  |  |
| --- | --- |
|  | **Expenditure Forecast** |
| **Cost type** | **17/18****£000** | **18/19****£000** | **19/20****£000** | **20/21****£000** | **Etc.** |
| Capital [For example by stage, key cost elements for construction, and other cost elements such as contingency, overheads and uplifts] |  |  |  |  |  |
| Non-capital [For example revenue liabilities for scheme development and operation] |  |  |  |  |  |
| QRA |  |  |  |  |  |
| Monitoring and Evaluation |  |  |  |  |  |
| **Total funding requirement** |  |  |  |  |  |
| Inflation (%) |  |  |  |  |  |

* 1. Quantitative risk assessment (QRA):

*[Provide justification for the unit costs and a Quantitative Risk Assessment (QRA) provisions (detailed in the capital and non-capital tables above); max. 2 pages. Please provide supporting documents if appropriate.]*

* 1. Funding profile (capital and non-capital):

*[Where possible, explain the assumed capital and non-capital funding profile, summarise the total funding requirement by year, and funding source (add rows / columns as appropriate). Please note, not all sections of the table may require completion. Also, explain the external factors which influence/determine the funding profile, describe the extent of any flexibility associated with the funding profile, and describe non-capital liabilities generated by the scheme; max. 1 page.]*

|  |  |
| --- | --- |
|  | **Expenditure Forecast** |
| **Funding source**  | **17/18****£000** | **18/19****£000** | **19/20****£000** | **20/21****£000** | **21/22****£000** | **22/23****£000** |
| Capital source 1… |  |  |  |  |  |  |
| Capital source 2… |  |  |  |  |  |  |
| Non-capital source 1… |  |  |  |  |  |  |
| Non-capital source 2… |  |  |  |  |  |  |
| **Total funding requirement** |  |  |  |  |  |  |

* 1. Funding commitment:

*[Provide signed assurance from the Section 151 officer to confirm the lead applicant will cover any cost overruns relating to expenditure and programme delivery, as per the template in Appendix A. Please also confirm whether the funding is assured or subject to future decision making.]*

* 1. Risk and constraints:

*[Specify project and funding risks and constraints. Describe how these risks have, where appropriate, been quantified within the QRA/contingency provisions; max 0.5 pages.]*

1. **MANAGEMENT CASE**

*The management case determines whether the scheme is achievable and capable of being delivered successfully in accordance with recognised best practice. It demonstrates that the spending proposal is being implemented in accordance with a recognised Programme and Project Management methodology, and provides evidence of governance structure, stakeholder management, risk management, project planning and benefits realisation and assurance. It also specifies the arrangements for monitoring and evaluation in terms of inputs, outputs, outcomes and impacts.*

* 1. Governance:

*[Nominate the project sponsor and Senior Responsible Officer, explain the project governance structure (ideally as a diagram with accompanying text) and describe responsibilities, project accountability, meeting schedules etc.; max. 1 page.]*

* 1. Approvals and escalation procedures:

*[Specify the reporting and approval process; max. 0.5 pages.]*

* 1. Contract management:

*[Explain your approach to ensuring that outputs are delivered in line with contract scope, timescale and quality; max. 0.5 pages.]*

* 1. Key stakeholders:

*[Describe key stakeholders, including any past or planned public engagement activities. The stakeholder management and engagement plan should be provided alongside the Business Case; max. 0.5 pages.]*

* 1. Equality Impact:

*[Provide a summary of the findings of the Equality Impact Assessment (EqIA) and attach as an Appendix to the Business Case submission. If an EqIA has not yet been undertaken, please state when this will be undertaken and how the findings of this assessment will be considered as part of the project’s development and implementation. The EqIA should be part of the final submission of the Business Case, in advance of final approval from the* Accountability *Board; max. 0.5 pages.]*

* 1. Risk management strategy:

*[Define the Risk Management Strategy referring to the example provided in Appendix B (expand as appropriate), ensuring this aligns with the relevant sections in the Financial and Commercial Case. Please provide supporting commentary here; max. 0.5 pages.]*

* 1. Work programme:

*[Provide a high-level work programme in the form of a Gantt Chart which is realistic and achievable, by completing the table in Appendix C (expand as appropriate). Please describe the critical path and provide details regarding resource availability and suitability here; max. 0.5 pages.]*

* 1. Previous project experience:

*[Describe previous project experience and the track record of the project delivery team (as specified above) in delivering projects of similar scale and scope, including whether they were completed to time and budget and if they were successful in achieving objectives and in securing the expected benefits; max. 0.5 pages.]*

* 1. Monitoring and evaluation:

*[SELEP are required to submit detailed quarterly project monitoring reports to the Department for Business, Energy and Industrial Strategy for schemes that have been funded through the LGF to enable ongoing monitoring and evaluation of individual projects. Monitoring and evaluation metrics should be aligned to these reporting requirements (South East Local Enterprise Partnership Assurance Framework 2017, Section 5.8 – see SELEP Business Case Resources document). A proportionate approach to Monitoring and Evaluation should be followed ensuring evaluation objectives relate back to the business case and build on assumptions used in the appraisal process.*

*Specify the following:*

*Inputs*

* *Describe what is being invested in terms of resources, equipment, skills and activities undertaken to deliver the scheme*

*Outputs (delivering the scheme/project)*

* *Identify what will be delivered and how it will be used*

*Outcomes (monitoring)*

* *Identify and describe how the relevant performance indicators (KPIs) will be used to monitor the outcomes, including high-level outcomes, transport (outputs), land, property and flood protection (outputs) and business, support, innovation and broadband (outputs) (as per the table in Appendix D)*

*Impacts (evaluation)*

* *Describe how the impacts will be evaluated 2 and/or 5 years post implementation depending on the size of the project. Consider the impact of the intervention on the following Growth Deal outcomes (if relevant):*
* *Housing unit completion*
* *Jobs created or safeguarded*
* *Commercial/employment floor space completed*
* *Number of new learners assisted*
* *Area of new or improved learning/training floor space*
* *Apprenticeships*

*Promoters should also include a statement which identifies other schemes which may have potentially contributed to the same benefits/impacts.*

*Max. 1 page excluding table.*

*Smaller schemes (less than £2 million) are required to complete Monitoring and Evaluation which is proportionate to the size of the scheme; max. 0.5 page.]*

* 1. Benefits realisation plan:

*[A Benefits Realisation Plan provides details of the process that will be followed to ensure that benefits are sustained and that returns on investment are maximised where possible. The Benefits Realisation Plan identifies the potential benefits and how these will be tracked and measured, the risks that may prevent benefits being realised and the critical success factors that need to be in place to ensure that benefits are realised. In many cases, benefits realisation management should be carried out as a duty separate from day to day project management. Describe the proposal for developing a Benefits Realisation Plan which should involve continuous public engagement to ensure the anticipated benefits are realised. The Benefits realisation plan should be consistent with the Strategic and Economic Case; max. 0.5 page.]*

1. **DECLARATIONS**

|  |  |
| --- | --- |
| *Has any director/partner ever been disqualified from being a company director under the Company Directors Disqualification Act (1986) or ever been the proprietor, partner or director of a business that has been subject to an investigation (completed, current or pending) undertaken under the Companies, Financial Services or Banking Acts?* | *Yes / No* |
| *Has any director/partner ever been bankrupt or subject to an arrangement with creditors or ever been the proprietor, partner or director of a business subject to any formal insolvency procedure such as receivership, liquidation, or administration, or subject to an arrangement with its creditors* | *Yes /No* |
| *Has any director/partner ever been the proprietor, partner or director of a business that has been requested to repay a grant under any government scheme?* | *Yes / No* |

*If the answer is “yes” to any of these questions please give details on a separate sheet of paper of the person(s) and business(es) and details of the circumstances. This does not necessarily affect your chances of being awarded SELEP funding.*

I am content for information supplied here to be stored electronically, shared with the South East Local Enterprise Partnerships Independent Technical Evaluator, Steer Davies Gleave, and other public sector bodies who may be involved in considering the business case.

I understand that a copy of the main Business Case document will be made available on the South East Local Enterprise Partnership website one month in advance of the funding decision by SELEP Accountability Board. The Business Case supporting appendices will not be uploaded onto the website. Redactions to the main Business Case document will only be acceptable where they fall within a category for exemption, as stated in Appendix E.

Where scheme promoters consider information to fall within the categories for exemption (stated in Appendix E) they should provide a separate version of the main Business Case document to SELEP 6 weeks in advance of the SELEP Accountability Board meeting at which the funding decision is being taken, which highlights the proposed Business Case redactions.

I understand that if I give information that is incorrect or incomplete, funding may be withheld or reclaimed and action taken against me. I declare that the information I have given on this form is correct and complete. Any expenditure defrayed in advance of project approval is at risk of not being reimbursed and all spend of Local Growth Fund must be compliant with the Grant Conditions.

I understand that any offer may be publicised by means of a press release giving brief details of the project and the grant amount.

|  |  |
| --- | --- |
| *Signature of applicant* |  |
| *Print full name* |  |
| *Designation* |  |

1. **APPENDIX A - FUNDIG COMMITMENT**

|  |
| --- |
| *Draft S151 Officer Letter to support Business Case submission**Dear Colleague**In submitting this project Business Case, I confirm on behalf of [Insert name of County or Unitary Authority] that:**• The information presented in this Business Case is accurate and correct as at the time of writing.**• The funding has been identified to deliver the project and project benefits, as specified within the Business Case. Where sufficient funding has not been identified to deliver the project, this risk has been identified within the Business Case and brought to the attention of the SELEP Secretariat through the SELEP quarterly reporting process.**• The risk assessment included in the project Business Case identifies all substantial project risks known at the time of Business Case submission.* *• The delivery body has considered the public-sector equality duty and has had regard to the requirements under s.149 of the Equality Act 2010 throughout their decision-making process. This should include the development of an Equality Impact Assessment which will remain as a live document through the projects development and delivery stages.**• The delivery body has access to the skills, expertise and resource to support the delivery of the project**• Adequate revenue budget has been or will be allocated to support the post scheme completion monitoring and benefit realisation reporting**• The project will be delivered under the conditions in the signed LGF Service Level Agreement with the SELEP Accountable Body.**I note that the Business Case will be made available on the SELEP website one month in advance of the funding decision being taken, subject to the removal of those parts of the Business Case which are commercially sensitive and confidential as agreed with the SELEP Accountable Body.**Yours Sincerely,* *SRO (Director Level) ……………………………………………**S151 Officer …………………………………………………………* |

1. **APPENDIX B – RISK MANAGEMENT STRATEGY**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Description of Risk** | **Impact of Risk** | **Risk Owner** | **Risk Manager** | **Likelihood of occurrence (Very Low/ Low/Med/ High/ Very High) (1/2/3/4/5) \*** | **Impact (Very Low/ Low/ Med/ High/ Very High) (1/2/3/4/5) \*\*** | **Risk Rating** | **Risk Mitigation** | **Residual Likelihood/Impact Scores** |
|  |  |  |  | [e.g. Medium 3] | [e.g. Very Low 1] | [Likelihood of occurrence multiplied by Impact] |  |  |
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\* Likelihood of occurrence scale: Very Low (1) more than 1 chance in 1000; Low (2) more than 1 chance in 100; Medium (3) more than 1 chance in 50; High (4) more than 1 chance in 25; Very High (5) more than 1 chance in 10.

\*\* Impact scale: Very Low (1) likely that impact could be resolved within 2 days; Low (2) potential for a few days’ delay; Medium (3) potential for significant delay; High (4) potential for many weeks’ delay; Very High (5) potential for many months’ delay

*Please note, not all sections of the table may require completion.*

1. **APPENDIX C – GANTT CHART**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Tasks** | **Start date** | **Finish****date** | **2017** | **2018** |
| **Jul** | **Aug** | **Sep** | **Oct** | **Nov** | **Dec** | **Jan** | **Feb** | **Mar** | **Apr** | **Etc.** |
|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
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| **Key Milestones / Deliverables** |  |  |  |  |  |  |  |  |  |  |  |  |  |
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1. **APPENDIX D – MONITORING AND EVALUATIONS METRICS**

*Please note, it is not necessary to report against all the Monitoring and Evaluation Metrics below unless they are relevant to the scheme. There is scope to add further Monitoring and Evaluation Metrics where necessary.*

| **Category** | **Key Performance Indicators** | **Description** |
| --- | --- | --- |
| **High-level outcomes** | Jobs connected to intervention (permanent, paid FTE) | *[Add description where relevant to describe how the relevant KPIs will be used to monitor the outcomes]* |
| Commercial floorspace planned - please state sqm and class |  |
| Commercial floorspace constructed to date - please state sqm and class |  |
| Housing unit starts (forecast over lifetime) |  |
| Housing unit starts (to date) |  |
| Housing units completed (forecast over lifetime) |  |
| Housing units completed (to date) |  |
| **Transport (outputs)** | Total planned length of resurfaced roads (km) |  |
| Total completed length of resurfaced roads (km) |  |
| Total planned length of newly built roads (km) |  |
| Total completed length of newly built roads (km) |  |
| Total planned length of new cycle ways (km) |  |
| Total completed length of new cycle ways (km) |  |
| Type of service improvement |  |
| **Land, Property and Flood Protection (outputs)** | Anticipated area of site reclaimed, (re)developed or assembled (ha) |  |
| Actual area of site reclaimed, (re)developed or assembled (ha) |  |
| Length of cabling/piping planned (km) - Please state if electricity, water, sewage, gas, telephone or fibre optic |  |
| Length of cabling/piping completed (km) - Please state if electricity, water, sewage, gas, telephone or fibre optic |  |
| Anticipated area of land experiencing a reduction in flooding likelihood (ha) |  |
| Actual area of land experiencing a reduction in flooding likelihood (ha) |  |
| Follow-on investment at site (£m) - Please state whether Local Authority, Other Public Sector, Private Sector or Third Sector |  |
| Anticipated commercial floorspace refurbished - please state sqm and class |  |
| Actual commercial floorspace refurbished - please state sqm and class |  |
| Anticipated commercial floorspace occupied - please state sqm and class |  |
| Actual commercial floorspace occupied - please state sqm and class |  |
| Commercial rental values (£/sqm per month, by class) |  |
|  | Anticipated number of enterprises receiving non-financial support (#, by type of support) |  |
| Actual number of enterprises receiving non-financial support (#, by type of support) |  |
| Anticipated number of new enterprises supported |  |
| **Business, Support, Innovation and Broadband (outputs)** | Actual number of new enterprises supported |  |
| Anticipated number of potential entrepreneurs assisted to be enterprise ready |  |
| Actual number of potential entrepreneurs assisted to be enterprise ready |  |
| Anticipated number of enterprises receiving grant support |  |
| Actual number of enterprises receiving grant support |  |
| Anticipated number of enterprises receiving financial support other than grants |  |
| Actual number of enterprises receiving financial support other than grants |  |
| Anticipated no. of additional businesses with broadband access of at least 30mbps |  |
| Actual no. of additional businesses with broadband access of at least 30mbps |  |
| Financial return on access to finance schemes (%) |  |

1. **APPENDIX E – CATEGORIES OF EXEMPT INFORMATION**

*There is a clear public interest in publishing information and being open and transparent. But sometimes there is information which we can't publish because it would cause significant harm to the Council - for example by damaging a commercial deal or harming our position in a court case. Equally sometimes publishing information can harm someone who receives a service from us or one of our partners.*

*The law recognises this and allows us to place information in a confidential appendix if:*

*(a) it falls within any of paragraphs 1 to 7 below; and*

*(b) in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.*

* 1. *Information relating to any individual.*
	2. *Information which is likely to reveal the identity of an individual.*
	3. *Information relating to the financial or business affairs of any particular person (including the authority holding that information)*
	4. *Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.*
	5. *Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.*
	6. *Information which reveals that the authority proposes— (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or (b) to make an order or direction under any enactment.*
	7. *Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.*